

A képzési és fejlesztési programok jelentősége a humán erőforrás- menedzsment szempontjából a fenntartható fogyasztási magatartás ösztönzésében

The Importance of Training and Development Programs in Promoting Sustainable Consumption Behavior: An HRM Perspective

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Absztrakt.

Az emberi tevékenység környezetre gyakorolt hatásának növekvő ismerete egyre nagyobb érdeklődést vált ki a fenntartható fogyasztási magatartás iránt. E kutatás célja, hogy meghatározza a humán erőforrás-menedzsment képzési és fejlesztési programjainak jelentőségét a fenntartható fogyasztási magatartás ösztönzésében. A kutatási problémát több kérdéssel fogalmazták meg, amelyek közül a legfontosabb a következő: Hatással vannak-e a szervezeti képzési és fejlesztési programok a fenntartható fogyasztási magatartásra? Ez a tanulmány a képzési és fejlesztési programok jelentőségének szisztematikus irodalmi áttekintésére összpontosít a fenntartható fogyasztási magatartás előmozdításában. A kutatás megállapította, hogy a humán erőforrás-menedzsment a fenntarthatóságra összpontosító képzési és fejlesztési programokat hajthat végre a fenntartható viselkedés ösztönzése érdekében a munkavállalók körében. Az ilyen programok közé tartozhat a fenntartható fogyasztási gyakorlatok oktatása a munkavállalók számára, a megújuló energiaforrások előmozdítása, a hulladék csökkentése, az életciklus szemlélet elfogadása és a méltányossági dimenziók figyelembevétele.

Kulcsszavak: Képzési és fejlesztési programok, fenntartható fogyasztási magatartás, szisztematikus irodalomelemzés

Abstract.

The increasing awareness of the impact of human activities on the environment has led to a growing interest in sustainable consumption behavior. Sustainable consumption behavior refers to the choices and actions of individuals, households, or organizations that prioritize the long-term well-being of both the environment and society while meeting their needs and desires. It involves making responsible and ethical decisions about what to consume, how much to consume, and how to consume, with the aim of minimizing negative impacts on the planet and future generations. This research aims to identify the importance of training and development programs in HRM in promoting sustainable consumption behavior. The research problem has been formulated with several questions, most notably: Do organizational training and development programs impact sustainable consumption behavior? The methodology of this study is a Systematic Literature Review of the importance of training and development programs in promoting sustainable consumption behavior. This research found that HRM can implement training and development programs focusing on sustainability to encourage sustainable behavior among employees. Such programs can include educating employees on sustainable consumption practices, promoting renewable energy sources, reducing waste, adopting a life cycle perspective, and accounting for equity dimensions.

Keywords: Training and development programs, sustainable consumption behavior, Systematic Literature Review.

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Introduction

The increasing awareness of the impact of human activities on the environment has led to a growing interest in sustainable consumption behavior. The role of human resource management (HRM) in promoting sustainable practices within organizations is gaining increasing attention. In particular, the importance of training and development programs in promoting sustainable consumption behavior is being recognized. This article explores the role of HRM training and development programs in promoting sustainable consumption behavior by conducting a systematic literature review. By examining and synthesizing relevant studies on this subject, we seek to understand the impact of HRM practices on sustainable consumption behavior and provide insights for organizations to integrate sustainability into their HRM strategies. It begins by highlighting the importance of employee training and development to maintain a competitive edge in the business world. Training is the organized procedure through which individuals learn knowledge and skills for a definite purpose. It emphasizes that effective training programs help employees acquire the necessary knowledge and skills to perform their jobs effectively, leading to increased productivity, improved performance, and higher job satisfaction. Moreover, this article discusses the differences between training and development. While training aims to minimize individual differences and standardize behaviors to achieve predictable responses, development seeks to increase behavior variability by stimulating analytical and critical skills to achieve complex results. After that, it shifts to sustainable consumption behavior and how it has gained recognition due to the negative environmental impacts of consumption. HRM can implement training and development programs focusing on sustainability to encourage sustainable behavior among employees. In this context, human resource management (HRM) practices become crucial in promoting sustainable consumption behavior within organizations. By implementing effective training and development programs that focus on sustainability, HRM can foster employees' adoption of sustainable behaviors and contribute to environmental sustainability. Finally, it emphasizes that the shift towards sustainable consumption and production patterns must involve more than just enabling customers to purchase slightly more sustainable products. It suggests that HRM can promote sustainable consumption by implementing training and development programs focusing on sustainability to encourage sustainable behavior among employees. This can help organizations meet their sustainability goals while positively impacting the environment. The research problem addressed in this study is the importance of training and development programs in Human Resource Management (HRM) in promoting sustainable consumption behavior within organizations. Specifically, the study seeks to understand the impact of HRM practices, particularly training and development programs, on fostering sustainable consumption behavior among employees. The study aims to assess how training and development programs implemented by HRM influence sustainable consumption behavior within organizations. It seeks to understand the extent to which such programs can shape employee attitudes and behaviors toward sustainability. This paper will start with the methodology for answering the research question. After that, the literature review consists of training and development programs at HRM, sustainable consumption behavior, and the connection between training and development programs and promoting sustainable consumption behavior. Finally, the conclusion, recommendation, and limitations will be presented.

