



The Relationship between Green Hiring Process and Organizational Citizenship Behavior in the Banking Sector

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Abstract

The objective of this research is to determine the effects of adopting eco-friendly hiring processes on Organizational Citizenship Behavior. The study was carried out on nine bank head offices situated in Karachi, Pakistan's financial capital. A questionnaire was used to collect data from a sample of 355 participants who were selected via the snowball sampling technique. The study had one dependent variable and four independent variables. The results of all the hypotheses confirmed that there is a positive correlation between Green Advertisement (GA), Green Screening/Shortlisting (GSL), Green Interviews (GI), Green Selection (GS), and Organizational Citizenship Behavior (GSB). This implies that incorporating eco-friendly practices in hiring procedures can help cultivate organizational citizenship behaviors in the workforce.

Keywords: Banking industry, Green Advertisement, Green Screening/Shortlisting, Green interviews, Organizational citizenship behavior and Green Selection.



Introduction

Green Human resources management means protecting the organizational environment from pollution, waste, and environmental discharges which are harmful, while focusing on the overall performance of organizations (Kim, 2019; Sobaih, 2020). The Green Hiring process promotes environmentally friendly resources and encourages sustainable practices within the firm (Sabokro, Masud, & Kayedian, 2021). In the Green Hiring process, different steps are followed by every organization. Green Recruitment is one of the most important factors of Green Hiring practices because it is a process that aligns with the sustainability goals of an organization. According to a study, the basic concept for green hiring is green awareness which includes personality aspects that help in achieving an organization's environmental goals. Moreover, from the preceding study, it was investigated that in any organization, people are crucial; many workers work more willingly regardless of monetary benefits or thinking for more salaries. These types of employees are those individuals who play their roles as volunteers.

In Organizational Citizenship Behavior individuals' actions are voluntarily related to making the workplace pollution-free, implementing waste-reducing solutions and promoting green technologies, and participating in conferences to understand the environment and how to protect it (Anwar, 2020; Malik, 2021). Therefore, knowing the antecedents of OCBs is significant under theoretical and practical implications (Pletzer, 2021). Moreover, the employees with this behavior perform duties beyond their job descriptions, as their actions are voluntary, and hence, they encourage professionals for effective operations in the firm (Jain, 2020). In companies where OCB exists at a high level, the best delivery of services and performance can be seen and less turnover of employees in the company occurs. Accordingly, if employees feel more supported and connected, and they share information willingly, this can minimize some fragmentation and isolation problems that can happen in the pursuit of green transformation (Xie, 2022). OCB is an automatic behavior that generates in the worker to improve the sustainability of firm's performance (Liu, 2023).

Problem Statement

Although there are numerous studies available on the topic of Green Hiring Practices, there is still limited research found on developing countries, particularly, Pakistan. Furthermore, in developing countries there are more environmental issues, so there is a need to pay attention to



ecological problems to reduce them (Anwar, 2020; Malik, 2021). This research investigates the relationship of Green Recruitment and Selection on organizational citizenship behavior (OCB) within the context of Green Hiring Practices. Furthermore, both forms of green employee behavior (voluntary and task-related) have rarely been studied, concurrently in the context of Green Hiring implementation (Garavan, 2023; Khan, 2021). In this research, we investigate the application of green recruitment and selection and whether the practice of green recruitment and selection has any impact on job candidates. The study can also raise awareness of Green Hiring among HR managers and directors, environmental pressure groups, employees, customers, suppliers, and policymakers through highlighting critical and insightful perspectives like the ecofriendly behavior of employees, the study directs as well as promotes the scope of further research in this area for exploring the connection between various GHRM practices with HR strategies.

