



Green Human Resource Management Model and Subject Well Being Towards Sustainability Performance

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ABSTRACT

The purpose of green human resource management, subject well being and sustainability performance. The method used in this study is quantitative with a descriptive and verification approach. Primary data collection techniques were obtained through questionnaires, observations and interviews. Secondary data were obtained through libraries and reviewed documents. The population of this study were 100. Multiple linear regression analysis or path analysis was used. It turned out that green human resource management and subject well being on sustainability performance as a whole showed a positive and good response. It can be concluded that there is a fairly strong influence between green human resource management and subject well being on sustainability performance and others are influenced by other factors.

INTRODUCTION

The development of the era continues to change from time to time and rotates from the past to the present and moves non-stop until endless time. As time goes by, every organization or company continues to develop in accordance with the demands of various stakeholders in creating and giving birth to various discoveries of the latest business models to meet various demands in integrating green environmental resource management and social responsibility that encourages happiness values in order to carry out sustainable performance. Activities like this continue to encourage many organizations or companies to adopt green environmental resource management behavior. The implementation of green resources is able to encourage the creation of organizations to provide support in maintaining competition between them. With green resource management, it is expected to create a healthy climate and work environment for every employee who is in an agency or organization.

In its activities, resource management in the form of encouraging and directing an action or attitude as well as the welfare or happiness of those who care about the environment, even though the role of green resource management is important, it is also inseparable from the various shortcomings that exist, such as the process of understanding green resource management with welfare and sustainable performance in an agency or organization. Follow-up that focuses on consistent efforts towards green resource management as a form of organizational or corporate bounding lines conditions that are different and stand out as boundary conditions for green human, can have a positive impact on the environment, economy, and society. This limitation limits our knowledge of when maximum results without consistency and commitment from green resource management.

Sustainable performance as an effort to achieve the goals that have been set both in terms of quantity and quality in accordance with the capabilities possessed in sustainable performance so that this shows maximum achievement in increasing the capabilities of each existing resource.. Meanwhile, the understanding of sustainable performance itself cannot be separated from what has happened in work activities, both within the organization and outside the organization. What employees experience in the process of improving and their ability to work will get balanced results. This experience is influenced by several factors such as: the quality of employee performance and employee characteristics which are a reflection of employee professionalism. This happens because of the differences in background and views of each expert about the term sustainable performance.

THEORETICAL REVIEW

Green Human Resource Management

Molina-Azorin, José F et al (2021) stated that green human resource management (GHRM) is explained for the adjustment between conventional human resource activities (such as activities and performance) and policies that are expected from an environment. GHRM is HRM during selection, recruitment, job placement, training, performance appraisal, teamwork, and

other HRM activities in the form of environmental opinions. HRM places on recruitment, management, and the overall picture for anyone in the organization. However, HRM focuses on a variety of activities. Molina-Azorin, José F et al (2021) explained that in various activities, HRM invites employee activities while GHRM makes environmental training. Another example is activity evaluation. HR involves various assessments of employee activities and rewards efforts rather than company goals and GHRM dimensions in the form of the environment and employee activity assessments and awards. Faheem, A et al (2023) revealed that green human resources (GHRM) is a strategic method in realizing long-term sustainability and providing positive value to the green environment of employee actions, which ultimately leads to environmental, social, financial, and innovation performance. As a result, GHRM reflects an organization that focuses on environmental sustainability strategies and enables key decision makers to do so by paying attention to practices that encourage individuals to engage in environmentally friendly activities to reduce environmental damage. As a result, green human resource management is important for organizations to be sustainable and competitive in the market. Green human resource management refers to the use of HRM practices to support environmental sustainability goals in an organization; green human resource management practices include aspects of green recruitment and selection, training and development, rewards and compensation, and performance management systems. Faheem, A et al (2023) stated that the aspects of GHRM mentioned motivate employees to participate in activities related to sustainable organizational development. Environmentally friendly activities like this will help organizations gain green image appeal with improved environmental performance. By enjoying green colors like this, then

With the implementation of GHRM activities, employees are encouraged to have creative results in terms of the environment as a change from environmentally friendly results. Organizations that implement GHRM activities create more changes as products produced and processes that are environmentally friendly. Environmentally friendly innovation focuses on creating creative thinking in developing environmentally friendly products and processes by taking various environmentally friendly activities, using environmentally friendly raw materials, focusing on environmentally friendly policies that can reduce emissions to the environment, and the use of resources.

