

**INVESTIGATING GREEN HR MANAGEMENT  
TOWARD EMPLOYEE RETENTION  
IN PT XYZ (MINING INDUSTRY)  
NUSA TENGGARA BARAT (NTB), INDONESIA**

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**ABSTRACT**

*The company's commitment to environmental sustainability in accordance with government regulations faces challenges at PT XYZ. However, despite its efforts in policies, training, and work-life balance for environmental sustainability, it remains a challenge to retain employees and convince them that the company is committed to long-term sustainability. In June 2023, PT XYZ experienced a turnover rate of up to 11% compared to the previous period. This research aims to investigate the factors that can build employee retention regarding the implementation of green company policy, green training & development, and green work-life balance at PT XYZ. The study was used a quantitative approach with 130 active workers at PT XYZ. Data were analyzed using SPSS v.26 and SmartPLS 4.0 tools with the PLS-SEM analysis method. This method is chosen because it can handle a larger range of problems due to its efficiency while working with a considerably wider range of sample sizes, increased model complexity, and fewer strict data assumptions in accordance with this research needs. The study found that when PT XYZ adopts company policy, provides green-focused training, and supports a work-life balance that prioritizes environmental sustainability, it significantly improves employee retention. This highlights the importance of a comprehensive approach to sustainability in the workplace, showing that a company's commitment to being environmentally friendly positively influences employees' decision to stay with the organization. Therefore, PT XYZ's human resources initiatives towards sustainability need to advance further with various strategies such as effectively communicating and reinforcing environmental values throughout the organization, integrating sustainability into existing training programs, promoting eco-friendly workplace practices, and creating a culture that values work-life balance sustainability.*

*Keywords: Green Company Policy, Green Training & Development, Green Work-Life Balance, Employee Retention*

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## **1. Introduction**

Environmental issues are crucial challenges in the mining industry. The mining industry never stops showing that mining activities do not just extract underground resources but also protect the environment. Mining companies must consider environmental impacts for sustainability (Giljum, et al., 2022). PT XYZ has socialized its sustainability policy through socializing environmentally friendly campaigns from its various activities. However, its implementation is still not a significant change considering the behavior of employees who have not reduced the amount of plastic use, reuse of paper, masks due to the Covid pandemic, and other causes of solid domestic waste. In PT XYZ, as much as 60% of solid domestic waste in 2022 cannot be recycled (disposed of). This domestic solid waste consists of unused paper from finishing work, plastic used when eating or supporting work items, or other leftover office equipment. Reducing

waste that cannot be recycled or managed again will better protect the environment supported by employees.

Allocating 10.22% of 2023 training investment in PT XYZ for a sustainability person in charge is a positive step toward promoting sustainability within the company. This investment committed to building expertise and awareness in sustainability matters, which is crucial in today's business landscape where environmental and social responsibility are increasingly important. It was still be challenged due to the effectiveness of the training, the company culture, and the ongoing commitment to sustainability practices. On the other hand, previous studies by Rajput (2022) stated that implementing the concept of Green HRM is particularly important because it will automatically preserve the environment, ensure employee health and create a culture in the habit of working in offices and fields to live environmentally friendly (Rajput, 2022). In the last corporate wellness program, less than 20% of program participants at PT XYZ had the desire to commit to their work-life balance activities continuity. One of these wellness activities aims to change the company's healthy culture and sustainability. This is a concern for companies if the work-life balance program is not implemented well, it has the potential to lose its best talent (Ravenswood, 2022).

Unfortunately, despite the efforts made by PT XYZ such as policy socialization, training & development, and work-life balance programs related to sustainability concerns, it remains a challenge to retain employees and convince them that the company is committed to long-term sustainability. Based on interview results from HR of PT XYZ, June 2023 is the highest month for employees to resign; namely, 11% of the total employee exits Q1 (2022) - Q2 (2023). It becomes a project problem if they must lose key personnel or the best talent. Compared to previous months, on average, only 3% of the total employee exits Q1 (2022) - Q2 (2023) in a month. The company needs the best talent for project development discoveries at the exploration stage. One of the reasons for resigned employees is influenced by the work environment.