Research Objectives

The main idea of doing this study was to know about the link between Hiring Process and Organizational Citizenship Behavior, in which the first Objective was to check which of the phase of Hiring Process impacts OCB individuals, such as Green Advertisement, Green Screening & Short Listing, Green Interviews and Green Selection, among these which variable has most significant impact on Individual who has Citizenship Behavior. Another objective of the study was to identify how each variable of Green Hiring Process works in organizations, what kind of initiatives firms are taking for these sub factors in Green Hiring Process and finally, is there relationship of Citizenship Behavior from individual side when they see apply for such companies to get a job.

Research Questions

This research aims to find out the answer to the following questions which will help to achieve the research objective.

1. What are the impacts of Green Hiring Processes on Organizational Citizenship Behavior?
2. Which factors of the Green Hiring Process mostly and significantly affect employees in relation to Organizational Citizenship Behavior?



Literature Review

Green Hiring Process

In any organization when goals of environment and human resources align together and come to one point it is known as green human resources management. (Yong J. Y., 2020). Firms are now changing their strategies and aligning them with environmentally friendly initiatives to develop green activities that help companies minimize environmental issues. (Yong J. Y., 2020) The concept of green HRM practices is linked to organizations' environmental strategies and green worker behavior (Singh, 2020).

On the other hand, it is about HRM procedures, policies, activities, and ideologies to enhance an organization's resources and efficiency sustainably. (Malik, 2021). Engaging employees in green work behavior reduces environmental pollution at the workplace (Singh, 2020), it means the goals of environmental management are connected to the strategic fit of the company, and HR practices, such as the hiring process, training, performance appraisals, and compensation. Companies that are involved in green HR activities promote productivity and acquire a competitive edge (Malik, 2021). In addition, in an employment process, In other words, including the element of green in hiring criteria will attract applicants and firms hire those candidates who possess green qualities that help in the company's vision, mission, and objectives, which resultantly creates a sustainable performance. Moreover, OCB employees are those who work voluntary that enhances firm's efficiency, and improves performance of company without getting motivated by extrinsic rewards (Gupta, 2019).

Green Advertising

In the Green Advertisement, company uses innovative ways to adopt those criteria which are environment friendly, for instance paperless approach to hire applicants, use online techniques, for example online forms or by using social websites, they advertise their job posts. (Ogbu Edeh PhD, 2019). On the other hand, compared to the traditional way of advertisement, such as newspapers and brochures. Online advertisement in hiring process helps recruiters to reduce the adverse impact of environment (Davidescu, 2020).

H1: There is a significant positive Impact of Green Advertisement on Organizational Citizenship Behavior

Green Screening & Short Listing



Past studies for Green Screening and Short listing of candidates showed that job searchers want to work for the companies with good environmental reputation, and recruiters choose to hire those applicants who have knowledge of environment and have a positive attitude, because these people are more likely to take part in eco-initiatives (Anwar, 2020). Firms must implement different measures to improve green hiring process and selection.

H2: There is a significant positive impact of Green Screening and Short Listing on Organizational Citizenship Behavior

Green Interviews

In Green Interviews, videos or telephonic ways are used to reduce any harmful impact on environment because of travel and commuting (Mwita & Kinemo, 2018). Similarly, in another past paper it was mention that, when selecting an applicant, company could take interview which might be video based or on phone to eliminate travel-related negative impacts on environment (Saini, 2016). Moreover, interviews must be designed based on greening programs, to check whether the candidates are interested in talking about environment-related questions so that such candidates are finalized during the short-listing process (Masri & Jaaron, 2017).

Firms can use different interview techniques to maintain Green hiring process by designing online ways to conduct interviews, so that candidates align with sustainability of the organization.

H3: There is a significant positive impact of Green Interviews on Organizational Citizenship Behavior

Green Selection

Short listing a candidate with that kind of prospective attracts applicant to apply for vacant positions. In this way it is easier attracting those candidates who have skills and relevant knowledge. At the same time, they have the interests and knowledge of environment and they are much aware of sustainable processes and are familiar to basic ideas of recycle, conservation and create a logical world (Sanyal, 2017). Lastly, in the induction process for newly selected applicants, organizations should discuss organizational green policies, green goals and values. (Muisyo, 2021). In the greening process, organization monitor workers' long term abilities, and telling employees about green initiatives like greenhouse gases and reducing wastage.



