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## The Role of Employee Perceptions and Environmental Consciousness in Organizational Performance: Exploring the Moderating Effects of Communication

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### ***Abstract:***

*The objective of this study was to analyze the impact of employee perceptions and environmental consciousness on performance, taking into account communication as a moderating factor. The study utilized a questionnaire survey to validate its hypotheses and focused on employees in companies located in Riau, Batam, Medan, and Jakarta. Purposive convenience sampling was used, involving 132 participants. The findings revealed that both perception and environmental consciousness influence performance. Furthermore, communication affected performance directly but did not moderate the relationship between employee perceptions, environmental consciousness, and performance.*

**Keywords:** Perception, Environmental Consciousness, Performance

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## **1. Introduction**

In today's era of globalization and rapid industrial development, environmental issues have become a significant concern for many organizations. Governments, non-profit organizations, and the private sector are responsible for ensuring environmental sustainability. Companies increasingly recognize the significance of adopting environmentally friendly practices as part of their social responsibility. One crucial factor influencing the implementation of these environmental initiatives is the employees' perceptions of environmental consciousness.

The employees' perceptions of environmental awareness reflect their awareness of, concern about, and commitment to environmental issues in the context of their work. Employees with a positive perception of environmental awareness will likely support the company's green initiatives, such as waste reduction, recycling, energy efficiency, and sustainable resource use. These perceptions are important because they can influence employee motivation and behavior in supporting organizational sustainability goals. Research conducted

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by Moilanen and Toikka (2023) shows that Most Finnish employees must recognize that their work organization needs to implement sustainability, and their actions should be accelerated.

Companies need good environmental awareness, which influences their decisions regarding waste management, pollution reduction, and other environmental aspects. Companies should focus on managing the environment efficiently through strategies such as wastewater reduction, water recycling, electricity savings, and material reuse. Government regulations play a crucial role in directing companies towards green manufacturing. Customers also prefer to buy from environmentally conscious companies. Employees who view their company's environmental initiatives positively tend to perform better, as they are more intrinsically motivated, satisfied with their jobs, and committed to organizational goals. Research has shown that companies with proactive green strategies tend to have environmentally friendly cultures and use different environmental communication practices. Organizations must communicate their environmental actions to employees to create a perception of addressing environmental issues.

This study focuses on the relationship between employee perceptions of environmental awareness and their performance, with communication moderating. The study aims to provide new insights into how communication factors can influence the relationship between environmental awareness and employee performance in an organizational context. This study examines how employees' perception of environmental awareness impacts their job performance and to what extent organizational communication moderates this relationship.

One of the main research gaps identified in the literature is the limited focus on communication as a moderating factor in the relationship between employee perceptions of environmental consciousness and performance. While there is significant research on the direct impact of environmental consciousness on employee performance, fewer studies explore how communication influences or strengthens this relationship. This is a crucial gap because communication plays a key role in organizations, particularly in shaping employees' understanding of, and engagement with, environmental initiatives. Communication in organizations serves as a tool to convey information, foster shared understanding, and align employee actions with organizational goals. In the context of environmental consciousness, communication goes beyond simply conveying green policies; it is essential in shaping how employees understand their role in supporting sustainability initiatives, such as waste reduction, recycling, and energy efficiency. Research has shown that effective communication can lead to higher employee engagement and improved organizational outcomes, including better performance (Griffiths et al., 2016). However, while many studies highlight the importance of communication in enhancing performance and

employee engagement, few have specifically examined how communication might moderate the relationship between environmental consciousness and employee performance. Employees with high environmental awareness are more likely to perform better when they understand how their actions contribute to sustainability goals (Jackson, 2005). However, communication plays a pivotal role in translating awareness into action. Without clear, consistent communication, employees may not fully understand the environmental initiatives or how they can contribute to them effectively. This highlights the importance of communication as a moderating factor that can bridge the gap between environmental consciousness and performance. Despite its importance, communication as a moderating factor has been underexplored in the literature. Communication can influence the extent to which employees are motivated to engage in sustainability practices and how well they understand the organization's environmental policies. Research by Simons et al. (2018) suggests that consistent communication about environmental policies enhances employees' understanding and commitment to sustainability initiatives. Furthermore, when organizations use multiple communication channels (meetings, emails, training sessions), they are more likely to achieve higher levels of employee engagement in environmental efforts. Without effective communication, employees may not feel informed or connected to sustainability initiatives, leading to a lack of involvement or reduced motivation to act. In contrast, open and transparent communication can empower employees by providing them with the information and context they need to make informed decisions. This is where communication becomes a critical moderating factor: it helps align employees' perceptions of environmental consciousness with their actual performance by fostering a greater sense of involvement and ownership of sustainability goals.

