

**STRATEGIC LEADERSHIP PRACTICES IN IMPROVING GREEN HUMAN RESOURCES MANAGEMENT: AN APPLIED STUDY OF THE OPINIONS OF A SAMPLE OF WORKERS IN THE DIWANIYAH MUNICIPALITY DIRECTORATE**

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**Abstract**

The research attempts to identify the importance of strategic leadership practices in their dimensions (setting strategic direction, investing and preserving core capabilities, developing human capital, developing social capital, maintaining effective organizational culture, emphasizing ethical practices), in improving green human resources management across its dimensions. (Green employment, green training and development, green performance evaluation, green wages and rewards, green health and safety management), and then the level of interest in them was diagnosed in the field. Two main hypotheses were developed, and several hypotheses branch out from them to measure the level of correlation and influence between the study variables. The study was conducted On a number of employees in the Diwaniyah Municipality Directorate, the questionnaire form was adopted as a main tool in collecting data related to the field aspect of the study, and the sample size reached (261) individuals. The research used many statistical methods in the analysis, such as standard deviations, arithmetic averages, and structural equation modeling with the help of statistical programs (SPSS.v.29 (AMOS.v.28). A set of results were reached, the most important of which is the existence of an influence relationship for strategic leadership practices. In green human resources management.

**Keywords:** strategic leadership practices, green human resources management.

**Introduction**

The human element is one of the most important resources of the organization, as it represents the intellectual capital that leads the organization to progress and prosperity. The organization cannot achieve its goals without the presence of skilled, trained human resources who enjoy high loyalty to the organization. This loyalty will not be achieved unless there is leadership capable of investing in the capabilities of the organization. workers and their skills, satisfying their needs and desires, achieving their goals, gaining their trust through their sense of justice, and increasing their conviction of the possibility of obtaining their rights. Topics concerned with preserving the environment and the green environment are receiving global and local attention, especially after the noticeable environmental deterioration as a result of climate change, the spread of numerous fires, encroachment on vegetation, and increasing cases of environmental pollution, in addition to the currently widespread epidemics. Human resources are of utmost importance in preserving

the environment. The responsibilities of human resources management in this area increase through its endeavor to integrate the green human resources philosophy into the organization's strategy, as well as within human resources policies. There is a growing awareness of the importance of adopting the concept of green human resources management in all parts of the world, which has forced international companies to integrate the green human resources philosophy. In its departments, focusing mainly on waste management, recycling, use and production of green products.

## **Research Methodology**

### **1- Problem Research**

Service organizations face many challenges as a result of rapid and continuous scientific and technical changes and developments. Therefore, these organizations need strategic leaders, not traditional managers, leaders who are able to read events and developments, develop plans and visions, draw long-term visions and policies, analyze and diagnose reality in scientific ways, and develop... Strategies to preserve its human capital, by establishing the values of justice, integrity, honesty, and objectivity in making decisions, distributing tasks and duties, performing tasks, and evaluating subordinates, and providing a healthy organizational environment in which employees feel fair and just, so their level of job satisfaction and loyalty to the organization increases; Which reflects positively on the overall performance level of the organization and raises its efficiency. In deducting these discussions, the concept of green human resources management was developed, which aims to simultaneously enable social, environmental and human sustainability in addition to economic sustainability and thus ensure the implementation of the core idea of sustainability. However, most of the literature that has dealt with the relationship between strategic leadership practices and green human resources management is mostly conceptual literature, which is what was noted when reviewing previous studies related to this relationship, and therefore there is a need to verify the nature of this relationship from an empirical standpoint, in addition to that There is a need to investigate the basic mechanisms that affect this relationship. Employees in general are not aware of green human resources management practices in accordance with the organization's management objectives, which may weaken this relationship. Therefore, the success of strategic leadership practices in ensuring green human resources management depends to some extent. Great for its ability to enhance the green behavior of employees by empowering them psychologically to implement sustainability initiatives on the social and environmental levels, despite these supposed roles of service organizations.