Nurten Polat Dede (2019) explains that every environmentally friendly organization has a level of structure and process that is very vital in the development of an organization. several factors become a difference between one organization and another because of the internal structure of the organization and various choices as a differentiator between each organization. Nurten Polat Dede (2019) explains that when green management is spread in various directions of understanding, a company or organization often determines the role of the environmental system based on a business structure that is in accordance with the green management approach itself as a sense of sectoral responsibility for the environmental system that occurs through various social issues of the company and the environmental impacts that have

affected all business functions of the company or organization. Nurten Polat Dede (2019) said that purchasing, production, distribution, marketing, research and development, accounting and finance, human resources, public relations, etc. all units are expected to behave with an environmentally friendly management approach.

Al-Minhas, U., Ndubisi, N. O., & Barrane, F. Z. (2020) explained that green human resource management and sustainable green logistics have various ways to create a sustainable role for environmental management itself.. Al-Minhas, U., Ndubisi, N. O., & Barrane, F. Z. (2020) said that sustainability is an important consideration in running a business in the modern era. The increasing interest of environmentalists, green organizations and environmental employees, researchers, and the media as well as the resounding voices when voicing concerns about the environment in the hope of creating greater awareness of environmental vulnerability and ultimately leading to behavioral change. explanation and implementation of an activity and policy based on the objective of supporting sustainable development as a form of requirement in realizing environmental protection. Al-Minhas, U., Ndubisi, N. O., & Barrane, F. Z. (2020) explained when sustainability can be controlled in the industrial evolution system and through organizational transformation and management systems through mindful organizing and implementing a consciousness-based approach. Organizations that carry out business operations in accordance with the principles of sustainability and promotion of environmental welfare are considered green businesses. For In business, the implication of the idea of being environmentally friendly is that performance should not be measured narrowly based on economic conceptualization alone, but more broadly, namely integrating environmental and social aspects. Environmental factors have a close relationship, this shows that factors related to human resources and environmental sustainability have a close relationship. Yusoff et al., (2018) stated that various activities consisting of green performance assessment, green selection and collection process, green philosophy, regulation, green development and training as well as green feedback are the meaning of green human resource management. Zaid et al. (2018) asserted that Green Human Resources Management is a set of human resource practices that focus on performance through green recruitment, green training, and engagement as well as green performance management and compensation. Siyambalapitiya et al. (2018) explained that several factors related to green complaint handling, joint discussion, green performance evaluation, green rewards and compensation are forms of green human resource management functions.

Subject Well Being

Zeng, F. (2020) said that the subject's well-being, also called happiness, is generally where people compare their standard of living based on their own self- determined standard of living. SWB is a concept that applies to the subjective component in evaluating life. SWB or happiness is currently considered one of the most important variables for human life goals. Zeng, F. (2020) also explained that the SWB trend has received much attention in the

academic world. They are status determinants of individual SWB. However, these factors do not apply in interpreting many differences in SWB itself. Individual SWB cannot be explained solely by individual characteristics. For example, a scholar who focuses on the relationship between income and happiness found that, on average, individuals with high levels of happiness who have high incomes tend to enjoy higher levels of subjective well-being. SWB is correlated with male income, the size of which is related to income distribution. However, increasing income does not necessarily increase SWB, especially for some countries such as China. Although China's unrivaled GDP continues to increase, China's average SWB has not increased from 1990 to 2010.