## **2. Theoretical Background**

### **Theory of Planned Behavior**

Environmental management, industrial relations, and corporate social responsibility (CSR) literature has explored how employees can contribute to organizational sustainability. However, these fields still need to develop measures applicable to wage-earning populations. There are ways in which employees can contribute to an organization's climate change efforts, highlighting the importance of measuring employees' views and experiences. Reed and Boiral argue that involving employees in an organization's environmental affairs strengthens overall environmental management, and employee awareness of climate change is linked to organizational climate action. Employee actions are associated with higher organizational emission reductions and contribute to CSR. Employees also need information on how to adapt to climate change in the workplace, and their knowledge can contribute to the organization's adaptation plan. As the shift towards sustainable production and consumption is expected to impact workers, and past literature provides ample evidence of the connection between organizational sustainability and employee engagement, indicators must be developed by

policy and society to take such steps. Access to this information will support employees and work organizations and make their actions visible.

Environmental consciousness is defined as an organization, group, or individual's perception of environmental concepts, such as environmental protection, policy, management, and understanding (Chaudhry et al., 2016; Ahmed et al., 1998). Environmental awareness can help companies strengthen environmental management processes and comply with government regulations. Empirical evidence indicates different types of pro-environmental behavior influenced by different combinations of explanatory factors, as stated by Stern (2000). In the operationalization of the behavioral dimension of this phenomenon, three types of behavior are distinguished: environmental activism (including collective behaviors such as being part of an environmental group, environmental protests, and volunteering for environmental causes) and individual behaviors, which should be differentiated into low-cost behaviors (such as recycling) and higher-cost behaviors (e.g., "green" consumerism and reducing car use). Environmental consciousness through green intellectual capital significantly adds competitive advantage (Yvonne, 2020).

Individual performance is the behaviors that create value and a competitive advantage for the organization. It encompasses task performance, contextual performance, and counterproductive work behaviors. Motowidlo's model characterizes work performance by specific behaviors occurring over time, aligning with the organization's values and expectations, and distinguishing patterns of behavior that can contribute to or threaten organizational effectiveness. Campbell's model identifies eight factors influencing work performance: task-specific competence, non-job-specific task competence, communication skills, commitment, personal discipline, team and peer performance facilitation, supervision, and management and administration. This multifaceted model explains how performance is influenced by both internal factors (such as personality, motivation, and job satisfaction) and external factors (including organizational constraints, leadership, and work environment).

Internal communication (IC) is essential for successful strategy implementation (Umrani et al., 2020). There is a common understanding that internal communication should also be aligned with environmental strategy (ES). Consequently, recent IC initiatives have focused on environmental strategy (ES) to engage employees in environmentally friendly practices at the workplace (Yong et al., 2020). The implementation of a strategy is generally defined as "the communication, interpretation, adoption, and enactment of a strategic plan" (Noble, 1999), highlighting the critical role of communication. Internal communication (IC) is crucial in strategy (Worthington, 2013). The

prevailing literature assumes that strategy adds value when it is shared and implemented by all decision-makers in the organization, which can be facilitated through internal communication (IC), defined as the flow of communication between people within the organization (Brunton et al., 2017).