H4: *There is a significant positive effect of Green Selection on Organizational Citizenship Behavior*

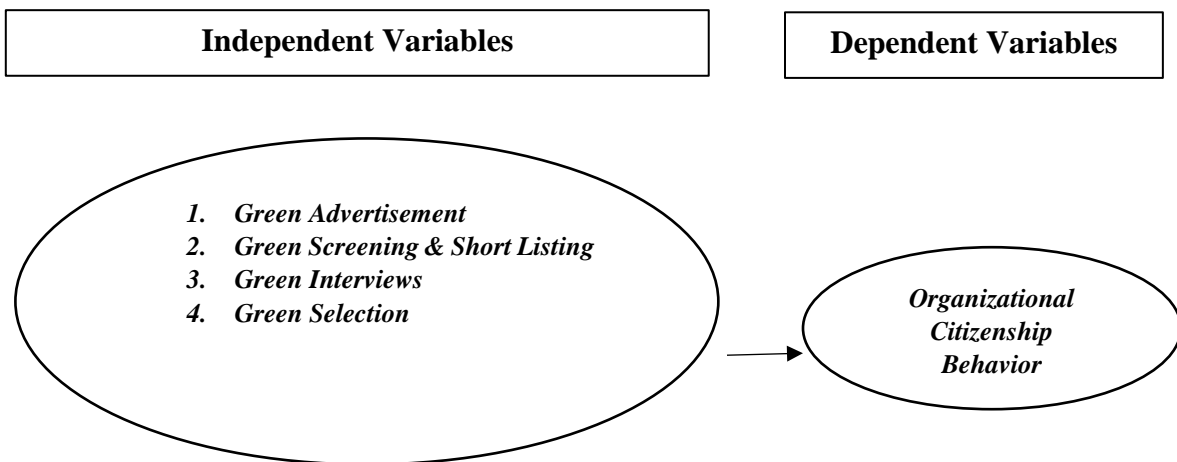
Organizational Citizenship Behavior

According to the researcher, the term Organization citizenship behavior, refers to voluntary behavior by employees that is beyond their formal responsibilities (Jain, 2020). In the organization when employee participates in voluntary actions during their job they are showing their of Organizational Citizenship Behavior towards the firm (Ercantan, 2022).

According to the study, there is a direct and indirect interrelation among employees in role behavior when they are at work with Green HRM practices which represents organizational citizenship behavior in employees when they show willingness to collaborate with firms and implement those activities that are in the favor of environment protection which are not includes in their formal job duties. Furthermore, implementing corporate sustainable policies in the organization is not enough but making the firm environmentally friendly is also important for employees (Malik, 2021). Scholars, managers and practitioners are exploring those components which motivate workers about handling Organizational citizenship behavior. Results of past studies revealed that there is a positive impact of Green Hiring on Organizational Citizenship Behavior. (Malik, 2021).

Conceptual Framework

*Figure 1
Research Model*





Research Methodology

The conceptual framework of the present study consists of four independent variables of Green Hiring Process, Green Advertisement, Green Screening/Short Listing, Green Interviews and Green Selection, while one dependent variable is included which is Organizational Citizenship behavior.

Research Design and Approach

For the current research quantitative method was selected. The technique for the research was correlational approach in which Green Hiring Process taken as independent and OCB as dependent variable to understand the strength and direction between these variables. The reason of selecting quantitative approach was to generalizing the findings of the study for the population. Moreover, this method is logically appropriate and fits for the observable proof of factors that impacts an outcome (Creswell, 2017).

Deductive approach was applied to the study because it was started from theory of Green Hiring Process then hypotheses were made based on different findings and studies after that, observations and data collection were done. Furthermore, Snowball Technique was applied to collect the data.