Zhang, J., et al (2013) explains that in recent decades when human happiness has always been the center of attention for a number of happiness subjects according to the views that are assessed both affectively and cognitively for every satisfaction and happiness of life for everyone who receives and feels it. Zhang, J., et al (2013) explains that SWB is assessed in a certain form when individuals show their quality of life as a comparison based on standards that have been set by them. Diener et al (1999) stated when SWB is a positive element in every single construction subject in assessing life. SWB also has several independent factors that amount to two components, namely affective and cognitive. life satisfaction is a component of cognitive while positive and negative are affective components. . Early SWB focused on identifying the social circumstances that lead to a satisfying life. However, that demographic factors such as health, income, occupation, educational background, and marital status only contribute to small differences in measures of well-being. Cristina Vaqué-Crusellas et al (2023) explains in detail the domains of life such as relationships with several people, economic and health impacts, education and family and friendship, something that has been considered primary and important because it has an articulation of cognitive formation based on the level of satisfaction as a form of subjective well-being.

Sustainability Performance

Banihashemi, T. A., Fei, J., & Chen, P. S.-L. (2019) revealing that in the 21st century the benefits of growth and profit have become sustainable values for all strategic objectives for a trade in order to achieve and implement the survival of a business. therefore in responding to various regulations that have expectations of reducing environmental impacts and competition in markets and economies that are related to each other (Agrawal et al, 2016). each company is expected to be able to maintain profit levels by absorbing sustainable principles in order to achieve and maintain as much profit as possible (Székely and Knirsch, 2005).

Sustainability has become a strategic issue for companies (Álvarez-Gil et al., 2007; Lee and Lam, 2012). From a triple-bottom-line perspective, sustainability is considered an important integration of environmental, economic and social objectives that provides a balance between the three aspects (Elkington, 2001; Carter and Rogers, 2008; Gunasekaran and Spalanzani, 2012). Today, companies are understood to have responsibilities to the

environment and society. As stated by Hubbard (2009), almost 75 percent of international organizations are under pressure to consider sustainability issues and to develop non-financial performance measures in addition to traditional measures. Generally sustainable Development is considered an important goal for organizations because of its impact on achieving long-term competitiveness (Hart, 2005; Pfeffer, 2010) and sustainability has made companies rethink their strategies and situations in the market (Lubin and Esty, 2010; Lee and Lam, 2012).

Based on this, there is generally a common view on the various human needs that can be identified. These various needs can be a motive or motivation for the person concerned to be active or do something.

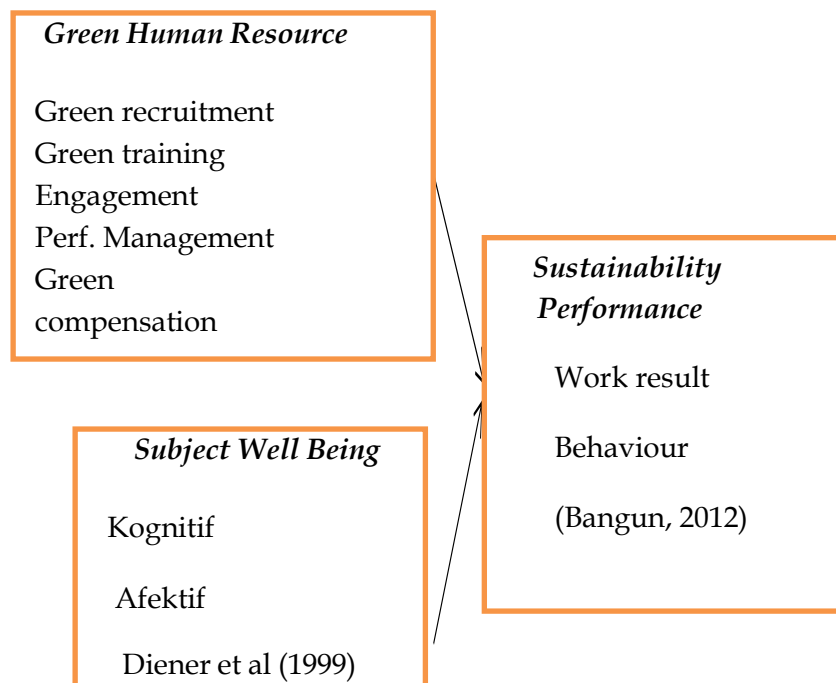


Figure 1. Conceptual Framework

METHODOLOGY

The method used in this study is the survey method. The survey method is a study that takes samples from the population and uses questionnaires as the main data collection tool (Singarimbun and Efendi, Ed, 2005).

