

Article

Investigating the impact of human resource empowerment on the establishment of green human resources management in Tehran's 14th district municipality

Sahar Shetaban*, Esmail Kavousi

Management & Cultural studies of Islamic Azad University, North Tehran Branch, Tehran 1651153511, Iran

* Corresponding author: Sahar Shetaban, sshetaban@yahoo.com

CITATION

Shetaban S, Kavousi E. Investigating the impact of human resource empowerment on the establishment of green human resources management in Tehran's 14th district municipality. *Human Resources Management and Services*. 2025; 7(1): 3489.
<https://doi.org/10.18282/hrms3489>

ARTICLE INFO

Received: September 2024
Accepted: 28 October 2024
Available online: 14 January 2025

COPYRIGHT



Copyright © 2025 by author(s).
Human Resources Management and Services is published by PiscoMed Publishing Pte. Ltd. This work is licensed under the Creative Commons Attribution (CC BY) license.
<https://creativecommons.org/licenses/by/4.0/>

Abstract: This study explores the influence of human resource empowerment on the establishment of green human resource management (GHRM) within Tehran's 14th district municipality. Utilizing a descriptive-analytical research approach, the study targets the practical implications of empowerment strategies on GHRM implementation. The research population consists of 1500 employees from the 14th district, based on the 2017 census. A sample of 306 respondents was selected using Morgan's table. Data were collected via a structured questionnaire developed from the study's conceptual framework and research hypotheses. The questionnaire's validity and reliability were confirmed through expert review and Cronbach's alpha (0.9). Descriptive statistics outline the background and primary variables, while inferential statistics, particularly the Pearson correlation test, were used to evaluate the hypotheses. Results indicate that human resource empowerment positively affects the establishment of GHRM in Tehran's 14th district municipality.

Keywords: human resource empowerment; green human resource management; municipality; Tehran; 14th district

1. Introduction

The importance of the role of human resources in organizations is undeniable; human resources are the most effective tools for achieving predetermined goals, and not paying attention to providing the right environment and tools to improve their sustainability can cause organizations to face many problems (Barba-Aragón and Jiménez-Jiménez, 2020). Human resources are a treasure of potential forces of the organization that can be developed strategically and move towards achieving excellence. The survival and success of the organization increasingly depend on the development and release of the full potential of human resources. Therefore, one of the challenges facing organizations is to adopt measures and mechanisms to increase satisfaction and commitment and, finally, the stability of employees (Ahakwa et al., 2021). Nowadays, empowerment as one of the approaches to human resource development has become the basis for many positive developments in implementing employees' work activities in the last few decades. In today's changing conditions, organizations have no choice but to use human resources correctly. Based on this, the only factor that creates balance in the organization is the empowerment of employees. Empowerment is a tool that aligns individual goals with organizational goals and makes the belief that the organization's progress will benefit employees (Rayni et al., 2021). Therefore, the necessary condition for realizing the goals of any organization is the existence of human resources and employees who, in addition to

having specific abilities and skills, are committed to their jobs and organizations and feel satisfied with their performance. Therefore, by empowering human resources, the organization's managers increase their power and motivation, leading to more and better production. Moreover, this path benefits and satisfies the organization, employees, customers, society, and the country (Lyons et al., 2016). On the other hand, in most organizations, employees' abilities are not used optimally, and managers cannot use their potential. Based on past research, the dimensions of employee empowerment can be divided into five dimensions. It summarized self-efficacy, self-determination, personal acceptance of results, job meaningfulness, and trust (Pakdel et al., 2018).

Green human resource management is one of the critical pillars of green management. Green human resource management practices and the ecological behavior of employees have a significant impact on environmental performance (Nisar et al., 2021). Environmental concerns have forced organizations to abandon their traditional policies and take steps towards forming sustainable operations and green policies by effectively and efficiently using all their resources to achieve environmental and organizational goals. Policies including green human resource management, which has become one of the critical areas of management in recent years with the emergence of new challenges facing organizations (Bucăța, 2018). Green human resource management, along with other branches of green management (such as green production, green investment, and green marketing), has received the attention of a large and growing part of management studies, especially human resource management (Zare et al., 2023).