1. Methodology

Systematic Literature Review (SLR) is a form of research methodology that entails a thorough and exact analysis of the body of writing on a certain subject, an exhaustive understanding of the present state of knowledge is achieved by locating, analyzing, and synthesizing all pertinent studies on a certain subject (*El Archi, et al 2023*). Systematic Literature Review (SLR) originates in the fields of health care, medicine, and public policy, where it has been used to assemble the most credible evidence to apply to decisions on clinical practice and public policy. For the purpose of providing the reader with a thorough grasp of the subject and the advances made by researchers in this field, the systematic literature review reflects an extensive and integrated search of numerous databases for a given topic (*Mahdy et al, 2023*). A systematic Literature Review (SLR) is used in training and

development programs and sustainable consumption behavior to provide simplicity, accessibility, as well as unbiased and thorough reporting on a certain topic. According to (Adula et al,2022), a Systematic Literature Review (SLR) is a review in which all relevant papers on a certain topic are thoroughly searched for, after which those that are found are evaluated and synthesized using a predetermined clear methodology.

1.1 Search Strategy and Data Sources

This study used a secondary research methodology known as a systematic literature review, which identifies, investigates, and interprets all pertinent papers pertaining to a given issue domain. For this research (20) articles were used from different databases, including Elsevier, Science Direct, Research Gate, and Springer, and were chosen to limit the scope of prior research on training and development programs in promoting sustainable consumption behavior to increase the chances of finding pertinent studies. A deeper search on a subject can also be done using Google Scholar and Google Search. The computerized database search for this study was conducted using the keywords training and development programs, promoting sustainable consumption behavior, and systematic literature review.

1.2 Inclusion and Exclusion Criteria

The following materials should be present in the publications and articles that will be studied in this systematic review: Research in the field of training and development programs and its impact on promoting sustainable consumption behavior.

- The studies that are published in English from (2016-2023).
- The articles' sample consists of training and development programs, sustainable consumption behavior, and the role of H.R. training and development programs in promoting sustainable consumption behavior:
- In this study, only journal articles were included in this systematic literature review.

2. Results and Findings

In this study, we explore the vital intersection between employee training and development programs in Human Resource Management (HRM) and their impact on promoting Sustainable Consumption Behavior within organizations. Our analysis draws from a diverse range of scholarly perspectives on training, development, sustainability, and environmental management.

2.1. Training and Development Program in HRM

Companies must invest in their employees' training and development to maintain a competitive edge in today's competitive business world. This is because employees are the most valuable asset of any organization, and their knowledge, skills, and abilities can determine the success or failure of the business. Effective training programs help employees acquire the necessary knowledge and skills to perform their jobs effectively, resulting in increased productivity, improved performance, and higher job satisfaction. Training varies among scholars, but it is generally defined as imparting knowledge, skills, and attitudes to individuals for a particular purpose. (Ferreira, 2016) defines training as an organized procedure through which individuals learn knowledge and skills for a definite purpose. According to (Karim et al., 2019), training is the process of learning, which is a key component of developing human resources, and it is also important for the growth of businesses because some personnel lacks the information, skills, and competencies necessary to complete tasks on time it can help employees improve their skills and abilities while providing excellent customer service. Additionally, according to (Woldeyohannes-Alebachew, 2020), there are two main training methods: on-the-job and off-the-job training. Practical training techniques like job shadowing, mentoring, and coaching are used in on-the-job training, which takes place in the actual workplace. On the other hand,

