

## Understanding the Nexus of Green Human Resources Management Green Employees Behavior and Green Culture in Healthcare of KP, Pakistan

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### ABSTRACT

#### Keywords:

*GHRM, Green Behavior and Green Culture, Employee Behavior, Healthcare*

Green culture encompasses a set of beliefs, values and attitude of employees concerned to natural surroundings. Similarly, green human resource management (GHRM) is a critical institutional strategy as human resource department promoting green behavior (GB) of employees which lead to achieve green culture (GC) of institution. The aim of the current study is endeavors to investigate the mediating role of GB in the relationships of GHRM and GC in the healthcare sector of Khyber Pakhtunkhwa (KPK). In this connection, one hundred and seventy doctors were selected as a sample serving among public sector hospitals. A purposive sampling technique was adopted to obtain sample. In which 170 filled questionnaires were received back with a percentage of 59 return rate, where as 20% were female doctors with an average age rate were 35 years of and 80% male doctors having average rate of 39 years. Four hypotheses were established for the study. This study result confirms a positive significant relationship between GHRM and GC and between GHRM and GB. The result also confirms the relationship between GB and GC, while GB mediates the linkages between GHRM and GC. All hypotheses of the study were accepted. There were some limitations of the study and finally, future directions have been given for those of policy makers and those who are interested to work further in the same area.

### INTRODUCTION

Green culture encompasses a set of beliefs, values and attitude of employees concerned to natural surroundings (Roscoe, Subramanian, Jabbour, & Chong, 2019). Green Culture offers the opportunity of sharing green values to lead organization to go green. HRM might create GC because it is a critical source of believes, values and attitudes of employees in the process all Human resource practices including recruitment, training and green compensation management. GHRM activities sustain green organizational culture(Khammadee &

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Ninaroon, 2022)GHRM replicates the HRM features of environmental management leading to develop green culture among employees (Renwick et al., 2013).

Kramar, (2014) conjured the ides of GHRM as HRM tasks need to improve natural environment. Opatha and Arulrajah (2014) elaborated that GHRM includes all actions taken for the developing, applying and for regular maintenance of a system to cultivate the environment of green culture. Few among those activities are designing of suitable green job, rewarding of green attitudes and aiding of green responsibilities in job place to establish a green culture.

Sharma and Gupta (2015) argued that green movement was the initial step is towards the GHRM for sustainable development and enhancing GC. To bring awareness of green concept, management scholars have appealed for green in the field of Human Resource Management. Earlier, Renwick, Redman, and Maguire (2013) conjured that the role of HR manager in green culture which is important to improve sustainability followed by green behavior.

GHRM aligns traditional HR practices for instance training and development , employees performance with the environmental policies and objectives to transform GB and to stimulate GC(Song & Wu, 2021). In the same vein Mahdy, Alqahtani, and Binzafrah (2023) argued that (GHRM) links environmental management objectives with human resource management objectives in order established green culture among institutions. Numerous organizations are adopting GHRM Practices, which are “*HRM aspect of green management*” promoting employee’s green behaviors in organizations.

GB plays an important role in GHRM, which is a notion to combine environmental management practices into HR practices. Green behavior plays a pivotal role in green human resource management, which is an approach of integrating environmental management into GHRM practices. The significance of GB in GHRM can be understood through multiple scholarly perspectives and practical implications. GHRM effects employee behavior & attitude by improving individual green initiatives towards GC.

Despite numbers of studies and conceptualization of the variables the correlations between GHRM and GB needs more empirical investigations (Jackson &Seo, 2010; Kumari, 2012; Renwick et al., 2013). Previous empirical studies have focused on general HRM, rather than GHRM and have utilized HR policies and procedures related to individual pro-environmental behaviors (Boiral, and Jin 2014). Literature of HR behavior explains diverse HRM practices which may influence employee’s attitudes through psychological and social

process and imperative for GC (Jiang, Lepak, Hu, & Baer, 2012). When, how and where green HRM stimulates workers green behavior is leftover (Renwick et al., 2013). Previous studies have not explored whether GHRM, HRM and GB remains antecedents, consequences, mediators, moderators or if there is other association exist among them and with others behaviors (Gola Boutros, Pimentel, & Esteves, 2022). Yujing Zhang, Yilin Luo, Xinjing Zhang and Jing Zhao (2019) explored that few studies have investigated extra-role green workplace behavior and in-role green workplace behavior and suggested more studies, in view of the concept of GB, this article intended to study the mediating effects of GB between GHRM and GC and to fill gap in literature.