Today, organizations can play their role correctly if they pay attention to social responsibilities such as environmental protection and prioritize them. In the current millennium, the definition of ethics is to pay attention to the environment, and on the other hand, the establishment of an environmental management system reduces costs and creates wealth, and managers who pay attention to these issues, in addition to these benefits, should also pay attention to the health of citizens (Böhm et al., 2022). In recent years, it has become common to see municipalities as providers of public services and as apparatuses against the government. Considering this issue, the municipality is under pressure to respond as much as possible to the needs and demands of the citizens. As a result, performance outcomes such as citizen satisfaction have become increasingly important (Morelli, 2011). Therefore, the efficiency of the municipality as a public organization providing services at the local level plays an important role in creating development capacities in every society (Fraisl et al., 2022).

Creating a sense of citizens' participation in the administration of urban affairs requires regular and comprehensive planning. People's participation in planning and respecting their opinions is perhaps the first step in achieving planning goals. Therefore, without people's participation and paying attention to public needs and interests, only referring to the criteria written in books cannot guarantee the achievement of the final goals of planning (Baloch et al., 2023).

Esmailzadeh et al. (Raiisi et al., 2023) conducted research titled Identifying the empowerment components of social security organization employees based on the teachings of Nahj al-Balagha (a qualitative method: document content analysis). The

findings showed that eight components and forty-five indicators were extracted, including Independence (including four indicators), Responsibility (including six indicators), self-control (including eight indicators), self-esteem (including six indicators), Trust building (including four indicators), modeling (including five indicators); Knowledge enhancement (including six indicators) and work discipline (including six indicators). Eskandari et al. (Eskhandary et al., 2021) conducted the research entitled *Designing a Model of Employee Empowerment with a Spiritual Approach*. The findings showed that the model's inputs have a positive and significant effect on the process by 83%. The process has a positive and significant effect on the outputs of 87%. Hashemzadeh et al. (2019) researched the influence of the empowerment of the human resources of the Sports and Youth Organization of West Azarbaijan Province on their efficiency, emphasizing some Islamic dimensions. The findings showed eight extracted indicators (including 39 items) in the studied society: individual factors, organizational culture, technical, organizational, educational, systemic, environmental, and occupational support. Therefore, organizations need all employees' and managers' knowledge, energy, and creativity to succeed in today's dynamic business environment. The results of the research conducted by Rezaei et al. (Babak et al., 2020). The title provides a model to identify dimensions and effective measures in implementing green human resources management; it shows that some of the identified dimensions, including green selection and green reward management, significantly impact the successful implementation of green human resource management. Therefore, managers must focus more on the implementation of these dimensions. Ekaputra and Medakumala (Rizki et al., 2021). Research was conducted on the effect of human resource empowerment, good governance, monitoring, and evaluation of the quality of staff services in Hazrat Fateme State Hospital, Batam City. The findings showed that employees are under the direct influence of human resources empowerment, good governance, and monitoring and evaluation of employees. Rizki and Saputra (Satriadi et al., 2021) conducted research entitled *Empowering Human Resources in Technology to Improve Leadership Performance in Business Performance: A Systematic Review*. The findings showed that the empowerment of human resources in the business world in the modern era requires the power of technology for real competition because the empowerment of human resources is closely related to the policies and best practices required by businesses. The results of the research conducted by Muisyo and Qin (2021) *Enhancing Corporate Green Performance through Green Human Resource Management*. The moderating role of green innovation culture showed that green human resource management practices, including recruitment and selection, training and development, performance management and evaluation, reward and pay, participation, and employee leadership, significantly impact green or environmental performance. The results of the research conducted by (Singh et al., 2020) under the title *Green Innovation and Environmental Performance: The Role of Green Transformational Leadership and Green Human Resource Management* showed that green human resource management practices mediate the effect of green transformational leadership on green innovation. The results of the research conducted by Kim et al. (2019) under the title *The Effect of Green Human Resource Management on the Environmentally*

Friendly Behavior and Environmental Performance of Hotel Employees, show that top hotel management and human resource managers should implement human resource management policies. Define green and use it to improve the company's environmental performance. Zarak, Gerous, and Malek (2018) conducted research titled *The Effect of Employee Empowerment on Organizational Commitment in the Banking Sector of Lebanon*. The findings showed a positive relationship between employee empowerment and organizational commitment. This was in line with other commercial sectors in Lebanon and similar banking sectors in the region and the West. Based on this, banks should consider employee empowerment as one factor that strengthens organizational commitment. Consequently, this leads to organizational retention of employees in the Lebanese banking sector.