### **2-Importance Research**

The theoretical importance of this study through its discussion of a group of previous studies related to the subject of strategic leadership practices and green human resources management in the Diwaniyah Municipality Directorate, in addition to the fact that this study worked to present a set of ways through which green human resources management can be improved for the sample studied. In addition to its content dimensions due to the lack of previous studies, the

importance of the current study can be identified and described in a group of important points, perhaps the most prominent of which are the following: -

A- This study represents the first empirical survey on the role of strategic leadership practices in improving green human resources management using data from emerging organizations in the Iraqi environment.

B- The current study attempts to activate the role of strategic leadership practices in the government services sector.

T- The study contributes to highlighting the obstacles that prevent the achievement of strategic leadership practices and green human resources management in the organization under study.

### 3- Objectives of Research

This study represents the first experimental study at the local and regional levels to test the role that strategic leadership practices can play in improving green human resources management, using emerging data in the Iraqi environment, where the need arises to test new ideas to deal with the transformations taking place in the country in recent years and to know the extent to which The possibility of applying it in the services sector in Iraq. The main objective of this study is to highlight the pivotal role of strategic leadership and green human resources management practices in creating an environmentally friendly image for organizations and ensuring their sustainability.

### 4-Hypotheses of Research

The first main hypothesis: - There is a statistically significant correlation between strategic leadership practices and green human resources management

The second main hypothesis: - There is a statistically significant effect of strategic leadership practices on green human resources management

### Literature Review

#### First - concept of strategic leadership

Strategic leadership theory has evolved from the basic upper echelons theory developed by (Hambrick & Mason, 1984) to study not only the effective ways in which the dominant coalition influences organizational outcomes, but also the symbolism and social construction of senior executives. (Hambrick & Pettigrew, 2001) noted that there are two differences between the terms leadership and leadership. Strategy (Jaleha, 2018:129). Leadership theory refers to leaders at any level in the organization, while strategic leadership theory refers to the study of people at the top of the organization (Alayoubi et al., 2020:13).

The concept of strategic leadership is considered one of the relatively recent concepts in administrative literature, because the first roots of this concept descended from military origins. However, it quickly gained exceptional importance in the business world today more than ever before, and perhaps the main reason for this is It is due to rapid environmental changes, as well as increasing complexity on the part of business organizations themselves (Ireland & Hitt, 2005:65).

The views of those interested in this varied, and the following is some of what is easy to find in this field. (Hitt & Haynes, 2010:438) viewed strategic leadership as those actions that focus greatly on determining the long-term direction and strategic vision, and communicating this vision to the parties. The connection, loyalty, and strength needed to realize and achieve this vision, and inspire others to head in the right direction.

### **Second - The importance of strategic leadership**

The study of strategic leadership focuses on a small group of executives referred to as chief executive officers (CEO), top management teams (TMT) and the board of directors who have overall responsibilities for the organization (Lord et al, 2016:31;Strand,2014:708). Strategic leadership is concerned with the capabilities of creating a sense of purpose and direction, and the critical enablers that allow interaction with key internal and external stakeholders in the pursuit of high performance (Carvalho et al., 2021:2).

(Carter&Greer's 2013:376) vision of strategic leadership is based on the wise thinking and capabilities of strategic leadership that aims to create a transformative organization. Shoemaker & Krupp (2015:133) indicated that strategic leadership is not only concerned with possessing unique capabilities that allow for absorbing and learning new information and ideas, but also possessing the ability to adapt to respond appropriately to the dynamism and complexity of the external environment. They also assume that such capabilities allow strategic leaders to modify the organization in a way Consistent and tactical in response to uncertain environment.