### 3. Methodology

This study employed a questionnaire survey method to validate hypotheses concerning company employees in Riau, Batam, Medan, and Jakarta. Purposive sampling was utilized, and the study included 132 participants as follows :

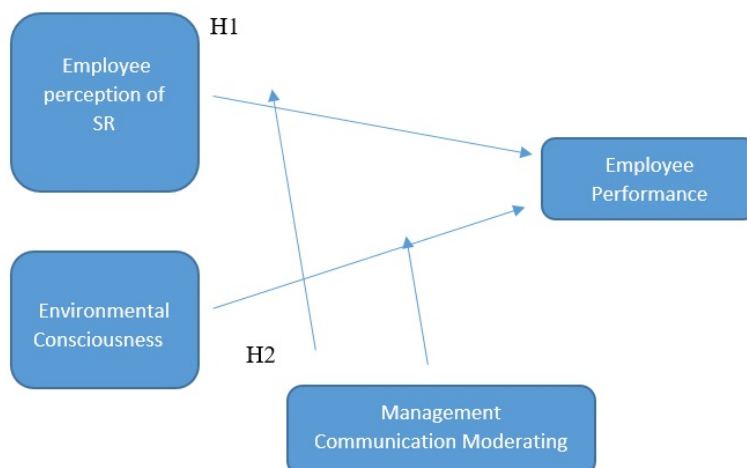
**Table 1. Respondent Demography**

Category	Subcategory	Count
<b>Gender</b>	Men	85
	Women	47
<b>Age</b>	< 25 years	5
	26 - 30 years	34
	31 - 35 years	28
	36 - 40 years	13
	41 - 45 years	24
	46 - 50 years	12
	> 50 years	16
<b>Last Education</b>	SMA/SMK	13
	D3	25
	S1	72
	S2	22
<b>Work Experience</b>	< 5 years	30
	6 - 10 years	38
	11 - 15 years	26
	> 15 years	48

Sources: Data Processed (2024)

## Research framework

To better understand the relationships between the key constructs and performance, the following Research Model has been developed.



The data processing involves using innovative planning software with a one-tail model. The study's questionnaire items were assessed using a "six-point Likert scale from 1 to 6," with responses ranging from strongly disagree to agree (Dimitrov & Davey, 2015). The research focused on Environmental Consciousness (Huang et al., 2022), Performance (Platania et al., 2024), and Internal Communication (Piwowar-Sulej et al., 2024).

## Hypothesis Development

According to Bekele et al. (2019), employees' perception of performance appraisals has a positive and significant relationship with job performance. Based on this research, the following hypotheses can be formulated:

*Hypothesis 1: Employee perception positively affects performance.*

Furthermore, Mansour's (2023) research suggests that green performance is positively associated with environmental awareness. Therefore, the following hypothesis is proposed:

*Hypothesis 2: Environmental consciousness impacts performance.*

Additionally, Piwowar-Sulej et al. (2024) emphasize that organizational communication is crucial in facilitating employee understanding and participation in environmental initiatives. Effective communication can enhance the connection between employees' perceptions of environmental awareness and their performance. Hence, the following hypotheses are suggested:

*Hypothesis 3: Communication can strengthen the impact of perception on performance.*

*Hypothesis 4: Communication can strengthen the impact of environmental consciousness on performance.*

#### 4. Empirical Findings/Result

##### Model Test Results

Before presenting the results, it is important to assess the validity and reliability of the constructs used in the model. Discriminant validity ensures that each construct is distinct and measures a unique concept, while construct reliability evaluates the consistency and accuracy of the measurement model. These tests are crucial for confirming that the model's constructs are both valid and reliable before interpreting the outcomes. Below are the results for Discriminant Validity and Construct Reliability:

**Table 2. Discriminant Validity and Construct Reliability Test**

Construct	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
ENVIRONMENT	1.000	1.000	1.000	1.000
PERFORMANCE	1.000	1.000	1.000	1.000
COMMUNICATION	1.000	1.000	1.000	1.000
MODERATION X1	1.000	1.000	1.000	1.000
MODERATION X2	1.000	1.000	1.000	1.000
PERCEPTION	1.000	1.000	1.000	1.000

Sources: Data Processed by SEM PLS (2024)

The table presents the results of discriminant validity and construct reliability tests in a measurement model. Each construct in the model (such as Environment, Performance, Communication, Moderation X1, Moderation X2, And Perception) shows perfect values across various reliability and validity measures. All constructs have a Cronbach's Alpha, rho\_A, Composite Reliability, and Average Variance Extracted (AVE) of 1.000. These values indicate that each construct is highly reliable and valid from a statistical perspective. In general, a value of 1.000 signifies excellent internal consistency and measurement quality for the constructs in this model.

