

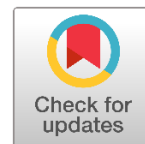
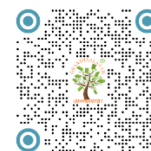
Original Article

IMPACT OF GREEN INITIATIVES ON EMPLOYEE ENGAGEMENT & ENHANCEMENT TOWARDS WORK PERFORMANCE IN AUTOMOBILE INDUSTRIES

D. Dhivyaa ^{1*} , Dr. K. Yasmin ²

¹ Ph.D, Research Scholar, The Quaide Milleth College for Men, Chennai, Tamil Nadu, India

² Assistant Professor and Research Supervisor, PG and Research Department of Commerce, The Quaide Milleth College for Men, Chennai, Tamil Nadu, India



ABSTRACT

In recent years automobile industries have developed rapidly and employee's engagement in green initiatives has become more important in the automobile industries. As industries want to protect the environment and work more effectively employees should take part in eco-friendly activities. Employees engaging in green initiatives such as reduce waste, save energy and protect the environment. By implementing green initiatives in automobile industries, it can achieve dual benefits like promoting sustainable practices and improving employee performance. Organization can support employees by providing training, motivation, and awareness program these can encourage employees to adopt eco-friendly behaviours in their daily work. The strong employee engagement leads to more successful green initiatives and helps industries to achieve long-term sustainability goals. The aim of the study to examine the level of employee engagement in green initiatives and to determine employees actively participate work activities by implementing green initiatives in industries. A total 163 Employees Participated in the study responding to a structured questionnaire consisting of 32 questions. SPSS Software and applied ranking tools to determine which factors were most concerning to employees. Independent Sample t Test on male and female employees towards green initiatives, Employee Engagement, Work Performance. One-way Analysis of Variance on in Green Initiatives, Employee Engagement, and Work Performance based on employees' income levels. Correlation Analysis on significant relationship between dependent variables. The findings of the study that green initiatives on employee engagement have a positive influence in Automobile industries. Employees working in industries actively reduce waste in their daily work and follow energy saving practices, industries implement eco-friendly activities in the workplace and provide training programs on green activities.

Keywords: Industry, Green Initiatives, Environment, Sustainability, Employee Engagement

INTRODUCTION

In recent years, Automobile industries have increasingly focused on green activities to protect environment, green activities have become an essential part in industries and aimed to reducing waste and energy saving and reducing environmental impact while improving operational efficiency. Industries are identifying importance of employee involvement in achieving sustainability goals. Managers in the industries agree that current demands require higher levels of efficiency and productivity than ever before. Nowadays industries are adopting advanced operational techniques. industries require a larger number of employees with advanced technical and professional skills. (Solomon Markos et al.) The literature on management control systems (MCS) highlights challenges related to sustainability, environmental responsibility, and green outcomes (Heggen & Sridharan).

*Corresponding Author:

Email address: D. Dhivyaa (dhivyaamani26@gmail.com), Dr. K. Yasmin (yasminmazhar@gmail.com)

Received: 20 June 2026; Accepted: 24 July 2026; Published 14 August 2026

DOI: [10.29121/ShodhPrabandhan.v3.i2.2026.120](https://doi.org/10.29121/ShodhPrabandhan.v3.i2.2026.120)

Page Number: 92-99

Journal Title: ShodhPrabandhan: Journal of Management Studies

Journal Abbreviation: ShodhPrabandhan J. Manag. Stud.

Online ISSN: 3049-2416, Print ISSN: 3108-1975

Publisher: Granthaalayah Publications and Printers, India

Conflict of Interests: The authors declare that they have no competing interests.

Funding: This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

Authors' Contributions: Each author made an equal contribution to the conception and design of the study. All authors have reviewed and approved the final version of the manuscript for publication.

Transparency: The authors affirm that this manuscript presents an honest, accurate, and transparent account of the study. All essential aspects have been included, and any deviations from the original study plan have been clearly explained. The writing process strictly adhered to established ethical standards.