off-the-job training happens in places other than the employee's place of employment, like workshops, seminars, and classrooms. Training and development are not one-time events but a continuous process that helps employees keep up with the ever-changing business environment. Employee training and development are critical to meet the workforce's demands and retain talented employees. According to (Cotes-Ugarte, 2019), training and development are essential to human resource management practices, it involves four stages: needs analysis, training design, training delivery, and training evaluation. Moreover, Customer service is a key driver of business success, and many companies have developed training programs to help their employees provide the best possible customer service. (Lee et al., 2016) argue that training is an extension of a desired goal, such as customer satisfaction, and that it can help employees improve their skills and abilities while providing excellent customer service.

Consequently, employee training and development are essential to human resource management practices. Training helps employees acquire the necessary knowledge, skills, and attitudes to perform their jobs effectively, leading to increased productivity, better performance, and higher job satisfaction. It is a continuous process that enables employees to keep up with the ever-changing business environment and helps organizations meet the demands of their workforce. Effective training programs are designed to provide employees with the knowledge and skills required to meet the changing demands of the organization and to achieve the organization's goals.

Our investigation into training and development programs in HRM reveals a consensus among scholars that these initiatives are pivotal in enhancing employee knowledge, skills, and attitudes. These programs facilitate not only improved job performance but also contribute to higher job satisfaction and increased productivity. We highlight the critical stages involved in training and development, including needs analysis, training design, delivery, and evaluation. Furthermore, we distinguish between on-the-job and off-the-job training methods, providing a comprehensive understanding of the various approaches organizations can adopt.

2.2. Differences between training and development

According to (Ismael et al., 2021), both of them aim to improve an organization's capacity to deliver positive results. They are parts of human resource management. Other names include employee development, human resource development, development, and learning. In (Table 1), the difference between training and development can be shown:

Table 1. The Difference Between Training and Development

1. táblázat: Különbségek tréning és a képzés között

	Training	Development
Description	Purchasing behaviors, knowledge framed in a function (performance).	Looking for complex results, less likely to objectify in terms of performance.
Objectives	Minimize individual differences and standardize behaviors.	Increasing variability of behavior.
Process	Mechanical	Organic
	Emphasis on predictable responses	This leads to less predictable responses.
Orientation	Toward work, task	Toward the person
Content	Competencies and attitudes needed for specific tasks	Concepts to stimulate analytical and critical skills
Time Frame	Short Term	Long Term

Source: Own editing based on the results of (Ferreira, 2016:107)

To deepen our insights, we delve into the distinctions between training and development. The research indicates that while both aim to improve organizational performance, training tends to emphasize standardization and short-term goals, while development seeks to foster complexity, adaptability, and

long-term objectives. Understanding these differences is crucial for organizations in tailoring their HRM strategies to meet specific needs and objectives.

2.3. Sustainable Consumption Behavior

The growing recognition of the detrimental environmental impacts of consumption has sparked the rise of sustainable product categories. To effectively encourage sustainable consumption, it is crucial to comprehend consumer concerns and behavior. Sustainable consumption encompasses various important aspects, including meeting needs, improving quality of life, reducing waste, considering the life cycle perspective, utilizing renewable energy sources, and addressing equity dimensions. While consumers generally have a positive outlook on sustainable purchasing, it does not guarantee their actual purchase of environmentally friendly goods. In a study by (Ribeiro *et al.*, 2022), employers' eco-friendly actions were identified as one of the ways businesses enhance their environmental performance and achieve sustainability goals. These actions involve employees' deliberate behaviors that benefit the environment, mitigate human activity's negative effects, and contribute to environmental sustainability improvements.