Empowerment, as a concept, is widely recognized as part of the development discourse and is considered a means to enhance survival by improving individual performance (Tajeddin and Ramadi, 2014). It is fundamentally a social phenomenon, which, like other social phenomena, cannot be attributed to a single cause. The primary objective of empowerment is to foster participation in decision-making processes that align with sustainable development. However, what is more critical is the approach and mindset underlying empowerment, particularly in the context of human resource development and management.

Empowerment is interpreted in various ways across political, social, economic, and cultural frameworks, leading to different definitions. Standard definitions include control, power, self-reliance, the power to choose, the ability to advocate for one's rights, independence, the right to make decisions, awareness, and capability. In a broader sense, empowerment refers to the freedom of individual choice and action and increased power and control over resources and decisions that impact their life. The more power people must choose, the greater their control over their lives (Nazari and Ghasemi, 2013).

Undoubtedly, empowering employees enhances an organization's flexibility and improves the performance of organizational and personal tasks (Young and McComas, 2016). Among the various interpretations of "empowerment," a prominent view considers it a continuous and ongoing process that addresses motivational or psychological aspects, enhancing individuals' abilities and competencies. This process drives the organization's productivity, growth, and development, ensuring that human resources align with organizational goals (Shahriari et al., 2020).

In this context, Blanchard defines human resource empowerment as "releasing the power that individuals possess due to their knowledge and motivation." From Kanger and Kongo's perspective, empowerment is a process that fosters a sense of "self-fulfillment" among employees. This process is characterized by the development of individuals' abilities and the provision of valuable information, such as "knowledge management" and "information systems," through the use of organizational operations and informal techniques (Turkmenoglu, 2019).

Green human resource management includes environmental objectives in human resource management practices, such as recruitment and selection, compensation, incentives, training and development, and performance evaluation (Awan et al., 2023). Green human resource management follows green human

resource management policies, green philosophy, green practices for environmental management, and employee awareness of environmental responsibilities. Organizations are moving towards greening to gain a competitive position, save energy and use it properly and optimally, reduce waste, significantly reduce costs, improve the company's image, and increase employees' morale. Moving towards green practices in any organization requires the support of human resources (Darvazeh et al., 2023). Human resource management focuses on overall management strategies. The main goal of environmental management is to reduce impacts and pollution by integrating business and environmental activities. Green human resource management improves employees' knowledge, skills, motivation, and behavior to achieve environmental goals (Alavi, 2021). Green human resource management is related to the ecological behavior of employees and the organization's environmental strategy (Singh et al., 2020). Recognizing policies in recruitment, staffing, performance evaluation, training and development, and employee communication can be a solid tool to create coordination between employees and the company's environmental strategies and guarantee the company's success. Human resource management policies and practices are related to the individual environmental behaviors of employees (Pham et al., 2020). Green HRM has a positive relationship with employee cooperation to promote practices that align with environmental protection. Green human resource management refers to all activities in developing, implementing, and maintaining a system to create green employees for an organization. The task of green human resource management is to transform the organization's employees into green employees to reach the organization's environmental goals. Green human resource management refers to policies, actions, and systems that prepare the organization's green employees to achieve individual, social, commercial, and environmental benefits. This type of green human resource management aims to create, improve, and maintain the "green concept" by using the maximum individual participation of employees in a protective, caring, productive etc. program in the organization (Zihan et al., 2024). Green human resource management is important not only at the organizational level. It is also important at the individual level. An employee has two parts to life: the part that includes his work life and the person who plays a role in it as an employee. Another part is his personal life, where he appears as a citizen. Having environmentally friendly behaviors will be helpful for humans in two areas of life because the emergence of these behaviors in both sectors causes success in preserving the environment in society, which will benefit the individual (Hajizadeh et al., 2022).