### **Third: Strategic leadership practices**

#### **1. Determine the strategic direction: vision and strategic goal**

Setting strategic direction involves defining the vision and strategies needed to achieve the vision over time, and is placed in the context of the conditions that strategic leaders expect their company to face in the next three to five years (Oladele, 2016:4). Strategic direction defines the image and character that a company wishes to develop over time (Hitt et al., 2013:22).

#### **2. Investing and preserving core capabilities**

Core capabilities are capabilities that serve as a source of competitive advantage for an organization over its competitors, and that are developed over time when companies learn from the results of competitive actions and responses taken during the process of competing with competitors (Hitt et al., 2013:22).

Investing in core capabilities involves sharing resources across units in the organization, a role that embodies effective strategic leaders. Core capabilities based on intangible resources are more effective because they are less clear in terms of their connection to the knowledge and skills of individuals working in the organization (Lear, 2012:2).

#### **3. Human capital development**

Human capital refers to the knowledge and skills possessed by the entire workforce of an organization (Serfontein, 2010:39). From a human capital perspective, employees are viewed as a capital resource that requires ongoing investment, and may be the only sustainable source of

competitive advantage. In every organization, the increasing importance of human capital implies an important role for the human resources function in the organization (Quansah et al., 2022: 4).

#### **4. Develop social capital**

Social capital is the goodwill available to individuals or groups whose source lies in the structure and content of the social relationships of individual employees and whose effects flow from the information, influence and solidarity that an organization provides to its members (Hitt et al., 2013:22). Oladele (2016:4) indicates that it involves relationships inside and outside the organization that help in efforts to accomplish tasks and thus create value for stakeholders. It is an important asset given the need to collaborate internally and externally to be able to get things done.

#### **5. Maintaining an effective organizational culture**

Shaping the context within which organizations formulate and implement strategies, which shapes the organization's culture, is important strategic leadership work. Organizational culture can encourage or discourage leaders from pursuing entrepreneurial opportunities, which are a vital source of growth and innovation. Strategic entrepreneurship is only effective when employees have an entrepreneurial orientation or mindset (Ndofor et al., 2011:644).

#### **6. Emphasis on ethical practices**

Organizations in general seek to adhere to ethical practices at all levels and act ethically in the strategy implementation phase, which in turn creates social capital in the organization (Quigley & Graffin, 2017:795). The collective moral reasoning reflected in the moral climate will translate into moral behavior when work unit members display collective moral emotions and the group is empowered through collective moral competence to act in accordance with this reasoning (Ndofor et al., 2011:644).

#### **Fourth - concept of green human resources management**

This topic is one of the important concepts that concerns and concerns environmental management. Green reform is a comprehensive process that aims to use energy in an intelligent manner, reduce costs, and reduce waste used in all industries through the sustainability of resources and recyclable materials, which become final results (Fayyazia et al, 2015:101). Green management is a set of policies and initiatives developed by the organization in order to organize environmental management strategies to protect and measure important environmental aspects (Bhalla & Mehta, 2016:1). Deepika (2016:14) concluded that green human resources management is one of the important areas of management that works to achieve competitive sustainability, as green human resources management refers to the design and implementation of human resources policies in the organization that promote the sustainable use of resources and environmentally friendly human resources practices. In the organization, which enhances commitment to the environment through green human resources initiatives, and quoted from (Jackson et al., 2011:99) that green human resources management is the use of human resources

management policies to encourage the sustainable use of resources within commercial institutions and promote the issue of the environment that Increases employee morale and satisfaction.

### **Fifth: The importance of green human resources management**

Researchers who provide insight into green human resource management assert that human resources contribute significantly to the creation of environmental institutions, to increasing employee participation in the process of environmental innovations, reducing environmental waste, increasing the efficiency of operations, and reducing costs (Rani & Mishra, 2014:4). In addition to developing a sustainable institutional culture through a set of rules and principles that encourage employees to follow the requirements of environmental protection (Sharma & Gupta, 2015:3). Through its practice, green human resources management can make employees more aware and interested in natural resources (Mishra & Sarkar, 2018:28). The importance of managing green human resources is not limited to the organizational level, but also to the level of the individual who enjoys a private life in addition to his professional life. Therefore, environmentally friendly behavior must be facilitated in all areas of life, and thus greening will be beneficial for the individual in making a significant contribution to the management of their institutions. environmentally successfully, and to become a good citizen who makes a significant contribution to environmental sustainability (Opatha, 2013:4).