As a form of employee retention, employee green behavior shaped by green HR management has a significant favorable influence, according to Akpa, Mowaiye, & Akinlabi (2022). In these uncertain project conditions, companies need to attract the interest of their employees with sustainability efforts to convince them that this project is for the long term. Then, they can handle the condition of the project, which is only for a while (Akpa, Mowaiye, & Akinlabi, 2022). Based on explained problems that occurred in PT XYZ and supported by several previous studies, the objective of this study is to investigate employee readiness by implementing PT XYZ's green HR management strategy to build employee behavior for employee retention.

## **2. Literature Review**

### **2.1 Green Company Policy**

Green company policy is a strategy implemented by the company through its policies and regulations, in which it not only focuses on profit for the company but also thinks about the environmental impact it will produce. The impact in question is the impact on life around the company's operations and the impact on the environment. Therefore, the importance of implementing a green company policy is that the environment around the company remains under control and is also not polluted by the influence of the company's production process (Sabbir & Taufique, 2021).

Meanwhile, regulations regarding environmental sustainability in mining are highly regulated in Indonesia. In general, there are 4 essential scopes of activities in mining environmental management and policies, namely: management and monitoring of water quality; management and monitoring of air quality; management of land, reclamation, and biodiversity; management of waste, hazardous and toxic materials (B3), and B3 waste. As a result, in order to ascertain whether the policies of green companies originated from earlier theories, this study examined the results of theory testing for current conditions in one of Indonesia's mining companies in 2023. This was done in accordance with the Republic of Indonesia's Law No. 3 of 2020 concerning an amendment to Law No. 4 of 2009 about mineral and coal mining (Indonesian Government, 2020).

### **2.2 Green Training & Development**

According to Teixeira et al. (2016), environmentally friendly training and development refers to initiatives that encourage staff members to become knowledgeable about environmental concerns and safeguard the environment, which is essential for Brazil to meet its environmental goals (Teixeira, et al., 2016). Additionally, Makarim & Muafi (2021) claimed that green training has a negative impact on the intention of employee turnover in one of Indonesia's transportation businesses (Makarim & Muafi, 2021). Therefore, this study was investigating how receiving green training and development for employees might indirectly affect their retention with the company through the mediation of green employee behavior.

2.3 Green Work-life Balance

To be environmentally friendly, this can also be accompanied by the concept of work-life balance—employees who also carry out personal improvements with environmentally friendly goals. For example, employees who want to live healthier and reduce stress can exercise by bicycle or walk to or from work. Indirectly, this has reduced the use of motorized vehicles, which can pollute the air environment. In addition, employees are accustomed to using personal drinking bottles to protect their health from the dangers of plastic drinking bottles. Likewise, it can protect the environment from plastic waste, which has become Indonesia's most popular pollution issue (Iddagoda, et al., 2021).

2.4 Employee Retention

It is common for companies to resign for various reasons. However, some metrics show the health and ability of a company to keep employees around, which is around 90%; this metric in HR is usually called employee retention. Employee retention is the company's ability to retain professional, productive, and quality employees, usually calculated annually or for a certain period (Kurdia & Afaishata, 2020). A company's ability to retain employees can be obtained by applying several strategies, such as creating a positive work environment, respecting employees, providing competitive salaries and benefits, and providing maximum work-life balance, including sustainability support. In general, employee retention is helpful so that the best employees who have the potential to become future leaders of the company can survive and reach their best potential (Akpa, Mowaiye, & Akinlabi, 2022).