Population and Sample

This study is based on primary data and is quantitative in nature. To gather data, close-ended questionnaires were distributed among HR/Operational managers and employees, who were considered representative samples for this study. From a total of 750 questionnaires, 355 responses were collected from nine Bank Head Offices located in Karachi. Out of these, three were government entities while six were private banks.

The objective of selecting the banking sector was to investigate the implementation of Green Hiring Processes in these banks, and the potential relationship between these processes and Organizational Citizenship Behavior

Instrumentation

The study utilized a survey questionnaire to gather data about different variables, which were adopted from various articles. The questionnaire was also validated by academic and professional experts and was based on a five-point Likert Scale. The independent variable, Green



Hiring Process, was developed from previous research papers on Green Advertisement (Tsymbaliuk, 2023) and (Ojo, 2022) for Screening & Short-listing and Green Interviews (Paillé, 2019), and for Green Selection (Ojo, 2022) and (Tsymbaliuk, 2023) were chosen. For the dependent variable, Organizational Citizenship Behavior, previous research papers (Anwar N. N., 2020) and (Abbasi, 2023) were used. The study also collected demographic data, including age, highest qualification, nature of employment, level of responsibilities, and work experience, using the snowball technique for data collection.

Data Analysis

The analysis of the gathered data was conducted using SPSS, where methods including descriptive statistics, correlation analysis, and hierarchical multiple regression were employed to examine hypotheses H1, H2, H3, and H4. Subsequently, in Step 2, predictor variables like Green Advertisement, Green Screening/ Short Listing, Green Interview and Green Selection were integrated into the model.

Table 1
 Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Green_Adver	354	2.25	4.75	3.5332	.50717
Green_Screening	354	2.50	4.75	3.7387	.57066
Green_interview	354	2.00	4.67	3.5800	.56775
Green_Slection	354	2.33	5.00	3.5574	.48392
Org_Citizenship_Behavior	354	2.88	4.88	3.6455	.40701
Valid N (listwise)	354				

The dataset, comprising 354 valid responses, offers insights into various practices. The range of responses, captured through minimum and maximum values, varies for each practice - for instance, Green Advertisement ranged from 2.25 to 4.75. The mean scores, reflecting average endorsements, highlight Green Screening/Short Listing as the most endorsed practice with a mean of 3.7387. The standard deviation, indicating response variability around the mean, shows varying degrees of dispersion across practices. For example, Green Advertisement, with a standard deviation of .50717, shows comparatively less variation in responses than other green HRM practices.



Table 2

Reliability

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.827	.829	5

Cronbach's Alpha: The overall Cronbach's alpha for all 5 items together is 0.827. This suggests very good internal consistency reliability as it exceeds the rule of thumb criteria of 0.7.

Table 3

Inter-Item Correlation Matrix

	Green_Adver	Green_Screening	Green_interview	Green_Slection	Org. Citizenship Behavior
Green_Adver	1.000	.535	.438	.350	.277
Green_Screening	.535	1.000	.651	.414	.355
Green_interview	.438	.651	1.000	.641	.538
Green_Slection	.350	.414	.641	1.000	.732
Org_Citizenship_Behavior	.277	.355	.538	.732	1.000

Table 3 shows the correlations between each pair of items. All correlations are positive and moderate to high, ranging from 0.277 to 0.732. This indicates items have an acceptable relationship with each other.

Table 4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Green_Adver	14.5217	2.752	.504	.309	.826
Green_Screening	14.3161	2.407	.635	.502	.791
Green_interview	14.4748	2.260	.747	.596	.754
Green_Slection	14.4974	2.583	.669	.625	.780
Org_Citizenship_Behavior	14.4094	2.875	.591	.544	.805



Table 4 shows Cronbach's alpha improves to 0.754-0.826 if any one item is deleted. Since our overall alpha is already very good at 0.827, there is no need to remove any items.