Therefore, according to the stated issues, this study aims to investigate the effect of human resources empowerment on establishing green human resources management in the 14th district municipality of Tehran.

2. Research method

The current study is of an applied type because its purpose is to develop practical knowledge in a specific field and use the results of the findings to develop reliability. Also, to prepare and collect primary data for this study, which is a

descriptive study of a survey type, the statistical population of this study was made up of all employees of the 14th district of Tehran, whose number is about 1500 people. According to the sampling criteria based on the Morgan sampling method, 316 people have been selected as the research sample from the mentioned statistical population. This research used two general statistical approaches, descriptive statistics, and inferential statistics, to analyze the data. Descriptive statistics were used to describe the demographic characteristics of the statistical population and measure data dispersion indices. Inferential statistics and Spearman's correlation test were also used to check the significance of the hypothetical effect of the variables on each other. Also, this study includes a central hypothesis and five sub-hypotheses. Also, Mann-Whitney and Kruskal-Wallis tests were used to measure the significance of each of the hypotheses of this study, and finally, the results obtained from this study were compared and reviewed with other studies and articles.

Testing research hypotheses

In this section, according to the data distribution of the research variables, Spearman's correlation test was used to check the hypotheses. Spearman's correlation test shows the relationship between variables in a two-by-two manner. Some coefficients are significant at the 99% confidence level (significance level value is less than 1%) and are marked with (**). Some coefficients are significant at the 95% confidence level and are marked with (*). The coefficients that do not have a particular sign also show no significant relationship between the two variables at the 95% confidence level. A positive coefficient indicates a positive and direct relationship between two variables, and a negative coefficient indicates a negative and opposite relationship.

3. Results and discussion

3.1. The central hypothesis

“There is a relationship between the empowerment of human resources (self-efficacy of human resources, self-determination of human resources, personal acceptance of results, meaningfulness of work and trust) and the establishment of green human resources management in the 14th district municipality of Tehran.”

According to **Table 1**, the correlation coefficient's value is equal to ($r = 0.683$), and the significance level of the test is equal to (0.000). Considering that the significance level of the test is less than 0.01 ($\alpha = 0.01$) and the sign of the correlation coefficient is positive, there is a positive and direct relationship at the 99% confidence level between human resource empowerment (human resource self-efficacy, workforce autonomy Humanity, personal acceptance of results, meaningfulness of job and trust) and the establishment of green human resources management in the 14th district municipality of Tehran. The above hypothesis is confirmed.

Table 1. Spearman's correlation test of the central hypothesis.

Establishment of green human resource management	Variable
683**0/ 0/000	The correlation coefficient The significance level

Empowering staff

* $P < 0.05$, ** $P < 0.01$.**3.1.1. The first sub-hypothesis**

“There is a relationship between the self-efficacy of human resources and the establishment of green human resources management in the 14th district municipality of Tehran.”

According to **Table 2**, the value of the correlation coefficient is equal to ($r = 0.578$) and the significance level of the test is equal to (0.000). Considering that the significance level of the test is less than 0.01 ($\alpha = 0.01$) and the sign of the correlation coefficient is positive, there is a positive and direct relationship at the 99% confidence level between the self-efficacy of human resources and the establishment of green human resources management in the municipality. There is the 14th district of Tehran. The above hypothesis is confirmed.

Table 2. Spearman's correlation test of the first sub-hypothesis.

Establishment of green human resource management	Variable
578**0/ 0/000	The correlation coefficient The significance level

Self-efficacy of manpower

* $P < 0.05$, ** $P < 0.01$.**3.1.2. The second sub-hypothesis**

“There is a relationship between the self-determination of human resources and the establishment of green human resources management in the 14th district municipality of Tehran.”