Roscoe, Subramanian, Jabbour, & Chong, T. (2019) found that GHRM activities promotes green culture, and explored that GC significantly mediate the linkages between GHRM practices and environmental performance and suggested more studies. Hence, this study aims to fulfill gap in literature by studying the influence of GHRM on employees' green culture through mediating role of green behavior, which presume to stimulate green culture. These phenomena would directly stimulate green climate perception which is imperative for work green behavior.

Supply-value fit theory of Edward, 1996 is suitable in these circumstances where in to explore the mediating role of GB between green HRM and GC. Earlier Scholars have recommended various areas for investigations like GHRM and environmental sustainability (Mashala, 2018), GHRM and organizational culture (Mehta & Mehta, 2017), GHRM and GB (Dumont et al., 2016). Mahdy et al. (2023) recently conjured that literature review shows that few studies have investigated the phenomena of GHRM and suggested more studies in diverse cultural setting. GHRM is solely not enough to achieve competitive edge for organizations and employee's motivation toward green, other factors might be essential for developing green initiative for GC (Muisyo & Qin, 2021). Hence, it is imperative to study the mediating role of GB between GHRM and GC.

Despite substantial literatures on GHRM among developed nations exist, still there is uncertainty regarding its efficient execution in developing countries, like Pakistan where numbers of ecological problems prevails and needs to drag the attention of scholars on such environmental issues to minimize them (Mostafa & Saleh, 2023). Following that the current study will make a valuable contribution to the existing literature by assessing hospital employees as perspective employee's perception of the GHRM practices, GB and green culture nexus.

Green culture in developed countries has been progressively growing in the last few decades with the aim to develop a way of life towards sustainable environment. In this regard, public awareness is a major concern such as pollution, climate change, and the need to implement sustainable green human resource practices.

In this connection, the Governments of developed countries have adopted a number of policies to endorse green culture and green practices, for instance renewable energy goals, increase in carbon price, prohibitions plastics use, upholding solar system, and promoting the use of electric vehicles (Eurostat, 2022).

Accordingly, the mindset of green culture in developing countries is frequently more emerging, but due to the lack of environmental awareness, socio-economic constraints such that, poverty, and lack of access to healthcare requirements, the progress is comparatively sluggish. On the other hand, some of the developing countries have adopted sustainable practice for instance approaching to renewable energy programs, implementation of solar energy, and improvements in waste management (World Bank, 2021).

In developed countries, the green culture towards sustainability have been incorporated in various field of life such as healthcare, communication and educational sectors. However, in developing countries like Pakistan, the implementations of green culture is remained limited in all sectors including Healthcare for the reason that many financial, political and socio-economic barriers.

In the context of Khyber Pakhtunkhwa, the province of hospitality in Pakistan, green culture among the people is steadily developing specially in the sector of healthcare. Due to many significant challenges, including high use of energy consumption, issues in waste management, pollution and unhygienic use of drinking water (Khan et al., 2020). Besides, lack of green culture in the hospitals of KP, many obstructs were found in the establishment of high-quality healthcare system (Ahmed et al., 2019).

According to (Hansen & Lee, 2023) green culture in the healthcare sector prioritizes environmental and human well-being activities. It generally involves by adopting reducing waste management techniques, implementing eco-friendly activities, and adopting sustainable Healthcare system. The study of Lin et al (2024) argued that a green culture facilitates a sustainable future of medicine, clean and green environment and reducing disposing of hospitals waste safely.

The health sector plays a crucial role in promoting environmental sustainability and addressing the pressing environmental challenges that have significant implications for public

health. The integration of green culture within the healthcare industry has become increasingly important in recent years, as the sector recognizes its responsibility to minimize its environmental impact and contribute to the overall sustainability of the planet (Barker & Burgess, 2020).

### **Literature Review**

Kramar (2014) conjured that HRM activities improve positive environmental outcomes. Organizations having strong green HRM initiative obtain desirable results. Employees serves as the agent of organization and execute organizational green planes , so it is imperative to alter employees behavior towards green goals(Behaviors)

#### ***Green HRM and Green Employees Behavior***

GHRM is expected to influence employee's green behaviors for various reasons. First, during hiring process when organization properly communicates its preferences for green behavior, expected to improve green behavior and understanding among employees (Renwick et al., 2013). Secondly, to involve employees in the execution of green initiative and to offer them green training are probably improve employee's knowledge, capabilities, and skills and prepare them more psychologically for green behavior. Third HR assumptions suggest that HR practices are imperative for employee's behaviors (Nishii, Lepak, & Schneider, 2008).