The purpose of this study is verification. Verification research is explained by Arikunto (2010: 7) as follows: "Verification research basically wants to test the truth through data collection in the field". The nature of verification basically wants to test the truth of a hypothesis that is carried out through data collection in the field, where in this study verification research aims to determine the effect of green human resources, subject well being on performance sustainability.

This research is a correlational cause and effect research, and the type of investigation in the research is causality, namely the type of research that states the existence of a causal relationship between Independent and dependent

variables, in this case the influence of green human resources and subject well being as independent variables on the dependent variable, namely the performance sustainability of employees at the Bandung City Women's Empowerment and Child Protection Service. Time horizon in this study is cross-sectional, the main data sources of the problem consist of primary data and secondary data. Primary data in the form of interviews, questionnaires and observations. The population is all employees at the Bandung City Women's Empowerment and Child Protection Service totaling 100 employees. The research sampling technique uses the Probability Sampling technique, the sampling in this study uses a random sample (Random Sampling). While the sampling technique uses the formula from Taro Yamane or Slovin (in Riduwan 2005:65) So from the results of the calculation, the author obtained a sample for the study of 44 employees

RESULTS

Tabel 1 Validity Test Results X1

Result	Score
0,378	0,3
0,604	0,3
0,494	0,3
0,439	0,3
0,457	0,3
0,590	0,3
0,547	0,3
0,660	0,3
0,575	0,3
0,517	0,3

Source: Reprocessed primary data

The test results of the variables meet the required criteria declared valid as Green Human Resource indicators.

Tabel 2 Validity Test Results X2

Result	Score
0.668	0,3
0.542	0,3
0.631	0,3
0.447	0,3

Source: Reprocessed primary data

The test results of the variables meet the required criteria, as indicators of Subj Well Being.

Tabel 3 Validity Test Results Y

score
0.378
0.399
0.337
0.333

Source: Reprocessed primary data

The test results of the variables meet the required criteria, as indicators of Performance Sustainability.

Tabel 4 Reliability Test Results

No.	Variabel	Score	Category
1.	Green Human Resource (X_1)	0.884	Reliabel
2.	Subj Well Being (X_2)	0.863	Reliabel
3.	Performance Sustainability (Y)	0.892	Reliabel

Source: Reprocessed primary data

The results of the instrument test will show consistent results.

Tabel 5 Summary of Average S scores of Human Green Resource Research Variables

VARIABLE <i>Human Green Resource</i>			
NO	STATEMENT	SCORE	Category
1	Every employee like office with Lots plant	207	agree
2	Every employee interested with many offices plant	213	agree
3	Every employee can follow training in nature open	214	agree
4	Every employee who is training can guard environment	195	Enough Agree
5	Every employee expected For follow to preserve environment	208	agree
6	Every employee expected For guard sustainability environment	216	Very agree
7	Every employee own quality in Work	212	agree
8	Every employee own quantity in Work	199	Enough agree
9	Every employee can caring award environment	209	Agree
10	Every employee care environment get present	210	Agree
	AMOUNT	2083	
	AVERAGE	208	Good

Source: Primary data reprocessed

Table 6 Recap Score Variables Subject well Being

VARIABLE <i>Subj Well Being</i>			
NO	STATEMENT	SCORE	category
1	Every employee like his job	216	Very Agree
2	Every employee accept atmosphere Work	210	Agree
3	own good relationship	205	Agree
4	own chance for proceed	209	Agree
	AMOUNT	840	
	AVERAGE	210	Agree

Source: Primary data reprocessed

Table 7 Recap Score Variables Performance Sustainability

VARIABLES <i>Performance Sustainability</i>			
NO	STATEMENT	SCORE	Category
1	Every employee own quantity suitable work	216	Very agree
2	Every employee own quality good job	217	Very Agree
3	Every employee own initiative in Work	206	Agree
4	Every employee capable independent in Work	199	Enough Agree
	AMOUNT	838	
	AVERAGE	209	Agree