According to **Table 3**, the value of the correlation coefficient is equal to ($r = 0.329$) and the significance level of the test is equal to (0.000). Considering that the significance level of the test is less than 0.01 ($\alpha = 0.01$) and the sign of the correlation coefficient is positive, there is a positive and direct relationship at the 99% confidence level between the self-determination of human resources and the establishment of green human resources management in There is 14 district municipality of Tehran. The above hypothesis is confirmed.

Table 3. Spearman's correlation test of the second hypothesis.

Establishment of green human resource management	Variable
329**0/ 0/000	The correlation coefficient The significance level

Manpower autonomy

* $P < 0.05$, ** $P < 0.01$.**3.1.3. The third sub-hypothesis**

“There is a relationship between personal acceptance of the results and the establishment of green human resources management in the 14th district

municipality of Tehran.”

According to **Table 4**, the value of the correlation coefficient is equal to ($r = 0.378$), and the significance level of the test is equal to (0.000). Considering that the significance level of the test is less than 0.01 ($\alpha = 0.01$) and the sign of the correlation coefficient is positive, there is a positive and direct relationship at the 99% confidence level between the personal acceptance of the results and the establishment of green human resources management in the municipality. There is the 14th district of Tehran. The above hypothesis is confirmed.

Table 4. Spearman’s correlation test of the third hypothesis.

Establishment of green human resource management	Variable
378**0/ 0/000	The correlation coefficient Personal acceptance of the results The significance level

* $P < 0.05$, ** $P < 0.01$.

3.1.4. The fourth sub-hypothesis

“There is a relationship between the meaningfulness of the job and the establishment of green human resources management in the 14th district municipality of Tehran.”

According to **Table 5**, the value of the correlation coefficient is equal to ($r = 0.423$), and the significance level of the test is equal to (0.000). Considering that the significance level of the test is less than 0.01 ($\alpha = 0.01$) and the sign of the correlation coefficient is positive, there is a positive and direct relationship at the 99% confidence level between the meaningfulness of the job and the establishment of green human resources management in There is 14 district municipality of Tehran. The above hypothesis is confirmed.

Table 5. Spearman’s correlation test of the fourth hypothesis.

Establishment of green human resource management	Variable
423**0/ 0/000	The correlation coefficient The meaningfulness of the job The significance level

* $P < 0.05$, ** $P < 0.01$.

3.1.5. The fifth sub-hypothesis

“There is a relationship between trust and the establishment of green human resources management in the 14th district municipality of Tehran.”

According to **Table 6**, the value of the correlation coefficient is equal to ($r = 0.396$) and the significance level of the test is equal to (0.000). Considering that the significance level of the test is less than 0.01 ($\alpha = 0.01$) and the sign of the correlation coefficient is positive, there is a positive and direct relationship at the 99% confidence level between trust and the establishment of green human resources management in the municipality of Region 14. There is Tehran. The above hypothesis is confirmed.

Table 6. Spearman's correlation test of the fifth hypothesis.

Establishment of green human resource management	Variable
396**0/ 0/000	The correlation coefficient confidence The significance level

* $P < 0.05$, ** $P < 0.01$.

There is a difference between the respondents' opinions according to demographic factors. There is a significant difference between the empowerment of human resources and the establishment of green human resources management according to the gender variable. Due to the non-normality of the data distribution of the research variables, the non-parametric Mann-Whitney test is used to investigate the above question.

Table 7 shows the results of the Mann-Whitney test that in the human resource empowerment variable, a significant value (0.0002) was less than 0.05 ($sig < 0.05$), so there is a significant difference between the human resource empowerment of men and women has it. According to the average value of the rank, it can be said that the level of empowerment in women is higher than in men. In the variable of the establishment of green human resources management, a significant value (0.000) was less than 0.05 ($sig < 0.05$), so there is a significant difference between the establishment of green human resources management in men and women. There is a significant difference between the empowerment of human resources according to the education variable.

Table 7. Mann-Whitney test according to gender variable.

The significance level	Statistic Z	Mann Whitney statistics	average rank	Dimensions
0.002	3/075	26213/5	168/04	male
			203/01	female
0.001	-3.351	25926/5	204/32	male
			166/20	female

Table 8. Kruskal-Wallis test according to the human resource empowerment variable based on education level.