Saeed (2019) investigated Pakistani firm and found a positive linkage between GHRM and GEB. Scholars have noted the effects of GHRM on employees green behavior and have observed significant relationship between GHRM and GB.(Anwar et al., 2020).Yeşiltaş, Gürlek, and Kenar (2022) investigated 307 employees serving at five-star hotels in Antalya through sequential mixed-methods design technique and found that GHRM practices has no impact on GEB.

Lastly, organization might use their reward and promotion policy as tool to motivate the workforce to show green behavior and to contribute towards green activities.(Renwick et al., 2013). Farooq (2017) also conjured that the same practices of GHRM has direct and indirect effects on the employee's green behavior. Recently, LOO, OHORODNIK, and JEONG argued that GHRM initiatives have strong influences on employees green behavior. Green HRM practices of enterprises can enhances awareness of employees and their aptitude to perform green behavior, direct employees for common green perception, values, add to the unity of enterprises and to promote green culture of organization.

Existing studies have focused that how GHRM play a role in diverse environmental context in term of ecological performance of organization. Limited studies have initiated from single

employees' level to analyze how GHRM practices are adopted by the institutions to promote the GB of employees (Ercantan and Serife Eyupoglu, 2022).

Sustainability, 2022 argued that few studies prevail on GHRM. Furthermore, investigations concerning the role of GHRM to determine employee's green behavior are almost does not exist and suggested more studies.

### ***Green HRM and Green Culture***

Ercantan and Eyupoglu (2022) argued that few studies exist in the area of GHRM mainly connecting existing employee's outcomes. However, researchers have found the role of perceived GHRM in determining employee's green behaviors but the effects of GC are almost missing in literature.

Yeşiltaş et al. (2022) conducted quantitative study among employees of green hotels and non-green hotels and found that GHRM has positive linkages with OGC and recommended more studies. Hence, this article will make a valuable contribution to the literature by reviewing hospital employees (as prospective employees) insight of the GHRM practices, GC and GB as mediator.

### ***Green Employees Behavior and Green Culture***

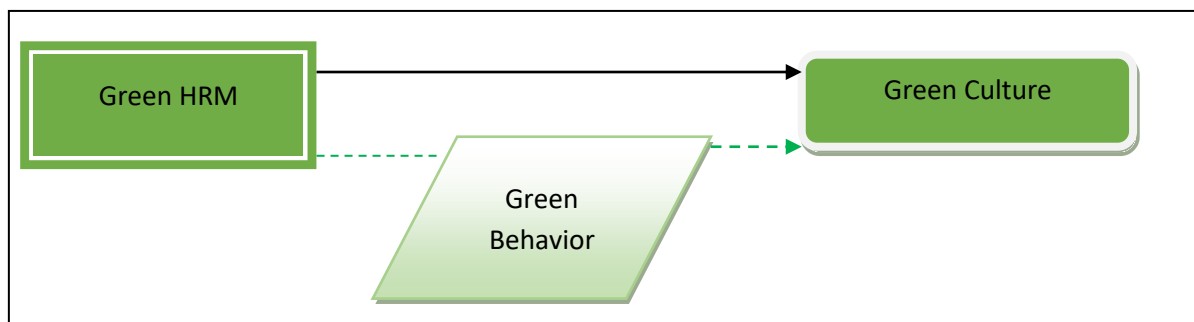
Loo elaborate that GB is a strategic behavior necessary to improve environmental performance and sustainable goals. Campbell (2000) additionally, explain that GB is a deliberate behavior of workers that minimize negative impact of human action. These actions are imperative for effective utilization of resources, saving water, waste minimization, saving and recycling of energy. (Norton et al., 2015).

GB is divided into two types, voluntary and task green behavior.(Farooq, Bilal, & Khalil, 2020). They further elaborated that green behavior is executed within institutional limit and are within the domain of duties. Such behaviors involved individual initiative and beyond organizational expectation (Su et al., 2022). The association between GEB and GC within institutions is multifaceted and complex, touching diverse aspects of environmental sustainability, organizational behavior and HRM. GEB means actions and practices performed by employees that add to environmental sustainability and green culture of organization. It includes minimizing waste, conserving energy, recycling and green initiatives (Dumont, Shen, & Deng, 2017). GC is the outcomes of such of such collective beliefs, values and practices.