Copyright: © 2026 The Author(s). This work is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/).

With the license CC-BY, authors retain the copyright, allowing anyone to download, reuse, re-print, modify, distribute, and/or copy their contribution. The work must be properly attributed to its author.

LITERATURE REVIEW

EMPLOYEE ENGAGEMENT

Noureldin and Abdelhakim (2024) Examined on green Human Resource Management (GHRM) helps to improve the environmental performance and employee engagement in GHRM. Industries focused on to manage environmental issues inside and outside of the workplace. GHRM plays an important role in creating a sustainability in the work place and aware of work culture by reducing waste and pollution, improving engagement with employees it shows the involvement and ensuring a safe work environment in industries. It can achieve better environment results employee engagement in green practices can also improve a company profitability. HR activities recruitment, training performance management and rewards has a strong positive relationship between employee engagement and environment performance. When employees are care about the green initiatives, they are more likely to show ecofriendly behaviours at work place. This article also discussed methods to measure the impact of GHRM using statistics and performance. It notes challenges like lack of management support financial and technical limitations are engaged employees helps to improve environment performance and support sustainability and contribute long term success in organisation.

Markos, S., and Sridevi, M. S. (2010). Employee Engagement: The Key to Improving Performance. *International Journal of Business and Management*, 5(12), 89–96. Stated that Employee engagement is a broad concept that serves as a key indicator of strong organizational performance. It encompasses Job satisfaction, employee commitment and organizational behavior all which are linked to engaged employees who are emotionally invested and deeply involved in their work. Engagement reciprocal between the employers and employee. Engagement is a non-financial aspect focusing on employee feeling valued, facing challenges in their work, and the quality of their relationship with managers. Researchers indicates that high levels of employee engagement lead to significantly positive business outcomes and includes increased productivity and profitability.

Madhura Bedarkar, Deepika Pandita (2014) Industries are increasingly adopting green business practices because rising environmental concerns. GHRM activities includes to develop and maintain environmental responsible by employees. Employee engagement is a key factor for implanting of green initiatives. Engaged employees can support green initiatives and they contribute to environmental goals. In green HR policies can reduce pollution protect environment and creating a natural work atmosphere. This article is based on previous research models.

GREEN WORK ENGAGEMENT

Frare, A. B., Colombo, V. L. B., and Beuren, I. M. (2021). Performance Measurement Systems, Environmental Satisfaction, and Green Work Engagement. XVIII International Congress of Accounting and Auditing (CICA), 1–17. Analysed performance management systems (PMS) is interactive and combined environmental satisfaction and influences of employees in green work engagement. In previous study it focused on management control systems (MCS) has mostly in organisational outcomes like green initiatives, environmental performance. In fewer studies shows the MCS affects employee's green behaviour. Employee engagement is essential for achieving higher green initiatives levels. In this article researchers used partial least squares structural equation modelling (PLS SEM) and fuzzy set qualitative comparative analysis (FSQCA) to analyse the data. The sample is collected from 101 employees in a private Brazilian electric power generation company. The result shows a positively influences environmental satisfaction because it helps increase green work engagement. These studies suggest the industries use performance controls and encourage learning and green initiatives. Employees feel more satisfied in organisation and become more actively involved in green initiatives.

GREEN ENGAGEMENT AND GREEN VALUES

Ametorwo, A. M., and Kyei-Frimpong, M. (2025). Green Climate, Green Values and Green Innovative Behaviour: The Mediating Role of Green Work Engagement. *Journal of Sustainable Tourism*, 33(2), 345–362. Focused on relationship between climate for green initiatives and green innovative behaviour, values in industries green climate encourage employees to show innovative and behaviours that protect the environment in industries with green work engagement is acting as a key mediating factor. Data collected from 374 frontline employees working in star-rated hotels in Ghana, the data were analysed using descriptive statistics and partial least squares structural equation modelling. Finding shows relationships between green innovative behaviour and environmental citizenship behaviour have strong green values.