Below the table presents the values for **R Square** and **Q<sup>2</sup> Adjusted**, which are key indicators of model fit and predictive power :

**Table 2. R Square Test**

Construct	R Square	Q Square Adjusted
PERFORMANCE	0.703	0.691

Sources: Data Processed by SEM PLS (2024)

The table shows two important metrics: R Square ( $R^2$ ) and Q<sup>2</sup> Adjusted. The  $R^2$  value of 0.703 indicates that about 70.3% of the variation in PERFORMANCE can be explained by the model, suggesting a good fit. Meanwhile, the Q<sup>2</sup> Adjusted value of 0.691 indicates the model's predictive capability, with a value close to 1 suggesting that it is also effective at making predictions while accounting for its complexity. Overall, these results imply that the model is both explanatory and predictive, performing well in terms of accuracy and prediction power.

Table 3 presents the results of the hypothesis testing, highlighting the relationships between various constructs and their impact on performance. The table provides key statistics, including the original sample values, T-statistics, and P-values, which help assess the strength and significance of these relationships. The constructs tested include Environmental Factors (ENVIRONMENT), Communication, Moderation Effects (X1 and X2), and Perception, all in relation to performance outcomes. By analyzing these results, we can gain insights into the factors that significantly influence performance, as well as the moderating roles that may alter these effects.

**Table 3. Hypotesis Test**

Construct	Original Sample	T Statistics	P Value
ENVIRONMENT > PERFORMANCE	0.435	5.441	0.000
COMMUNICATION > PERFORMANCE	0.347	4.841	0.000
MODERATION X1 > PERFORMANCE	0.110	1.508	0.066
MODERATION X2 > PERFORMANCE	-0.126	1.970	0.000
PERCEPTION > PERFORMANCE	0.147	1.850	0.000

Sources: Data Processed by SEM PLS (2024)

Table 3 presents the results of hypothesis testing, showing the relationships between various constructs and performance. The original sample coefficients indicate the strength and direction of these relationships, while the T-statistics and P-values assess their statistical significance. The results show that **environmental factors** (0.435) and **communication** (0.347) have a significant positive effect on performance, with both having high T-statistics and P-values of 0.000, indicating strong and statistically significant relationships. **Moderation X1** (0.110) shows a weak and marginally significant effect ( $T = 1.508$ ,  $P = 0.066$ ), suggesting it has a minor influence on performance. In contrast, **Moderation X2** (-0.126) has a significant negative impact on performance, as indicated by its T-statistic of 1.970 and P-value of 0.000. Lastly, **perception** (0.147) also positively influences performance, with a significant T-statistic and P-value, confirming that perception plays a meaningful role in performance outcomes. These findings highlight the varying impacts of different factors, with some having stronger, more direct effects than others.

## 5. Discussion

Based on the study's findings, it is clear that **employee perceptions** significantly influence performance, supporting the acceptance of



Hypothesis 1. This underscores the critical role perceptions play in shaping employees' views of their roles, the work environment, and alignment with organizational goals. Positive perceptions tend to enhance employee engagement, motivation, and overall performance. These positive views can be fostered by effective leadership, clear communication, a supportive work environment, and opportunities for growth. When employees feel valued, their commitment to the organization strengthens, which in turn leads to higher job satisfaction and improved performance. This finding is in line with previous research by Bekele et al. (2019), which highlights the importance of employee perceptions in driving performance. According to their study, organizations that cultivate positive perceptions experience higher productivity, lower turnover, and a more vibrant corporate culture.

Similarly, **Environmental Consciousness** also has a significant impact on performance, aligning with the findings of Zirra et al. (2017) and supporting the acceptance of Hypothesis 2. Employees who are aware of and involved in sustainability efforts within the organization tend to show better performance. This is because environmentally conscious employees often feel more aligned with the company's values and are more motivated to contribute to its sustainability goals. Organizations that emphasize green initiatives tend to attract employees who value these practices, fostering a sense of pride and purpose, which enhances motivation. As Zirra et al. (2017) suggest, green recruitment practices that promote eco-friendly policies and encourage environmental contributions can improve employee engagement and overall performance.