### **Sixth: Dimensions of green human resources management**

#### **1. Green recruitment**

The recruitment process is the first step in the process of building a high-quality workforce. Organizations concerned with the environment within the general framework of their environmental policies (Moktadir, 2020: 1139). When translating and working with these environmental policies, they need environmentally oriented employees, which results in two options for the company. The first is to focus On green recruitment and the second is to provide the necessary awareness to protect the environment and education, training and development of employees. The first option is considered more prior and cost-effective than the second option and the search for the best green recruitment practices is important for organizations (Ahmad, 2021: 12).

#### **2. Green training and development**

Technical development has led to the need to develop skills in the field of green technologies, as it involves complex dynamics when practiced in the organization, and green human resources management has the ability to develop knowledge strategically through the training process (Garg et al., 2018:118). Training and development practices are employed to help employees acquire the knowledge and competencies necessary to perform work activities (Acquah et al., 2020:269).

#### **3. Green performance evaluation**

Measuring the green performance of employees is one of the essential functions of green human resource management and without this measure, no organization can maintain and ensure long-



term environmental performance (Yusoff, 2015:163). Measurement standards for green performance must be consistent with the organization's standards for environmental performance, and the role of managers in achieving green results is evaluation, as green standards are codified and integrated with successful environmental performance policies. Penalties are also established for non-compliance with environmental targets (Acquah et al., 2020:269).

#### 4. Green wages and rewards

The wages, compensation, and rewards given to workers who are knowledgeable and committed to environmental legislation. They are given non-monetary rewards that encourage them to work error-free and are willing to generate environmental initiatives. There are a range of incentives such as attending green events, paid vacations, gifts, and praise. Daily and many other rewards (Renwick, et al., 2012:14).

#### 5. Green health and safety management

It is a comprehensive approach towards the complete well-being of the individual at work through measures related to the work environment that involve protecting individuals from physical injury, because neglecting this practice may incur economic losses to the organization as a result of work injuries and occupational diseases such as loss of productivity and decreased ability to work (Jilcha & Kitaw, 2016: 380).

### The applied aspect of research

#### 1-Strategic leadership practices

It is noted from the results of Table (1) that the employees in the Diwaniyah Municipality Directorate possess strategic leadership practices, which means that the employees focus on maintaining an effective organizational culture towards developing their capabilities, improving their performance, and building a positive status and reputation among the community in which they work. This showed a relative interest of (62%) With an arithmetic mean of (3.534), this variable was measured through six dimensions, at the forefront of which was the dimension of maintaining an effective organizational culture as it obtained the highest arithmetic mean (3.604) and with a standard deviation of (0.813), while the dimension of developing human capital was represented in He ranked last because he obtained the lowest arithmetic mean (3.458) and a standard deviation of (0.811).

Table (1): Results strategic leadership practices variable

dimension	mean	standard deviation	Relative importance	Order of importance
Determine strategic direction	3.492	0.825	62%	5
Investing and preserving core capabilities	3.512	0.818	61%	4
Human capital development	3.458	0.811	61%	6
Developing social capital	3.540	0.842	62%	3
Maintaining an effective organizational culture	3.604	0.813	62%	1
Emphasize ethical practices	3.597	0.830	62%	2
strategic leadership practices	mean	3.534	Relative importance	62%
	S.D	0.751		