AIMS OF THE RESEARCH

- To examine the level of employee engagement in green initiatives.
- To identify the factors that training, motivation, and awareness programs improving employee involvement in green initiatives.
- To determine employees actively participate work activities by implementing green initiatives in industries.

METHODOLOGY

SAMPLE AND PROCEDURE

This Study adopts a quantitative research approach to examine employee Engagement on Green initiatives and work performance in Automobile industry. A total 163 Employees Participated in the study, responding to a structured questionnaire consisting of 32 questions. The study focused on the three key factors: green initiatives in Automobile Industry, Employee Engagement and work Performance. To analyse the data SPSS Software and applied ranking tools to determine which factors were most concerning to employees, Independent Sample t Test on male and female employees towards green initiatives, Employee Engagement, Work Performance. One-way Analysis of Variance on in Green Initiatives, Employee Engagement, and Work Performance based on employees' income levels. Correlation Analysis on significant relationship between dependent variables. Data interpretation methods were used to summarize the data and further analyse it to identify important relationships. In Table 1 Demographic details are presented.

Table 1

Table 1 Demographic Profiles		
		Frequency
Age (in Years)	20-30 years	55.2
	30-40 year	35.0
	40-50 years	9.8
Gender	Male	65.6
	Female	34.4
Education	Diploma	6.1 %
	Degree	62.6 %
	Post graduate	31.3 %
Position	Operator	19.0 %
	Technician	30.7 %
	Supervisor	25.8 %
	Other Staff	24.5%
Department	Production	24.5 %
	Quality control	42.9 %
	Maintenance	32.5%
Income	20000-25000	36.8 %
	25000-30000	43.60 %
	30000-35000	19.6 %
Experience	Less than one year	20.2 %
	1-2 Years	30.1 %
	2-5 Years	42.9 %
	More than 10 Years	6.7%

Source: Primary Data

The demographic profile of the respondents gives useful finding into their backgrounds. For age the large group of participants (55.2%) is between 20-30 years, showing that most respondents are in the early-career of their career. The 30-40 years groups each make up (35.0%) indicating a good group of mid-career employees. Only (9.8%) of respondents are aged 40-50 years, Suggesting fewer senior professionals in the sample. Regarding gender the study has more male participants (65.6%) than female participants (34.4%). This suggests that men are more represented in the workforce studied, while female represented is comparatively lower.

In terms of education the highest number of respondents (62.6%) are Degree holders, (31.3%) respondents are Post graduate and (6.1%) respondents are diploma. Degree holders in the major education qualification. Regarding the position of respondents, the large respondents are Technician (30.7%) Supervisor (25.8%) and respondents in other staff categories (24.5%) Operators (19.0%) Suggesting that respondents in large group of the employees involved in supervisor and technicians.

In terms of department wise distribution quality control shows (42.9%) and Maintenance department respondents (32.5%) production department (24.5%) are moderate. quality control holds the highest percentage. Regarding the Income of respondents more than (43.60%) of the respondents earn 25000-30000 per month. Few respondents are (36.8%) earn 20000-25000 category. And (19.6%) respondents are less paid category with 30000-35000 per month. The findings a lower representation of senior professionals in the sample. For work experience the highest number of respondents (42.9%) have from (2-5years) of experience and followed by (30.1%) respondents (1-2 years) less than 1 year (20.2%), and more than 10 years (6.7%). showing that both experienced and new employees are included in the industries.

MEASURES

The study used a structured questionnaire to measure employee engagement in green initiatives and work performance in Automobile industry. The questionnaire categorized into three main factors. Green initiatives focused on waste reduction, energy conservation, eco-friendly activities at the work place. Employee engagement is assessed in terms of level of involvement, enthusiasm, to achieve sustainability goals and job satisfaction. Additionally concerns about work performance focusing on task efficiency, quality of work, timely completion of tasks and contribution to organisational goals. The questionnaire utilized a five-level response scale.