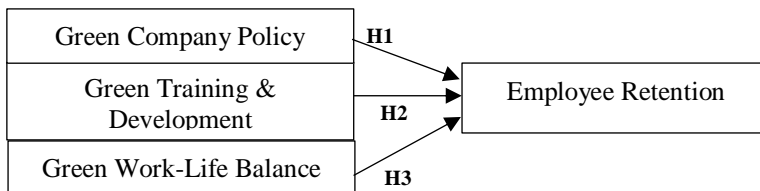


Figure 1. Proposed Conceptual Framework

Based on several previous studies, the hypothesis is formulated as follows:

1. Green Company Policy  
**H1:** *Green Company Policy significantly and positively influences Employee Retention in PT XYZ.*
2. Green Training & Development  
**H2:** *Green Training & Development significantly and positively influences Employee Retention in PT XYZ.*
3. Green Work-life Balance  
**H3:** *Green Work-life Balance significantly and positively influences Employee Retention in PT XYZ.*

3. Research Method

As this study makes predictions and tests hypotheses, quantitative research methodologies have been used in it. As a result, the necessary data are in terms of quantity. Through quantitative research, a sizable sample size representative of the population in the selected area will be obtained. Primary data were employed as the data source for this investigation. Primary data is original data and collected by the researcher himself as a means of answering the research problem formulation (Kumar, 2015). Using a Likert Scale, the respondents filled out their questionnaire responses. The Likert Scale's 5 choice scales, which range from Strongly Disagree (SD) to Strongly Agree (SA), represent the level of approval being measured (Emerson,

2017). In June 2023, the number of employees in PT XYZ was 188, and 130 employees contributed as a sample of this study based on the Slovin formula.

SEM is the data analysis approach used in this investigation. A statistical method called structural equation modeling (SEM) can be used to examine patterns of correlations between latent constructs and indicators, latent constructs and one another, and direct measurement errors. Factor analysis and the simultaneous equation model are two statistical techniques that were established in econometry, and they are combined to form SEM. Additionally, this study makes use of SmartPLS 4.0 data processing technologies in addition to the Partial Least Square (PLS) method. PLS is a structural modeling technique that can be used to illustrate the connections between theoretical objects (Garson, 2016).

**4. Results and Discussion**

**4.1 Measurement Model**

Convergent validity is assessed in SmartPLS 4.0 utilizing the factor loading value of each indicator. When the loading factor value exceeds 0.7, it is considered to be valid (Hair, et al., 2017). The maximum loading factor applied in the present study was 0.7. The results of the loading factor can be displayed once the data has been processed using SmartPLS 4.0, as shown in the table:

Table 1. Convergent Validity

Variable	Items	2nd Outer Loading Factor Calculation	3rd Outer Loading Factor Calculation
Green Company Policy	GCP2	0.805	0.805
	GCP3	0.810	0.810
	GCP4	0.780	0.780
	GCP5	0.843	0.843
	GCP6	0.779	0.779
	GTD2	0.773	0.773
Green Training & Development (X2)	GTD3	0.806	0.806
	GTD4	0.815	0.815
	GTD5	0.757	0.757
	GTD6	0.751	0.751
	GTD7	0.813	0.813
	GTD9	0.756	0.756
	GWB2	0.688	
Green Work-life Balance (X3)	GWB4	0.714	0.700
	GWB5	0.743	0.753
	GWB6	0.762	0.759
	GWB7	0.843	0.856
	GWB8	0.858	0.874
	GWB9	0.798	0.800
Employee Retention (Y)	ER1	0.720	0.719
	ER2	0.752	0.752
	ER3	0.857	0.857
	ER4	0.725	0.726
	ER5	0.822	0.822

ER6	0.744	0.745
ER7	0.757	0.757
ER8	0.799	0.800

Source: Primary Data Processed with SmartPLS 4.0, 2023

Based on Table 1, after carrying out the second iteration, it turns out that there is still one item below 7.0, namely *GWB 2* with a loading factor value of 0.688. Therefore, the third iteration needs to be carried out by eliminating *GWB 2* and recalculating so that in the end there are 26 items that exceed the value 7.0 that can be continued to the next analysis. The correlation between the constructs and Average Variance Extracted (AVE) value is compared in the ensuing analysis. Two methodologies are utilized to assess a construct's reliability in PLS-SEM with the SmartPLS 4.0: Cronbach's Alpha and Composite reliability.