Regarding **communication**, the findings indicate that it plays a significant role in performance but weakens the relationship between employee perceptions and performance. This suggests that while effective communication directly affects performance, ineffective communication can diminish employees' perceptions of their performance. Poor communication, such as unclear goals, lack of feedback, or one-way messaging, can lead to disengagement, reducing motivation and performance. This contrasts with the research of Piwovar-Sulej et al. (2024), which highlights the importance of clear communication in enhancing employee understanding and participation in sustainability initiatives. The current study's results emphasize the necessity for organizations to ensure transparent, supportive, and interactive communication to boost employee morale and performance.

On the other hand, **communication** strengthens the relationship between environmental consciousness and performance, which supports the acceptance of Hypothesis 4. Effective communication about sustainability initiatives can increase employee awareness and motivation to participate in environmental

goals. Open communication channels also encourage employees to share their ideas, concerns, and feedback, fostering a sense of involvement and commitment. This is consistent with Piwovar-Sulej et al. (2024), who stress that organizations that communicate effectively about their sustainability efforts are more likely to engage employees, leading to greater environmental consciousness and enhanced performance.

The study's **R-Square value** of 0.694 suggests that employee perceptions, environmental consciousness, and communication explain nearly 70% of the variance in employee performance. This indicates a strong relationship between these variables and performance outcomes. The remaining 30% may be attributed to other factors not captured in this study. This finding reinforces the importance of focusing on employee perceptions, environmental consciousness, and communication strategies to improve organizational performance.

Additionally, Brown (1994) offers insights into how corporate culture affects communication practices. He emphasizes that organizations often prioritize oral communication due to its immediacy and personal touch. However, this preference can sometimes lead to misunderstandings or incomplete information if not managed carefully. Therefore, organizations must strike a balance between oral and written communication to ensure clarity and effectiveness. As communication influences both employee perceptions and environmental consciousness, it is essential that organizations implement clear and inclusive communication strategies to optimize performance.

In conclusion, the study demonstrates that **employee perceptions, environmental consciousness, and communication** are all crucial factors in determining employee performance. The positive impact of perceptions and environmental consciousness highlights the importance of cultivating a work environment that values sustainability and promotes positive employee attitudes. Moreover, the role of communication in moderating these relationships emphasizes the need for clear, consistent, and interactive communication to boost employee engagement and performance. These findings align with existing literature, which underscores the importance of fostering positive perceptions, promoting environmental consciousness, and ensuring effective communication to enhance organizational performance. Organizations that prioritize these factors are more likely to see increased motivation, engagement, and overall employee performance.

## 6. Conclusion

The study highlights the significant influence of employee perceptions, environmental consciousness, and communication on employee performance. Employee perceptions are crucial in shaping engagement, motivation, and overall productivity. Positive perceptions, driven by factors such as effective leadership, communication, and a supportive work environment, enhance employee commitment and performance. This aligns with prior research, suggesting that fostering positive perceptions leads to higher productivity and lower turnover.

Environmental consciousness also plays a key role in improving performance, particularly when employees align with the company's sustainability goals. Employees who feel connected to these values are more motivated to contribute to organizational success, enhancing their performance. This is supported by findings on green recruitment and the benefits of sustainability practices in organizations.

In terms of communication, the study found mixed results. While communication directly influences performance, it weakens the relationship between employee perceptions and performance when ineffective, such as unclear goals or lack of feedback. This highlights the importance of clear, two-way communication to maintain engagement. Conversely, communication strengthens the link between environmental consciousness and performance by raising awareness and motivating employees to participate in sustainability efforts.

The study also found that the independent variables—employee perceptions, environmental consciousness, and communication—explain a significant portion of the variance in performance, underscoring their importance in organizational settings. These findings suggest that organizations should prioritize fostering positive perceptions, promoting environmental consciousness, and ensuring effective communication to boost employee performance.

Additionally, the study ties into the concept of corporate culture, emphasizing the role of oral communication in shaping how information is shared within an organization. Balancing oral and written communication ensures clarity, particularly regarding sustainability efforts, which can enhance employee engagement.

In conclusion, the research reinforces that organizations should focus on creating environments that support sustainability, foster positive employee attitudes, and maintain clear communication to improve employee

performance. These factors are crucial for increasing motivation, engagement, and overall organizational success.

The research provides valuable insights into how environmental consciousness impacts performance through individual awareness and green practices. However, the study's limitation lies in the sample size, which may not fully capture the broader trends in organizational settings.

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