Table 2

Table 2 Green initiatives in Automobile Industry				
S.No	Factors	Mean	Std. Deviation	Mean
1	My organization encourage employees to adopt green practices.	4.1	0.708	4
2	I actively try to reduce waste in my daily work tasks	4.26	0.584	1
3	I follow energy-saving practices such as switch off lights and machines when not in use.	4.17	0.731	2
4	My organization give guidelines to follow Eco-friendly activities at the work place.	4.17	0.9	2
5	I attend the green training programs conducted in organisation.	4.18	0.731	3
6	Organization rewards employees who participate in green activities.	3.96	0.723	7
7	I share innovative ideas to protect environment in work place.	4.1	0.669	4
8	I actively involved in sustainability related tasks.	4.04	0.845	5
9	My organization follow clear culture to protect environment	4.01	0.816	6
10	Supervisor motivate employees to participate in environment protection activities.	4.01	0.741	6

Source: Computed Data

The statement "I actively try to reduce waste in my daily work tasks" obtained the highest mean score (Mean = 4.26, SD = 0.584) and was ranked First, indicating that employees strongly agreed with this statement and their responses were relatively consistent. "I follow energy-saving practices such as switching off lights and machines when not in use" (Mean = 4.17, SD = 0.731) and "My organization gives guidelines to follow eco-friendly activities at the workplace" (Mean = 4.17, SD = 0.900) were jointly ranked second indicating positive perceptions. The statement "I attend the green training programs conducted in the organization" recorded a mean score of 4.18 (SD = 0.731) and was ranked Third, showing that respondents generally agreed with participating in green training programs. The statements "My organization encourages employees to adopt green practices" (Mean = 4.10, SD = 0.708) and "I share innovative ideas to protect the environment in the workplace" (Mean = 4.10, SD = 0.669) were jointly ranked Fourth. "I am actively involved in sustainability-related tasks" obtained a mean score of 4.04 (SD = 0.845) and was ranked Fifth, indicating agreement with moderate variation in responses. The statements "My organization follows a clear culture to protect the environment" (Mean = 4.01, SD = 0.816) and "Supervisor motivates employees to participate in environmental protection activities" (Mean = 4.01, SD = 0.741) were jointly ranked Sixth. "Organization rewards employees who participate in green activities" obtained the lowest mean score (Mean = 3.96, SD = 0.723) and was ranked Seventh.

Overall suggesting that respondents generally agree that Green HRM practices are implemented in their organization.

Table 3

Table 3 Employee Engagement in Automobile Industry				
S.NO	Factors	Mean	Std. Deviation	Mean Rank
1	I feel enthusiastic to work in organization	4.05	0.71	6
2	I always focus on my work to complete my job tasks	4.27	0.648	1
3	I try to give my best at work in every day	4.2	0.677	2
4	I positively believe organization sustainability efforts is benefit both for employees and the environment	4.1	0.713	5
5	Employee Engagement green activities help the organization to achieve sustainability goals.	4.14	0.81	3
6	Green activities create positive work culture in organization	4.02	0.816	7
7	My involvement in work creates job satisfaction	4.12	0.692	4

Source: Computed Data

The table presents the respondents' perceptions of Employee Engagement based on the mean scores, standard deviations, and corresponding rankings.