Descriptive Statistics

Table 5
 Regression Analysis

	Mean	Std. Deviation	N
Org_Citizenship_Behavior	3.6455	.40701	354
Green_Adver	3.5332	.50717	354
Green_Screening	3.7387	.57066	354
Green_interview	3.5800	.56775	354
Green_Slection	3.5574	.48392	354

Provides means, standard deviations and sample size (N=354). Shows moderately high means for all variables.

Table 6

Correlations

		Org_Citizenship Behavior	Green_Adver	Green_Screening	Green_interview	Green_Slection
Pearson Correlation	Org_Citizenship_Behavior	1.000	.277	.355	.538	.732
	Green_Adver	.277	1.000	.535	.438	.350
	Green_Screening	.355	.535	1.000	.651	.414
	Green_interview	.538	.438	.651	1.000	.641
	Green_Slection	.732	.350	.414	.641	1.000
Sig. (1-tailed)	Org_Citizenship_Behavior	.	.000	.000	.000	.000
	Green_Adver	.000	.	.000	.000	.000
	Green_Screening	.000	.000	.	.000	.000
	Green_interview	.000	.000	.000	.	.000
	Green_Slection	.000	.000	.000	.000	.
N	Org_Citizenship_Behavior	354	354	354	354	354
	Green_Adver	354	354	354	354	354
	Green_Screening	354	354	354	354	354
	Green_interview	354	354	354	354	354
	Green_Slection	354	354	354	354	354



The correlation matrix reveals significant relationships between Organizational Citizenship Behavior and the four other variables: Green Advertisement, Green Screening/Short Listing, Green interview, and Green Selection. Organizational Citizenship Behavior has the strongest correlation with Green Selection (.732), indicating a strong positive association. The correlations with Green Advertisement (.277), Green Screening (.355), and Green interview (.538) are also positive but vary in strength. The significance level for all these correlations is less than .000, confirming their statistical significance with a sample size of 354 for each variable.

Table 7
 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.737 ^a	.544	.538	.27653	2.344

a. Predictors: (Constant), Green_Slection, Green_Adver, Green_Screening, Green_interview

b. Dependent Variable: Organizational Citizenship Behavior

R square of .544 indicates that 54.4% of the variance in OCB is explained by the set of green HRM practices. High R square for social science research. Durbin-Watson is acceptable (between 1.5 and 2.5) showing independent errors.

Table 8
 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.788	4	7.947	103.923	.000 ^b
	Residual	26.688	349	.076		
	Total	58.477	353			

a. Dependent Variable: Organizational Citizenship Behavior

b. Predictors: (Constant), Green Advertisement, Green Screening/ Short Listing, Green interview, Green Selection

The ANOVA table for the regression model shows that the combined effect of the predictors (Green Advertisement, Green Screening/ Short Listing, Green interview and Green Selection,) is statistically significant in predicting Organizational Citizenship Behavior. The regression model explains a significant portion of variance in the dependent variable, with a Sum of Squares for regression at 31.788 and a high F-statistic of 103.923. The significance value (Sig.) of .000

indicates this model is highly significant. The degrees of freedom (df) for regression is 4, and for residuals, it's 349, with the total degrees of freedom being 353.

Table 9

Model		Coefficients ^a									
		Unstandardized Coefficients		Standardized Coefficients		t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta				Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	1.378	.132		10.415	.000	1.118	1.638			
	Green_Adver	-.008	.035	-.010	-.232	.817	-.077	.061	.691	1.447	
	Green_Screening	.013	.037	.018	.355	.722	-.059	.085	.498	2.008	
	Green_interview	.078	.041	.108	1.912	.057	-.002	.157	.408	2.451	
	Green_Slection	.554	.040	.658	13.882	.000	.475	.632	.582	1.720	

a. Dependent Variable: Organizational Citizenship Behavior

The coefficients table provides the regression estimates for each predictor. Green Selection has the strongest standardized coefficient (beta = .658), indicating that for every 1 standard deviation increase in Green Selection, Organizational Citizenship Behavior increases by .658 standard deviations. Green Selection also has a highly significant p-value (<.001) and large t-statistic (13.882), meaning it is making the strongest unique contribution as a predictor in the model. Though the other green HRM practice variables are correlated, only Green Selection emerges as a statistically significant predictor when controlling for the shared variance between the practices. The positive regression weights reflect that implementing green selection procedures has the dominant positive relationship with enhanced employee citizenship behaviors of the green HRM practices examined.