**2-Green human resources management**

It is noted from the results of Table (2) that employees in the Diwaniyah Municipality Directorate are aware of the importance of managing green human resources. This showed a relative interest of (61%), with an arithmetic average of (3.610). This variable was measured through five dimensions, the forefront of which was the management dimension. Green health and safety, as it obtained the highest arithmetic mean (3.664) and a standard deviation of (0.808), while the green training and development dimension was ranked last, as it obtained the lowest arithmetic mean (3.507) and relative interest (62%).

dimension	mean	standard deviation	Relative importance	Order of importance
Green recruitment	3.592	0.762	63%	4
Green training and development	3.507	0.814	62%	5
Green performance evaluation	3.612	0.850	63%	2
Green wages and bonuses	3.609	0.865	63%	3
Green health and safety management	3.664	0.808	63%	1
Green human resources management	mean	3.610	Relative importance	61%
	S.D	0.775		

**3- Testing the study hypotheses**

The first main hypothesis: There is a statistically significant correlation between strategic leadership practices and green human resources management.

Table (3) indicates that there is a statistically significant correlation between strategic leadership practices and the dimensions of green human resources management. This strength was estimated at (0.943) at a significance level of (0.01), which means that the strength of the correlation is according to the criterion (Cohen et al., 1983). It is characterized by a strong positive correlation, with a degree of confidence reaching (99%), and the table () shows that relationship, as it is clear that the first main hypothesis is accepted, which states that (there is a positive, statistically significant correlation between the strategic leadership practices variable and the green human resources management variable) . At a significance level of (1%), meaning that the decision result is acceptable with a confidence level of (99%).

Table (3) Correlation matrix between strategic leadership practices and green human resources management

Variables	Emphasize ethical practices	Maintaining an effective organizational culture	Developing social capital	Human capital development	Investing and preserving core capabilities	Determine strategic direction	strategic leadership practices
R	Green recruitment						
	0.835**	0.846**	0.768**	0.758**	0.815**	0.757**	0.874**
R	Green training and development						
	0.871**	0.874**	0.805**	0.783**	0.780**	0.792**	0.897**
R	Green performance evaluation						
	0.835**	0.863**	0.800**	0.781**	0.765**	0.779**	0.881**
R	Green wages and bonuses						



	0.888**	0.868**	0.815**	0.810**	0.830**	0.801**	0.917**
R	Green health and safety management						
	0.866**	0.845**	0.790**	0.774**	0.794**	0.801**	0.890**
R	Green human resources management						
	0.909**	0.909**	0.842**	0.826**	0.842**	0.832**	0.943**
Sig. (2-tailed)=0.000				**. Correlation is significant at the 0.01 level (2-tailed).			

**The second main hypothesis: There is a statistically significant effect of strategic leadership practices on green human resources management.**

To test this hypothesis, a structural modeling model was built to clarify the relationship of the direct influence of strategic leadership practices in green human resources management. Figure (1) shows the structural structure of the influence of strategic leadership practices in green human resources management. As a result, the answers showed that the more employees in a municipality realize Al-Diwaniyah: The importance of strategic leadership practices whenever this contributes to improving green human resources management, which means that increasing strategic leadership practices by one standard weight contributes to an improvement of (0.973) from the standard weight and with a standard error (0.021), to show the employees’ awareness of investing in practices. Strategic leadership in order to improve its capabilities to (determine strategic direction, invest and maintain core capabilities, develop human capital, develop social capital, maintain effective organizational culture, and emphasize ethical practices) with the aim of improving green human resources management.