The statement "I always focus on my work to complete my job tasks" obtained the highest mean score (Mean = 4.27, SD = 0.648) and was ranked First, indicating that employees strongly agreed with this statement and their responses were highly consistent. The statement "I try to give my best at work every day" recorded a mean score of 4.20 (SD = 0.677) and was ranked Second, suggesting that employees consistently strive to perform their best in their daily work. The statement "Employee engagement in green activities helps the organization achieve sustainability goals" received a mean score of 4.14 (SD = 0.810) and was ranked Third. The statement "My involvement in work creates job satisfaction" obtained a mean score of 4.12 (SD = 0.692) and was ranked Fourth, indicating that employees in Automobile industries believe their work involvement enhances their job satisfaction, with relatively consistent responses. "I positively believe the organization's sustainability efforts benefit both employees and the environment" secured a mean score of 4.10 (SD = 0.713) and was ranked Fifth indicating a positive perception of the organization's sustainability initiatives. The statement "I feel enthusiastic to work in the organization" recorded a mean score of 4.05 (SD = 0.710) and was ranked Sixth, suggesting that employees generally feel enthusiastic about their work. The statement "Green activities create a positive work culture in the organization" obtained the lowest mean score (Mean = 4.02, SD = 0.816) and was ranked Seventh.

Table 4

Table 4 Employee work Performance in Automobile Industries.				
S.No	Factors	Mean	Std. Deviation	Mean Rank
1	I quickly adopt the work when work changes into	4.15	0.681	6
2	I can perform well even my work pressure high in organization.	4.02	0.702	8
3	I complete my tasks on time	4.28	0.653	3
4	I use machines, tools and materials properly in work place	4.27	0.676	4
5	I apply innovative ideas in my work to improve	4.29	0.598	2
6	I rarely face some difficulties in work place but I can manage with my supervisor support.	4.21	0.623	5
7	I work efficiently Without wasting time	4.13	0.779	7
8	I maintain good quality in my work.	4.43	0.761	1

Source: Computed Data

The table presents the respondents perceptions of Employee Performance based on the mean scores, standard deviations, and corresponding rankings.

The statement "I maintain good quality in my work" obtained the highest mean score (Mean = 4.43, SD = 0.761) and was ranked First, indicating that employees strongly agreed they consistently maintain high-quality work, with a moderate level of variation in responses. "I apply innovative ideas in my work to improve" received a mean score of 4.29 (SD = 0.598) and was ranked Second, suggesting that employees actively use innovative ideas in their work, and their responses were highly consistent.

"I complete my tasks on time" recorded a mean score of 4.28 (SD = 0.653) and was ranked Third, indicating that employees generally complete their assigned tasks within the stipulated time. "I use machines, tools and materials properly in the workplace" obtained a mean score of 4.27 (SD = 0.676) and was ranked Fourth, indicating that employees' are efficiently utilize workplace resources in Automobile industries.

The statement "I rarely face difficulties in the workplace, but I can manage them with my supervisor's support" secured a mean score of 4.21 (SD = 0.623) and was ranked Fifth, indicating that employees believe supervisory support helps them effectively manage workplace challenges. The statement "I quickly adapt to work when work changes" received a mean score of 4.15 (SD = 0.681) and was ranked Sixth, suggesting that employees are generally adaptable to changes in their work environment.

The statement "I work efficiently without wasting time" obtained a mean score of 4.13 (SD = 0.779) and was ranked Seven, indicating that respondents agree they work efficiently, although responses showed moderate variation. The statement "I can perform well even when my work pressure is high in the organization" recorded the lowest mean score (Mean = 4.02, SD = 0.702) and was ranked Eight, suggesting that employees generally agreed with this statement that high work pressure was comparatively lower than the other performance dimensions.

Table 5 Independent Sample t-Test on male and female employees regarding Green Initiatives, Employee Engagement, and Work Performance.

H₀: There is no significant difference between male and female employees towards green initiatives, Employee Engagement, Work Performance

H₁: There is significant difference between male and female employees towards green initiatives, Employee Engagement, Work Performance.