Table 2. Composite Reliability

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Green Company Policy	0.863	0.866	0.901	0.646
Green Training & Development	0.894	0.896	0.917	0.611
Green Work-life Balance	0.882	0.898	0.910	0.628
Employee Retention	0.904	0.909	0.922	0.598

Source: Primary Data Processed with SmartPLS 4.0, 2023

In Table 2, all variable values in reliability testing using both Cronbach's Alpha and composite reliability have values above 0.7, and validity testing uses AVE with values more than 0.5 (Hair, et al., 2017). Therefore, it can be concluded that the variables tested are valid and reliable so that structural model testing can be carried out.

4.2 Structural Model

4.2.1 Analysis of Variant (R2) or Determination Test

Table 3. Determination Test

Variable	R-square	R-square adjusted
Employee Retention	0.508	0.493

Source: Primary Data Processed with SmartPLS 4.0, 2023

Based on the table above, Green Company Policy, Green Training & Development, Green Work-life Balance influence on Employee Retention by 0.508 or 50.8%. According to Hair et al (2017), this indicator is included in the moderate category (Hair, et al., 2017). Then, the rest is influenced by other variables outside the variables in this research. Then, the rest is influenced by other variables outside the variables in this research.

4.2.2 Hypothesis Testing

In this study, hypothesis testing was conducted using the SmartPLS (Partial Least Square) 4.0 software, with these pertinent values being evident in the bootstrapping results. The established guideline for this research is a t-statistic exceeding 1.96, coupled with a p-value of 0.05 (5% significance level) and a positive beta coefficient, signifying hypothesis acceptance (Hair, et al., 2017). Table 4 presents the results of hypothesis testing in this research:

Table 4. Hypothesis Testing

	<b>Original sample (O)</b>	<b>Sample mean (M)</b>	<b>Standard deviation (STDEV)</b>	<b>T statistics ( O/STDEV )</b>	<b>P values</b>
Green Company Policy -> Employee Retention	0.298	0.295	0.086	3.467	0.001
Green Training & Development -> Employee Retention	0.292	0.292	0.106	2.760	0.006
Green Work-life Balance -> Employee Retention	0.203	0.207	0.075	2.713	0.007

Source: Primary Data Processed with SmartPLS 4.0, 2023

4.3 The Influence of Green Company Policy Toward Employee Retention

The initial hypothesis investigates whether the Green Employee Policy has a favorable impact on Employee Retention. The examination outcomes reveal that the beta coefficient for Green Company Policy in relation to Employee Retention stands at 0.298, with a corresponding t-statistic of 3.467. This outcome suggests that the t-statistic is deemed significant since it falls greater than 1.96, coupled with p-values lower than 0.05. Consequently, the first hypothesis is accepted. This indicates that Green Company Policy appears to exert a substantial influence on Employee Retention. This means that the current Green Company Policy which was socialized through the campaign activity, will increase their retention and loyalty to the organization. That way, companies can retain their best talent to achieve their goals (Norton, Zacher, & Ashkanasy, 2014).

This is supported by previous research which stated that management has the power to implement small changes, such as switching to a paperless system and maximizing natural light. The environment can be protected by putting into practice measures like cutting back on paper use, consuming less plastic, saving power, and other green practices. Even though each of these adjustments can seem small on its own, when together, they may have a significant influence on the business. This effect includes a more wholesome and environmentally conscientious workplace environment as well as improvements in the company's reputation (Norton, Zacher, & Ashkanasy, 2014; Sabbir & Taufique, 2021).