The significance level	Degrees of freedom	Chi-square statistic	average rank	Dimensions
0/017	3	8/179	130/16	Associate degree
			164/49	Bachelor's degree
			155/27	Master's degree

Table 8 shows the results of the Kruskal Wallis test, which has a significance level of (0.017) in the human resource empowerment variable. A significant value of less than 0.05 was obtained, so there is a significant difference between the mean of the empowerment variable of human resources with different education levels. Employees with a bachelor's degree report the highest levels of empowerment, followed by those with a master's degree and an associate degree. This suggests that educational attainment influences perceptions of empowerment, with those holding higher degrees potentially feeling more empowered in their roles. Organizations may

need to consider additional support or training for employees with lower educational levels to balance these perceptions.

In **Table 9**, the Kruskal-Wallis test shows a highly significant difference in staff empowerment based on years of experience ($p = 0.000, < 0.05$). Employees with less than ten years of experience feel the most empowered, while those with 10–20 years of experience report the lowest levels of empowerment. This trend might reflect the enthusiasm and adaptability of newer employees versus the potential disillusionment or resistance to change among more experienced staff. Addressing these disparities could involve tailored strategies to re-engage long-term employees and harness their experience in promoting green initiatives.

Table 9. Kruskal-Wallis test according to the human resource empowerment variable based on experience.

The significance level	Degrees of freedom	Chi-square statistic	average rank	Dimensions	
0.000	2	34/577	223/12	Less than ten years	
			152/68	10–20 years	Empowering staff
			197/568	More than twenty years	

Table 10 shows the results of the Kruskal Wallis test, which has a significance level of (0.000) in the green human resource management deployment variable. A significant value of less than 0.05 was obtained, so there is a significant difference between the average green human resources management establishments and different citizens' residence areas. Area 1 reports the highest levels of GHRM establishment, while Area 2 reports the lowest. This geographical disparity could be due to differences in local environmental policies, economic conditions, or community engagement in green practices. These findings suggest that targeted, area-specific strategies may be necessary to implement GHRM practices across different regions consistently.

Table 10. Kruskal-Wallis test according to the variable of establishment of green human resources management according to the area where citizens live.

The significance level	Degrees of freedom	Chi-square statistic	average rank	Dimensions	
0.000	5	40.341	297.93	one	
			155.47	Two	
			164/54	Three	Establishment of green human resource management
			198.19	Four	
			222.33	Five	
			278.54	Six	

4. Conclusion

Organizations today increasingly recognize that traditional command-and-control management paradigms are insufficient for addressing modern challenges such as continuous innovation, re-engineering, and managing multicultural workforces. As a result, many organizations are transitioning to a new management paradigm centered on employee empowerment. This shift is crucial as it allows

managers to focus on key retention factors influencing employees' skills, attitudes, and behaviors. By fostering a committed workforce, organizations can better achieve their goals, leading to enhanced development, revenue generation, and efficiency.

The general results of this study were based on the Mann-Whitney and Kruskal-Wallis tests, the results of which were obtained as follows:

Because the Mann-Whitney test indicated the significance of the human resource empowerment variable, therefore there is a significant difference between male and female human resource empowerment, therefore there is a significant difference between the establishment of green human resource management in men and women. There is a significant difference between the empowerment of human resources based on the variable of education.

The results of the Kruskal Wallis test showed that the human resource empowerment variable is equal to the answer, so there is a significant difference between the average of the human resource empowerment variable with different educational levels, which indicates that organizations may need support or training. Consider more for employees with lower education levels to balance these perceptions.

The Kruskal-Wallis test showed a significant difference in employee empowerment based on years of experience, which could be related to reflecting the enthusiasm and adaptability of newer employees versus potential frustration or resistance to change among more experienced employees.

The results of the Kruskal Wallis test showed that the variable of establishment of green human resources management has a significant level, so there is a significant difference between the average of green human resources management institutions and different residential areas of citizens. The reason for this geographic disparity is related to differences in local environmental policies, economic conditions, or community participation in green practices.