Discussion and Conclusion

The study investigated the gap between Green Hiring Process and Organizational Citizenship Behavior in Bank industry of Karachi. The results showed that Green Advertisement, Green Short Listing/ Screening, Green Interviews and Green Selection has a positive impact on OCB. After the study it was revealed that if banks implement green practices in their organizations, they could contribute in making it ecofriendly. If banks make green advertisements the applicants will apply because of citizenship Behavior. Moreover, if banks short list those candidates who are more into help others and have knowledge about green environment could



protect the society, and tell them why clean environment is necessary. In addition, green interviews help those applicants to answer well who are aware of pollution and its adverse effects. Lastly, green selection keeps the firm upgrade themselves and be a good citizen who contributes in making the environment clean.

The purpose of this study was to examine the impact of green hiring process on organizational citizenship behavior in the banking sector of Karachi, Pakistan. Based on a survey of 355 respondents, the results showed that all Green Hiring Processes are significantly impacted with Organizational Citizenship, all independent variables are important with respect to organizational citizenship behavior. The findings confirm that implementing green practices in hiring can promote citizenship behaviors among employees, such as voluntarily helping co-workers, making suggestions for improvement, and defending the organization's image. Banks that advertise their sustainability agenda, screen candidates based on green criteria, and conduct interviews to assess environmental awareness are more likely to attract and select candidates who will go above and beyond basic job duties.

Furthermore, it was investigated that if company focus on all four criteria of green hiring processes includes Green advertisement, Green Short listing & Screening, Green Interviews and Green Selection, they could hire those candidates who are environment friendly. If company starts to get involved in the green hiring process the OCB applicants will apply for the particular jobs. According to the previous studies it was revealed that employees who have OCB in their nature are more enthusiastic to apply for those firms who work on Green practices. Managers must focus on organization's values related to environment and make strategies where green process must be included.

Limitations and Future Research

For the study there are few limitations, for the present study only quantitative method has been used to get result, qualitative research is still a gap.

For data analysis SPSS has been selected, but there are many other statistical tools are available to check the findings.

The study was conducted on Head offices of Banks in Karachi, other researchers could work on different industries.



In the current study Green Hiring Process and OCB taking as independent and dependent variables, others could work on different variables such as training, compensation etc.

The current study focused Karachi city only, this research could be done cross culture to know differences and views of people.

Recommendations

- Banks should highlight their sustainability and environmental commitments clearly in job advertisements and recruitment messaging. This will create interest in job seekers that the organization values use green practices.
- Also, companies could use social media for advertisements, their company website pages to attract OCB applicants.
- Companies could add one or more qualities in their job advertisement to make it clear to all applicants about companies' green policies.
- Screening and shortlisting processes should include criteria related to the candidate's environmental knowledge, attitudes, and past behaviors. Items can be added to application forms and interviews to gather this information.
- While Screening and short listing recruiter can match those qualities which were given in advertisement.
- Interview questions should be designed to evaluate the extent to which candidates support green initiatives. Their responses can indicate whether they are likely to engage in citizenship behaviors on the job.
- Some ideas could be asking from candidates to know their interest in Green initiatives.
- While green selection practices are the most important aspect because organizations can choose candidates that best fit their sustainability culture.
- Beyond hiring, banks should reinforce green values through training, incentives, and organizational policies. A supportive culture is important for encouraging citizenship behaviors in the workplace.

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