Campbell (2000) elaborated that GB as a deliberate behavior that helps to minimize the negative effects of human action and enrich GC of organization. It might include efficient

utilization of resources, waste reduction and recycling which enhances GC (Norton et al., 2015). Dumont et al. (2017) studied Chinese workforce and found that GHRM has a direct and indirect impact on GEB which ultimately influences GC of the institutions. Regardless of the awareness paid to the EGB, the cause of this actions and how it influences organizational practices like green leadership, green HRM and green behavior is still under discussion (Anwar et al., 2020). They further, elaborated that a research gap of these phenomena exists among public versus private sectors organizations and have suggested that these variables should be investigated as mediator variable such as GC to better clarify the linkages of these variables. As GC is the sum of GB, hence, the focus of this paper is to study EGB as mediator between GHRM and GC. The above literature guides us for the below conceptual frame work and hypotheses.

### Conceptual framework



Source: (Author Developed).

**H1:** *There is a significant relationship between GHRM and EGC.*

**H2:** *There is a significant relationship between GHRM and EGB.*

**H3:** *There is a significant relationship between EGB and GC.*

**H4:** *Green behavior mediates the relationship between GEB and GC*

### Methodology

#### Sample and Data Collection

Sample is the best way to obtain information from the whole population. It represents the whole population (Farooq et al., 2017). One hundred and seventy doctors were used as a sample serving among public sector hospitals. The sample framework for this investigation consists of 300 total population. The determination of sample size was drawn from the table given by Sekaran (2016). The technique for sampling was chosen through purposive sampling technique. A total of 200 questioners were distributed and 170 were received back, in which 20% were female doctors with an average age rate were 35 years of and 80% male

doctors having average rate of 39 years. Length of experience for male doctors is 11 years and for female 8 years.

### **Instrumentation**

This study selects seventeen items from Zibarras and Coan to compute GHRM which measure five dimensions of employee's life cycle. These five dimensions cover reward, education and training, life cycle, empowerment and managerial involvement. Five-point Likert scale ranging from never to always were employed. Employees green behavior focuses on extra role green workplace behavior, which is pro-environmental attitude was measured using a 5-point Likert scale ranging from never to always. Organizational green culture was measure using 5-point Likert adopted from (Banerjee, 2002; Fraj et al., 2011)

## **Result and Analysis**

**Table. 1 Descriptive Statistics**

Variables	M	SD	1	2	3
GHRM	6.83	0.71	(0.81)		
GB	5.73	0.69	0.62**	(0.74)	
GC	5.12	0.61	0.59**	0.51**	(0.71)

n=170; Cronbach alpha. \*\*significant correlation at 0.01 level (2-tailed)

Table 1 above demonstrate means, standard deviation, Cronbach's alpha, and correlation of variables. The data reveals that GHRM is significantly related with GB of employee ( $r=0.62$ ,  $P<0.01$ ) and with GC ( $r=0.59$ ,  $P<0.01$ ) and the value of GB and GC is ( $r=0.51$ ,  $P<0.01$ ). The table also includes Cronbach Alpha values of GHRM, GB & GC which are .81, .74 & .71 respectively, all items exceed 0.70 and provides initial support to data analysis (Hair et al., 1998).

### **4.1 Regression and Mediation Analysis**

Mediation analysis happen after the causal analysis of an regressor variable (A) on dependent variable (C) is pass over a mediator (B). It is understood that A affects C and B and B in reply impact C. Baron and Kenny (1986) publications offered urgency to mediation analysis in research.

**Table.2 Regression Analysis**

	B	t	Sig
GHRM → GB	0.79	17.3	0.000
GB → GC	0.67	14.7	0.000
GHRM → GC	0.58	15.7	0.000

Table.2 above explains results of regression analysis and shows that GHRM has a significant impact on GB ( $\beta=0.79$ ,  $p<0.05$ ) and GB affects GC  $\beta=0.67$ ,  $p<0.05$ ). The results further show that GHRM has significant influences on GC where ( $\beta=0.58$ ,  $p<0.05$ ). All these values are significant and thus support the hypotheses.



#### 4.2 Mediating Regression Analysis

Preacher and Hayes (2004) bootstrapping procedure were put in to prove the mediating outcome of GB between GHRM and GC. This is a superior technique as 95% confidence interval was found with using the 4000 bootstrapped samples. (Preacher & Hayes, 2004) conjured that, if 0 is not incorporated in the 95% CI for indirect effect then mediation exists. Below in table 3 the mediation analysis results are presented.