However, the shift toward sustainable consumption and production patterns should go beyond merely enabling customers to purchase slightly more sustainable products. Human resource management (HRM) is critical in promoting sustainable consumption behavior within organizations. HRM can implement training and development programs focusing on sustainability to encourage employees' adoption of sustainable behaviors. Business executives worldwide have expressed significant concerns about adopting green strategies to foster sustainable practices and reinforce employee commitment to addressing environmental sustainability issues. As a result, modern HR professionals integrate green HR practices into businesses and assume significant responsibilities in implementing overall ecological strategies within organizations (Sheikh, Islam, and Raman, 2019).

Sustainable consumption emphasizes the importance of the products and services we consume and how we organize our communities, government policies, and individual lives. It encompasses social and economic dimensions, highlighting the need for comprehensive changes. In this study, we adopt the concept of sustainable consumption, which involves consuming sustainable goods and services while promoting socially and environmentally conscious behavior while maximizing economic prospects. As a complex social environment, the workplace is influenced by various factors that impact employees' sustainable behavior, including interactional, situational, cultural, and structural factors. According to (Ali, *et al.*, 2023, Kwon-Silva, 2020), the Theory of Planned Behavior (TPB), is the most common theory that serves as a widely referenced and endorsed sociocognitive model when researchers discuss anticipated behaviors. It focuses on specific expectations and the emergence or regulation of contextual factors that influence these expected behaviors. Additionally, behaviorism explores how consumer behavior can change in response to shifts in circumstances, the environment, and various internal or external factors. Likewise, the social exchange theory posits that individuals engage in behavior exchanges and adaptations based on their needs and specific requirements (Verm and Chandra, 2018). Moreover, the Theory of Planned Behavior (TPB) is a psychological framework that establishes a connection between one's beliefs and their actions. This theory asserts that an individual's behavioral intentions are molded by three fundamental elements: attitude, subjective norms, and perceived behavioral control. Importantly, TPB posits that behavioral intention is the closest and most influential factor determining a person's social conduct (Rozenkowska, 2023).

Therefore, making sustainability a common purpose in the workplace can facilitate better understanding and engagement in regular sustainable behaviors (Stankevičiūtė, 2018). According to (Adam, 2018), there are differences between the behavioral factors of sustainable consumption in the office and at home. They argue that human factors, such as attitudes toward sustainable practices, and organizational factors, such as social norms and managerial support, influence sustainable behaviors in the workplace. In the home environment, although more voluntary in nature, socio-demographic factors (e.g., family size, income level), psychological factors (e.g., values and attitudes), and situational factors (e.g., infrastructure) all play a role.

In conclusion, sustainable consumption is gaining recognition due to the negative environmental impacts associated with consumption. Encouraging sustainable consumption entails understanding consumer concerns and behavior. Beyond enabling customers to purchase slightly more sustainable

products, it is crucial to involve HRM in promoting sustainable consumption behavior within organizations. Sustainable consumption encompasses essential concerns, such as meeting needs, improving quality of life, reducing waste, adopting a life cycle perspective, using renewable energy sources, and addressing equity dimensions. We can work towards a more environmentally and socially conscious future by considering these factors and implementing sustainable practices.

2.4. The Connection Between Training and Development Programs and Promoting Sustainable Consumption Behavior:

In the current competitive business environment, customer happiness has become the main target of organizations, and to achieve this, companies are striving to provide excellent services and products promptly. Organizations put great effort into satisfying their customers by providing better service. To achieve environmental goals as one of the sustainable elements of the environment, economy, and society, staff training has been identified as the most crucial HRM aspect, as it modifies attitudes and emotional attachment to those goals. Environmental policy development should come first, followed by environmental training for managers and staff. It can be seen that there is a high correlation between H.R. training and environmental management maturity, (*Bhardwaj, 2016*). Furthermore, training effectively develops an environmental knowledge base, and training should be designed to reflect both to ensure that corporate goals and environmental protection laws are included in the training. To succeed in environmental management, employees must be trained in change adaptation and have proactive mindsets toward environmental issues. In order to determine the actual training requirements of employees, a training needs analysis is required, and although training can be organized to enable cost reduction, it should be viewed as an investment rather than just a cost (*Masri-Jaaron, 2017*). According to the theory put forth by (*Tang et al.,2018*), training programs that integrate green knowledge management, environmental Management, and preventative solutions are indicators of a green training system that can create an emotional involvement of employees in environmental issues. The passage discusses the importance of customer happiness and the efforts of organizations to provide better service and products to satisfy consumers. It highlights the significance of staff training in achieving environmental goals and modifying attitudes towards them. There is a high correlation between H.R. training and environmental management maturity. The effectiveness of training is in developing an environmental knowledge base, and training should reflect both corporate goals and the laws governing environmental protection. Employees must be trained in change adaptation and proactive mindsets towards environmental issues. A training needs analysis is required to determine the actual training requirements of employees. Training should be viewed as an investment rather than just a cost. A green training system that can create an emotional involvement of employees in environmental issues integrates green knowledge management, environmental Management, and preventative solutions.