Source: Primary data reprocessed

The result is the following :

Table 8 Correlation Results Between Variables

VARIABLES	X1	X2	Y
X1	1	.756 **	.711 **
X2	.756 **	1	.719 **
Y	.711 **	.719 **	1

Source : Processed primary data return

To interpret the figures obtained from the table above, the following criteria are used:

1. The Green Human Resource and Subject Well Being value of 0.756 when consulted has a strong and the value is positive.
2. The Green Human Resource and Performance Sustainability value of 0.711. when a strong and is positive.
3. The relationship between the variables of Subject Well Being (X2) and Performance Sustainability (Y) obtained a value of 0.719. So when consulted with the interpretation table of r values (correlation) , it has a strong and unidirectional relationship because the value is positive.

Table 9 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.763 ^a	.583	.572	3.62253

- a. Predictors: (Constant), Green Human Resource , Subj Well Being
 b. Performance_ Sustainability

Table 10 ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	1392.672	2	695,837	53,027	.000 ^b
Residual	998,317	42	13.124		
Total	2388.987	44			

- a. Dependent Variable: Performance_ Sustainability
 b. Predictors: (Constant), Green Human Resource, Subj Well_Being

While correlation $R = 0.763$ which means There is correlation very strong between green human resources , subject well being to performance sustainability.

H_0 is rejected and H_a is accepted , meaning Green Human Resource and Subject Well Being , have an influence to Performance Sustainability . The magnitude influence in a way simultaneous is 76.3% ($R^2 = 0.763$). While the remaining 13.70% is influenced other factors that are not researched.

Table 11 Coefficients a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	5,521	4.334		1.274	.208
1	Green Human Resources	.281	.081	.249	3.477	.001
	Subj Well_Being	.395	.104	.422	3.378	.000

Dependent Variable: Performance_Sustainability

For hypothesis testing in a way partial , for the Green Human Resource variable

Results from hypothesis testing partial is :

- 1) Hypothesis First : H_0 is rejected and H_a is accepted , meaning Green Human Resource (X_1) has an influence in a way partial to Performance Sustainability (Y)

- 2) Hypothesis Second : H0 is rejected and Ha is accepted , meaning that Subject Well Being (X2) has an effect . in a way partial to Performance Sustainability (Y).

Based on results the calculation above , then mark coefficient model path that has been revised influence Green Human Resource (X 1), Subj Well Being (X 2) against Performance Sustainability (Y) is as following :

Table 12 Path Calculation Results

Variables	Path Coefficient
Green Human Resource (X 1)	0.249
Subject Well Being (X 2)	0.422

Source: Results of statistical calculations using SPSS

These consequence:

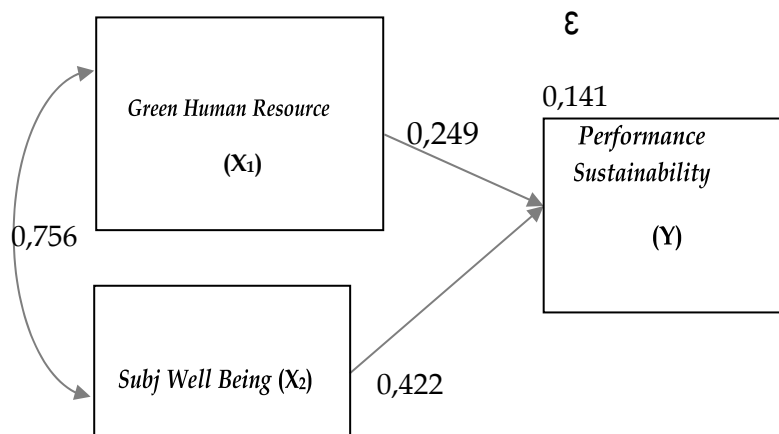


Figure 2 Path Analysis Equality track his can depicted like following This :

$$Y = 0.249 X 1 + 0.422 X 2 + \varepsilon$$

Where :