The findings of this research align with previous studies, such as Esmailzadeh et al. (2022), who identified empowerment components in social security organizations, and Eskandari et al. (2021), who developed an employee empowerment model with a spiritual approach. Similarly, the work of Hashemzadeh et al. (2018) on the empowerment of human resources in the sports and youth organization of West Azerbaijan province and Rezaei et al. (2022) on the role of human resource empowerment in green human resource management further support the importance of these factors. Additionally, research by Rizki and Saputra (2021) on human resource empowerment in technology and studies by Moisiso and Kane (2021) on enhancing corporate green performance through green HRM highlight the broader implications of these findings. These studies collectively underscore the critical role of human resource empowerment in fostering organizational commitment and achieving green HRM goals in various sectors.

Author contributions: Translation of Persian texts of articles into Latin, SS; writing—review and editing, SS; writing—original draft preparation, EK; data analysis, EK; validation, EK; data management, EK. All authors have read and agreed to the published version of the manuscript.

Conflict of interest: The authors declare no conflict of interest.

References

- Ahakwa, I., Yang, J., Agba Tackie, E., et al. (2021). The Influence of Employee Engagement, Work Environment and Job Satisfaction on Organizational Commitment and Performance of Employees: A Sampling Weights in PLS path Modelling. *SEISENSE Journal of Management*, 4(3), 34–62. <https://doi.org/10.33215/sjom.v4i3.641>
- Alavi, S., & Aghakhani, H. (2021). Identifying the effect of green human resource management practices on lean-agile (LEAGILE) and prioritizing its practices. *International Journal of Productivity and Performance Management*, 72(3), 599–624. <https://doi.org/10.1108/ijppm-05-2020-0232>
- Awan, U., Braathen, P., & Hannola, L. (2023). When and how the implementation of green human resource management and data-driven culture to improve the firm sustainable environmental development? *Sustainable Development*, 31(4), 2726–2740. <https://doi.org/10.1002/sd.2543>
- Babae Rayni, A., Daneshfard, K., & Mirsepassi, N. (2021). Designing a Human Resource Development Model to Enhance the Effectiveness of Government Agencies (Case Study: Kerman Governorate). *Public Organizations Management*, 9(3), 45-60. <https://doi.org/10.30473/ipom.2021.51553.4025>
- Babak, R., Seyed Mohammad, Z., & Hadi, H. (2020). A Model to Identify the Dimensions and Effective Measures in the Implementation of Green Human Resource Management. *Journal of Resource Management in Police*, 8(29), 1-32.
- Baloch, Q. B., Shah, S. N., Iqbal, N., et al. (2022). Impact of tourism development upon environmental sustainability: A suggested framework for sustainable ecotourism. *Environmental Science and Pollution Research*, 30(3), 5917–5930. <https://doi.org/10.1007/s11356-022-22496-w>
- Barba-Aragón, M. I., & Jiménez-Jiménez, D. (2020). HRM and radical innovation: A dual approach with exploration as a mediator. *European Management Journal*, 38(5), 791–803. <https://doi.org/10.1016/j.emj.2020.03.007>
- Böhm, S., Carrington, M., Cornelius, N., et al. (2022). Ethics at the Centre of Global and Local Challenges: Thoughts on the Future of Business Ethics. *Journal of Business Ethics*, 180(3), 835–861. <https://doi.org/10.1007/s10551-022-05239-2>
- Bucăța, G. (2018). The Challenges of Organizational Management. *Land Forces Academy Review*, 23(4), 275–281. <https://doi.org/10.2478/raft-2018-0034>
- Darvazeh, S. S., Mooseloo, F. M., Aeni, S., et al. (2022). An integrated methodology for green human resource management in construction industry. *Environmental Science and Pollution Research*, 30(60), 124619–124637. <https://doi.org/10.1007/s11356-022-20967-8>
- Eskhandary, M., Soltani, M. R., & Habibi, H. (2021). Designing a Model for Empowering Employees with a Spiritual Approach. *Interdisciplinary Studies on Strategic Knowledge*, 5(17), 203-226.
- Fraisl, D., Hager, G., Bedessem, B., et al. (2022). Citizen science in environmental and ecological sciences. *Nature Reviews Methods Primers*, 2(1). <https://doi.org/10.1038/s43586-022-00144-4>
- Gholipour, A., & Hosseini, S. H. (2018). Designing a National Human Resource Development Model Using System-Dynamic Approach. *Quarterly Journal of Training and Development of Human Resources*, 16(5), 51-78.
- Hajizadeh, M., Jajarmizadeh, M., & Mohtashami, A. (2022). Designing a Model for Establishing Green Human Resource Management in Government Organizations. *Sciences and Techniques of Information Management*, 8(2), 73-114.
- Kim, Y. J., Kim, W. G., Choi, H.-M., et al. (2019). The effect of green human resource management on hotel employees' eco-friendly behavior and environmental performance. *International Journal of Hospitality Management*, 76, 83–93. <https://doi.org/10.1016/j.ijhm.2018.04.007>
- Lyons, S. K., Miller, J. H., Amatange, K. L., et al. (2016). Lyons et al. reply. *Nature*, 538(7626), E3–E4. <https://doi.org/10.1038/nature20097>
- Morelli, J. (2011). Environmental Sustainability: A Definition for Environmental Professionals. *Journal of Environmental Sustainability*, 1(1), 1–10. <https://doi.org/10.14448/jes.01.0002>
- Muisyo, P. K., & Qin, S. (2021). Enhancing the FIRM'S green performance through green HRM: The moderating role of green innovation culture. *Journal of Cleaner Production*, 289, 125720. <https://doi.org/10.1016/j.jclepro.2020.125720>
- Nisar, Q. A., Haider, S., Ali, F., et al. (2021). Green human resource management practices and environmental performance in Malaysian green hotels: The role of green intellectual capital and pro-environmental behavior. *Journal of Cleaner Production*, 311, 127504. <https://doi.org/10.1016/j.jclepro.2021.127504>