Table 5

Table 5 Independent Sample t-Test						
		N	Mean	Std. Deviation	t-value	P-value
Green initiatives	Male	107	4.1215	0.47005	2.989	0.000
	Female	56	3.8214	0.81144	2.552	
Employee Engagement	Male	107	4.2056	0.52733	2.248	0.088
	Female	56	3.9821	0.72591	2.039	
Work Performance	Male	107	4.3551	0.48081	2.114	0.064
	Female	56	4.1607	0.68162	1.901	

Source: Computed Data

*Significant at 5% Level

An independent samples t-test was conducted to examine whether there is a significant difference between male and female employees regarding Green Initiatives, Employee Engagement, and Work Performance. Green Initiatives: Male employees (Mean = 4.12, SD = 0.47) had a higher mean score than female employees (Mean = 3.82, SD = 0.81). Since the p-value = 0.000 (< 0.05), there is a significant difference between male and female employees. Employee Engagement: Male employees (Mean = 4.21, SD = 0.53) had a higher mean score than female employees (Mean = 3.98, SD = 0.73). Since the p-value = 0.088 (> 0.05), there is no significant difference between male and female employees. Therefore, the null hypothesis is accepted. Work Performance of Male employees (Mean = 4.36, SD = 0.48) and female employees (Mean = 4.16, SD = 0.68). Since the p-value = 0.064 (> 0.05), there is no significant difference between male and female employees. Therefore Overall the results show that Gender has a significant influence on Green Initiatives.

Table 6 One-way Analysis of Variance on in Green Initiatives, Employee Engagement, and Work Performance based on employees' income levels:

H₀ : There is no significant difference in the green initiatives, Employee Engagement, Work Performance and the income levels of the employees.

H₁: There is significant difference in the green initiatives, Employee Engagement, Work Performance and the income levels of the employees.

Table 6

Table 6 One-way Analysis of Variance						
Income and dependent variables		Sum of Squares	df	Mean Square	F	Sig
Green initiatives Employee Engagement	Between Groups	1.804	2	0.902		
	Within Groups	61.140	160	0.382	2.361	0.098
	Total	62.945	162			
Employee Engagement	Between Groups	2.527	2	1.264		
	Within Groups	57.767	160	0.361	3.500	0.033
	Total	60.294	162			
Work Performance	Between Groups	2.858	2	1.429		
	Within Groups	48.590	160	0.304	4.705	0.010
	Total	51.448	162			

Source: Computed Data

*Significant at 5% Level

The ANOVA results show that there is no significant difference in Green Initiatives among the groups, as the p-value (0.098) is greater than 0.05. There is a significant difference in Employee Engagement ($p = 0.033$) and Work Performance ($p = 0.010$) as both p-values are less than 0.05. A one-way ANOVA was conducted there is a significant difference in Green Initiatives, Employee Engagement, and Work Performance based on employees income levels.

Table 7 Correlation Analysis on Green Initiatives, Employee Engagement, and Work Performance.

Hypothesis:

H₀: There is no significant relationship between Green Initiatives, Employee Engagement, and Work Performance.

H₁: There is a significant relationship between Green Initiatives, Employee Engagement, and Work Performance.

Table 7

Table 7 Correlation Analysis				
Factors		Green initiatives	Employee Engagement	Work Performance
Green initiatives	Pearson Correlation	1	.611**	.424**
	Sig. (2-tailed)		.000	.000
	N	163	163	163
Employee Engagement	Pearson Correlation	.611**	1	.448**
	Sig. (2-tailed)	.000		.000
	N	163	163	163
Work Performance	Pearson Correlation	.424**	.448**	1
	Sig. (2-tailed)	.000	.000	
	N	163	163	163

Source: Computed Data

**. Correlation is significant at the 0.01 level (2-tailed).

The Pearson correlation analysis shows a positive and significant relationship among Green Initiatives, Employee Engagement, and Work Performance. Green Initiatives and Employee Engagement have a strong positive correlation ($r = 0.611$, $p = 0.000$), indicating that an increase in green initiatives is associated with higher employee engagement. Green Initiatives and Work Performance have a moderate positive correlation ($r = 0.424$, $p = 0.000$), suggesting that increased green initiatives are associated with improved work performance. Employee Engagement and Work Performance also have a moderate positive correlation ($r = 0.448$, $p = 0.000$) indicating that higher employee engagement is associated with better work performance. Overall all p-values are less than 0.05 the relationships are statistically significant. Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted indicating that significant positive relationships exist among the study variables.