**Table.3 Mediation Analysis**

Path	Direct Effect	Indirect Effects	p-value	95% CI	
				Lower level	Upper level
GHRM ---GB----GC	0.29	0.37	0.001	0.33	0.41

Determined by bootstrapping with bias correctional

Table. 3 above elaborates the direct effect of GHRM on GC and was found significant (.29,  $p < .01$ ) and the indirect influence via GB was (.37,  $p < .01$ , 95% CI=0.33, 0.41) was too considerable. The standardized total (direct and indirect) effect of GHRM and GB on GC was found 0.65 because of direct (unmediated) and indirect (mediated) effects of GHRM on GC, when GB increases by 1 standard deviation, GC increases by 0.65 standard deviations. The result indicates that the H4 was supported and confirmed that GB mediates the linkages between GHRM and GC.

#### Discussion

The idea of GHRM is novel for the institutions in developing countries like Pakistan, when compare to developed nations, where limited organizations have adopted such practices among public sector institutions. Opatha1 & H. Kottawatta (2020) also conjured that the idea of GHRM is growing in developing nations and many researchers are prone to investigate GHRM with different angles. Earlier, Ahmad (2015) noticed that both developing and developed countries have switched towards GHRM concepts. Keeping in view the above discussion the aim of this study was to investigate the direct impact of GHRM on Green Culture and to verify the mediating effects through green employee's behaviors.

Based on the S-V fit theories, this paper develops a pathway model to investigate the influences of GHRM practices on the organizational green culture and to study the mediating effects of employee's green behavior among public sectors hospital of Peshawar city. Primary data was collected from sample indicating a positive and significant impact of GHRM on green culture of the organization. Hooi, Liu, and Lin (2022) also corroborated the same significant relationship between GHRM and green culture and recommended more

studies in diversified setting. The study also found significant effects of GHRM on employees' green behavior. Dumont et al. (2017) also conjured the significant linkages of GHRM on in-role and extra-role green behaviors of employees. Zhang .et al (2019) also found that GHRM is associated with green employees' behavior.

The study also found that GB have impact on GC and additionally, to obtained a deeper understanding on the nature of relation an attempt was made to discover the mediating role of GB between GHRM and GC. The findings established a mediator linkage of GB between GHRM and GC and developed a new theory or association, which imply that GB as mediator influences the relationship of GHRM and GC and recommend more research needs to verify the above results in developing countries. The paper concludes with arguments of enhancing skills, developing knowledge, appropriate training and awareness regarding environment-friendly applications are more crucial area and need to enrich GB among doctors to stimulate GC among public sectors organizations and eventually within the country.

### ***Conclusion***

This research has some important contribution in field. It has explored the influence of GHRM exercise on employees GB focusing on public sector hospitals and contributes to the scare literature via connecting GHRM with the workplace behavior. Prior studies have focused either general HRM practices on workers green performance behaviors (Paillé, Chen, Boiral, & Jin, 2014) the workers general performance (Shen et al., 2018). Secondly, it has established socio-psychological progression where GHRM practices stimulate GB and in turn GB developed GC of the organization. Hence, it adds to know the complex mechanism exploring GHRM linkages with GB and GC and has extended the prevailing literature through indirect effects of GB and has provided meaningful insight into the phenomena. Furthermore, by offering the empirical results of the hypothesized research model taking sample from healthcare institutions, this paper has added to the minimum advancement and evidence on GHRM from developing countries, such studies are desirable to contribute environmental degradation. Hence, this research has made contribution to the environmental management literature and recommended policy makers to consider environmental values among perspective employees. The findings also encourage policy makers to assume GHRM practices towards endorsing a culture of green in institutions.

### ***Limitation and Future Recommendation***

This research has few limitations and provides direction for future studies. Firstly, this study has used cross sectional research design, however, time lagged or experimental research designs needed to carry out. Second, the sample was chosen from hospitals have limited the generalizability of this study. To enlarge the finding future research might duplicate the current study from broad variety of industries and services sector organizations. This study has explored the relationship of GHRM and GC, it is imperative to investigate the moderating effects of others employees and organizational variables like personality traits, blue behavior of employees to extend the relationship. The study suggest to organize regular workshops and training sessions to bring awareness among the importance of green culture and Compost organic waste to reduce landfill usage.

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