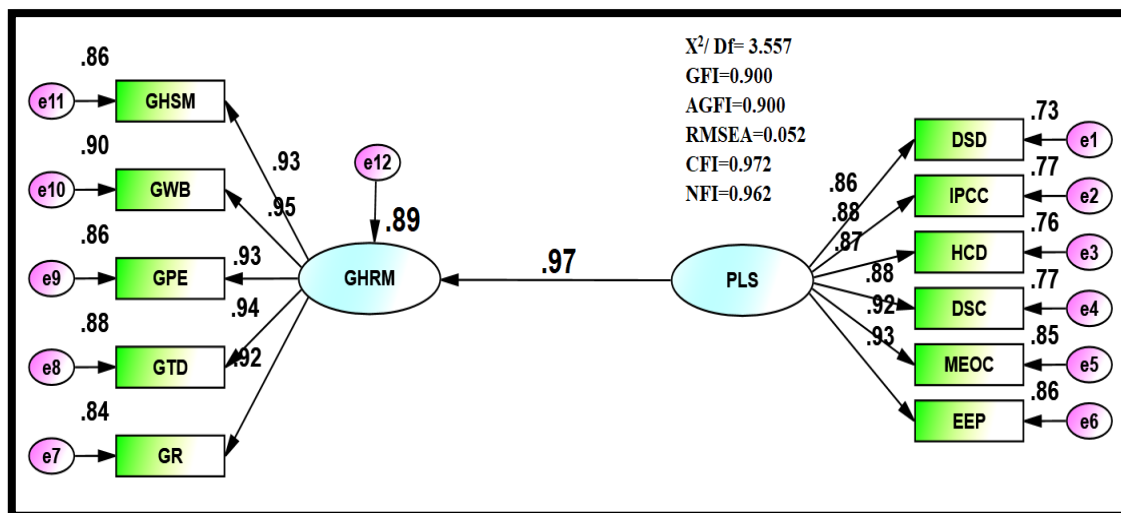


Figure (1) Structural model of strategic leadership practices in green human resources management

The results also showed that strategic leadership practices contributed to explaining an amount of (0.890) of the differences occurring in green human resources management, while the remaining value represents factors not included in the scope of the study.

Table (4) Final results of the direct impact of strategic leadership practices on green human resources management

path		Standard estimate	Standard error	Critical value	R <sup>2</sup>	Sig.	
strategic leadership practices	<---	Green human resources management	0.973	0.021	46.333	0.890	0.001

### Conclusions

1- The level of strategic leadership practice in the Diwanayah Municipality Directorate in general was moderate, as the arithmetic average reached (3.534), and all dimensions of strategic leadership obtained a moderate degree of practice.

2- The level of green human resources management in the Diwanayah Municipality Directorate in general was moderate, as the arithmetic average reached (3.610), and all dimensions of green human resources management obtained a moderate degree of practice.

3- There is a positive, positive relationship with statistical significance between strategic leadership practices and green human resources management in the Diwanayah Municipality Directorate at the significance level of 0.05. This indicates that the more strategic leadership practices increase, the higher the rates of green human resources management.

4- There is no periodic review of the strategic plans drawn up by senior management, despite their clarity. The respondents also indicated their lack of participation in the planning processes in the directorate.

5- There is a positive, positive relationship with statistical significance between strategic leadership practices and green human resources management in the Diwanayah Municipality Directorate at the significance level of 0.05. This indicates that the more strategic leadership practices increase, the higher the rates of green human resources management.

### Recommendations

1- The need for the leadership in the directorate to pay attention to delegating authorities, empowering human resources, and developing their spirit of creativity to a greater extent, which will benefit the directorate and stimulate their latent energies.

2- The need for the Diwanayah Municipality Directorate to prepare a program for regularly qualifying human cadres, rehabilitating them and assigning them to green jobs.

3- Enhancing strategic leadership practices in the Diwanayah Municipality Directorate, especially with regard to human capital investment and development, by increasing the Directorate's keenness to retain distinguished human competencies by rewarding distinguished workers who receive high ratings in the annual performance evaluation.

4- Designing electronic and training programs that help reduce costs, reduce the use of paper, increase employees' culture regarding the importance of green human resources management and its practices, and coordinate with the competent authorities to develop workers' skills in light of green concepts.

5- The necessity of developing and training future leaders and refining their skills to enable them to fully exercise strategic leadership in the future.

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