FINDINGS

The study reveals that green initiatives on employee engagement have a positive influence in Automobile industries. Employees working in industries actively reduce waste in their daily work and follow energy saving practices, industries implement eco-friendly activities in the workplace and provide training programs on green activities. When industries provide adequate support and encourage employees become more actively involved in sustainability related activities. Overall the study suggests that integrating green initiatives in industries that enhance both employee performance and sustainable outcomes and this help organisational long-term success. Green initiatives in Automobile Industry suggesting that respondents generally agree that Green HRM practices are implemented in their organization. Independent Sample t-Test on male and female employees regarding Green Initiatives, Employee Engagement, and Work Performance show that Gender has a significant influence on Green Initiatives. A one-way ANOVA is conducted there is a significant difference in Green Initiatives, Employee Engagement, and Work Performance based on employees income levels. Correlation Analysis on Green Initiatives, Employee Engagement, and Work Performance indicating that significant positive relationships exist among the study variables.

SUGGESTION

Regular training programmes on green practices should be conducted in the industries that will help for employee involvement and protect the environmental initiatives. Management should actively support for green initiatives and motivate employees to participate in sustainability activities. Organisation should implement reward system for employees who actively participate in green initiatives. A clear culture within the organisation thus helps to protect the work place environment.

CONCLUSION

This study concludes that green initiatives play an important role in enhancing employee engagement and innovative behaviour which positively contribute to overall work performance. Employees who actively participate in green initiatives to perform their daily tasks more efficiently and such involvement in work creates a job satisfaction. work performance is significantly associated with employee experience in industries. Overall the study indicated that industries adopting green initiatives not only to improve environmental performance but also improve employee engagement and work performance. The adoption of green activities can lead to long term organisational sustainability.

ACKNOWLEDGMENTS

None.

REFERENCES

- Abdelhakim, M. N. A. (2024). Green Human Resource Management and Its Impact on Employee Engagement and Environmental Performance. *Journal of Environmental Management*, 345, 119123. <https://doi.org/10.1016/j.jenvman.2023.119123>
- Abdelhakim, M. N. A. (2024). The Role of Green Human Resource Management in Enhancing Employee Engagement and Environmental Performance. *International Journal of Green Management and Business Studies*, 4(1), 1–13. <https://doi.org/10.56830/IJGMBS06202404>
- Ametorwo, A. M., and Kyei-Frimpong, M. (2025). Green Climate, Green Values and Green Innovative Behaviour: The Mediating Role of Green Work Engagement. *Journal of Sustainable Tourism*, 33(2), 345–362. <https://doi.org/10.1080/09669582.2024.2301123>
- Ametorwo, A. M., and Suleman, A.-R. (2025). How Climate for Green Initiatives Drives Eco-Innovative and Citizenship Behaviours: The Role of Green Engagement and Green Values. *Journal of Hospitality and Tourism Insights*, 8(11), 240–258. <https://doi.org/10.1108/JHTI-02-2025-0303>
- Bedarkar, M., and Pandita, D. (2014). A Study on the Drivers of Employee Engagement Impacting Employee Performance. *Procedia - Social and Behavioral Sciences*, 133, 106–115. <https://doi.org/10.1016/j.sbspro.2014.04.174>

- Frare, A. B., Colombo, V. L. B., and Beuren, I. M. (2021). Performance Measurement Systems, Environmental Satisfaction, and Green Work Engagement. XVIII International Congress of Accounting and Auditing (CICA), 1–17.
- Markos, S., and Sridevi, M. S. (2010). Employee Engagement: The Key to Improving Performance. *International Journal of Business and Management*, 5(12), 89–96. <https://doi.org/10.5539/ijbm.v5n12p89>