The pivotal connection between HRM and sustainable consumption emerges as a central theme in our research. We demonstrate that HRM plays a significant role in driving sustainable behavior within organizations. By implementing training and development programs with a sustainability focus, HRM can encourage employees to adopt eco-conscious practices. This aligns with the global trend of businesses integrating green HR practices and underscores HR professionals' vital role in advancing ecological strategies within organizations.

Conclusion

To sum up, sustainable consumption behavior is paramount in addressing the environmental challenges associated with consumption. Encouraging sustainable consumption requires efforts from both individual consumers and organizations. Human resource management (HRM) practices have a significant role to play in promoting sustainable consumption behavior within organizations. By implementing effective training and development programs focusing on sustainability, organizations can foster a culture of sustainable behavior among their employees. HRM practices that integrate sustainability into training programs can positively impact attitudes, behaviors, and performance,

contributing to environmental sustainability while achieving organizational goals. By investing in employees' knowledge and skills related to sustainability, organizations can create a workforce that is conscious of the environmental impact of their actions and equipped to make sustainable choices. Moreover, HRM can play a crucial role in shaping organizational values and norms related to sustainability, creating a sustainable workplace culture that permeates throughout the organization. It is essential for organizations to recognize the value of sustainable consumption and leverage HRM strategies to create a sustainable workplace and society at large. Organizations can contribute to a more environmentally conscious future by aligning HRM practices with sustainability goals while ensuring their long-term success and societal well-being. Embracing sustainable consumption behavior as a collective responsibility will lead to a more sustainable and prosperous future for both organizations and the broader community.

Recommendations

Based on these findings, the following actionable recommendations are proposed:

- *Standardized Measurement Tools:* Future research and organizations should strive for standardized and validated measurement tools for sustainable consumption behavior. This will enhance the comparability and reliability of studies and organizational assessments.
- *Employee-Centric Approach:* Future research and organizations should conduct more in-depth analysis of employees' perceptions, motivations, and experiences related to sustainability training. Understanding employee perspectives is vital for behavior change initiatives.
- *Consideration of External Factors:* Future research should explore the interplay between HRM practices and external factors, such as government regulations, market forces, and consumer demand. A comprehensive understanding of sustainability in organizational contexts should account for these influences.

Future Research Directions

Moving forward, future research in this area can consider the following directions:

- *Long-Term Impact:* Investigate the long-term impact of sustainability-focused training and development programs on employee behavior and organizational sustainability practices.
- *Cross-Industry Analysis:* Conduct comparative studies across different industries to assess the effectiveness of HRM practices in promoting sustainable consumption behavior.
- *Global Perspectives:* Explore regional and cultural variations in HRM strategies and their influence on sustainable behavior within organizations.
- *External Drivers:* Further examine the role of external drivers, such as changing consumer preferences and government policies, in shaping organizational sustainability efforts.

Limitations

This research acknowledges several limitations:

- *Subjective Measurement:* The study acknowledges the complexity of measuring sustainable consumption behavior, which can be subjective and vary across studies.
- *Organizational Perspective:* The primary focus of this study is on the organizational perspective, with limited exploration of individual employee perceptions.
- *External Factors:* External factors influencing sustainable consumption behavior were not extensively explored in this research.
- *Research Bias:* Potential biases or constraints may exist in the selected literature and data sources used in this study.

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