- Pham, N. T., Hoang, H. T., & Phan, Q. P. T. (2019). Green human resource management: a comprehensive review and future research agenda. *International Journal of Manpower*, 41(7), 845–878. <https://doi.org/10.1108/ijm-07-2019-0350>
- Raiisi, Z., Bagheri, M., & Jahed, H. (2023). Identifying the components of employee empowerment to provide a comprehensive model for the welfare organization. *Journal of Ilam University of Medical Sciences*, 31(5), 58-69.
- Rizki Eka, P., Madhakomala, R., & Hamidah. (2021). The Influence of Empowerment of Human Resources, Good Governance, Monitoring and Evaluation of the Quality of Employee Services in Public Hospital of Fatimah Embung Area in Batam City. In: *Proceedings of the International Conference on Strategic Issues of Economics, Business and, Education (ICoSIEBE 2020)*; January 2021.
- Satriadi, Rizki, M., & Saputra, E. K. (2021). Empowering Human Resources Management in Technology to Improve Leadership Function in Business Practice: Systematic Review. *The journal of contemporary issues in business and government*, 27(2), 4154-4161.
- Singh, S. K., Giudice, M. D., Chierici, R., et al. (2020). Green innovation and environmental performance: The role of green transformational leadership and green human resource management. *Technological Forecasting and Social Change*, 150, 119762. <https://doi.org/10.1016/j.techfore.2019.119762>
- Turkmenoglu, M. A. (2019). Investigating Benefits and Drawbacks of Employee Empowerment in the Sector of Hospitality. *International Research Journal of Business Studies*, 12(1), 1–13. <https://doi.org/10.21632/irjbs.12.1.1-13>
- Zare, H., Motallebi Varkani, A., & Basti, S. (2023). Identifying and prioritizing factors affecting green human resource management in line with Development of social capital. *Social Capital Management*, 10(1), 1-17. <https://doi.org/10.22059/jscm.2022.345841.2317>
- Zihan, W., Makhbul, Z. K. M., & Alam, S. S. (2024). Green Human Resource Management in Practice: Assessing the Impact of Readiness and Corporate Social Responsibility on Organizational Change. *Sustainability*, 16(3), 1153. <https://doi.org/10.3390/su16031153>