Y = Performance Sustainability

X 1 = Green Human Resource

X 2 = Subject Well Being

The direct effect with path analysis can be calculated through the results of the influence of the regression calculation (X 1 and X 2) then squared (a 2). While the indirect effect on Y can be calculated Green Human Resource (X 1) on Performance Sustainability (Y) through Subj Well Being (X 2) and Subj Well Being (X 2) on Performance Sustainability (Y) through Green Human Resource (X 1). towards Subject Well Being (X 2) through Green Human Resource (X 1) and through Subject Well Being (X 2).

See the consequence:

Table 13 The Influence of Green Human Resource on Subject Well Being

Variable s	Interpretation analysis track	Calculation Process	The size Influence
X 1	Influence direct to Y	0.249x0.249	0.062
	Influence No direct via X 1 to Y	0.249 x 0.756 x 0.422	0.079
	Total		0.141

Source : Processed primary data return

From the table above can seen that influence Green Human Resources in a way direct to Subj Well Being is by 0.062 through Environment Work of 0.100, in overall of 0.200.

Table 14 The Influence of Subject Well Being towards Performance Sustainability

Variable s	Interpretation analysis track	Calculation Process	The base Influence
X 2	Influence direct to Y	0.422 x 0.422	0.178
	Influence No direct via X 1 to Y	0.422 x 0.756 x 0.249	0.100
	Amount		0.079

Source : Processed primary data return

From table 14 above can seen that the influence of Subject Well Being in direct towards Performance Sustainability is by 0.178 through Green Human Resources by 0.100 and in overall of 0.079.

Based on the calculations seen in the path analysis results, a determination coefficient is obtained, namely a number expressed as a percentage that shows how much Green Human Resource contributes. (X 1), Subject Well Being (X 2), towards Performance Sustainability (Y) which is presented in the following table:

Table 15 Total Influence, Direct and Indirect Influence

Variables	Performance Sustainability (Y)			
	Influence Direct	Influence No Direct		
		X 1	X 2	Total Influence
Green Human Resource (X 1)	6.20%	-	7.09%	13.29%

Subject Well Being (X 2)	17.8%	10.00%	-	27.80%
Total Influence	24.00%	10.00%	7.09%	41.09%

Source: Data processing results

Based on table 15 above, it can be seen that the Green Human Resource variable (X1) has a direct influence of 6.20%, an indirect influence through its relationship with Subject Well Being (X2) of 7.09 %, so that the total influence is 13.29%.

The Subject Well Being 17.80%, with Green Human Resource (X1) of 10 %, so that total influence is 27.80%.

So the total overall influence of Green Human Resource Subject Well Being (X2) on Performance Sustainability 41.09% . Performance Sustainability $P y \varepsilon = 0.141$ or 14.10%.. $\varepsilon = 1 - R^2 (05.83) = 0.141$ or 14.10%.

DISCUSSION

Green Human Resource and Subject Well Being on Performance Sustainability can draw the following conclusions:

1. Green Human Resources is in the good category with an average achievement score of 208. This is can seen on every employee expected For guard sustainability environment that is classified as very Good .
2. The Well Being Subj is in the good category with an average achievement score of 210. This is seen every employee like his work shows high happiness .
3. Performance Sustainability is in the good category with an average achievement score of 209. This is addressed by each employee own quality good job in category very Good .
4. Green Human Resource and Subject Well Being have an influence on Performance Sustainability both simultaneously and partially.

CONCLUSIONS AND RECOMMENDATIONS

Based on the research results and conclusions above, the researcher tries to convey suggestions related to the object of the research, Suggestions:

1. Green Human Resource is one of the important factors that must be considered to improve training that can protect the environment and job quantity.
2. Subj Well Being, in general it is good but the aspect of each employee having a good relationship needs to be improved to make it more conducive.
3. Performance Sustainability needs to be improved, especially in terms of work independence

FURTHER STUDY

There is further research using independent variables other than green human resources , subjective well being and performance sustainability.

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