4.4 The Influence of Green Training & Development Toward Employee Retention

It is evident that the beta coefficient associated with Green Training & Development Employee Retention is 0.292, along with a corresponding t-statistic of 2.760. Based on these findings, it can be concluded that the t-statistic has significance, given that it falls greater than 1.96, and the associated p-values are lower than 0.05. As a result, the second hypothesis is accepted. This suggests that Green Training & Development does appear to exert a substantial influence on Employee Retention. Therefore, if sustainability and environmentally friendly training is provided well, it will necessarily influence employee retention. However, previous study unsupported the result which in certain generations such as Generation Z, learning, which is one of the intrinsic work values, does not have a significant influence on employee retention (Permana, et al., 2023). According to Amartha, Hamzah and Herdiansyah (2019) stated that environmental awareness that occurs in training has weak and unidirectional relationship with environmental awareness to employee retention (Amartha, Hamzah, & Herdiansyah, 2019). This previous research is supported by one of the lowest items from the Green Training & Development variable which

states that employees are environmentally aware of environmentally friendly practices.

According to Muhammad (2020) research, the positive influence of environmental awareness is still an obstacle in implementing Green HRM, one of which is Paperless Office which still has a very low level of concern for the environment (Muhamad, 2020). Understanding that training is only one element of a larger retention plan is crucial when implementing Green HR Management because a variety of factors affect employee retention. To retain staff in a sustainable framework, a more comprehensive approach must be developed (Ravenswood, 2022).

#### 4.5 The Influence of Green Work-life Balance Toward Employee Retention

The test results show that the beta coefficient of Green Work-life Balance is 0.203, and the t-statistic is 2.713. From this result, it is stated that the t-statistic is significant. It shows  $>1.96$  with p-value  $<0.05$ , the third hypothesis is accepted. This proves that Green Work-life Balance is proven to have a significant influence on Employee Retention. For businesses, management professionals, and academics, the hypothesis testing findings that demonstrate a considerable beneficial influence of green work-life balance on employee retention offer insightful information. The notion of "green work-life balance" emphasizes the significance of striking a balance between the demands of work and personal life while taking the environment into consideration. This covers a variety of topics, including flexible work schedules, ecologically friendly transportation, and workplace promotion of green living. According to the findings of hypothesis testing, businesses that practice green work-life balance give employees the chance to become more conscious of environmental issues while keeping a balance between their personal and professional lives for their loyalty to organization (Akpa, Mowaiye, & Akinlabi, 2022).

These results further emphasize how crucial it is to incorporate environmental considerations into human resource management (HRM) procedures. Green Work-Life Balance can be promoted with the help of HRM, which will result in workers who are more prepared on a retention level to support the company's sustainability objectives. Therefore, the hypothesis testing findings that the Green Work-Life Balance variable significantly positively influences Employee Retention are a crucial step towards a more sustainable firm and more environmentally conscious employees. These results give businesses a solid foundation on which to build sustainability strategies that emphasize work-life balance, cultivating a sustainable culture, and inciting good activity changes in response to the environmental issues of the day (Iddagoda, et al., 2021). Work-life balance may increase employee retention, according to this study, which is a significant discovery in the context of human resource management. Different results from Permana et al. (2022), however, demonstrate that the perception of work-life balance does not have an important correlation with employee motivation, demonstrating that the relationship between work-life balance and employee motivation is a complex one (Permana, et al., 2022).

## 5. Conclusion and Implications

### 5.1 Conclusion

Based on the analysis and discussion in the previous section, the following conclusions can be drawn:

1. Green Company Policy has significant influence on Employee Retention in PT XYZ (Mining Industry) at Nusa Tenggara Barat (NTB), Indonesia.
2. Green Training & Development has significant influence on Employee Retention in PT XYZ (Mining Industry) at Nusa Tenggara Barat (NTB), Indonesia.
3. Green Work-life Balance has significant influence on Employee Retention in PT XYZ (Mining Industry) at Nusa Tenggara Barat (NTB), Indonesia.

### 5.2 Implications

The research findings have several theoretical implications that contribute to the existing literature on organizational behavior, human resource management, and environmental sustainability. The significant influence of Green Company Policy on Employee Retention aligns with social exchange theory, suggesting that employees perceive the environmental policies as a form of organizational support. In return, they reciprocate by demonstrating loyalty and commitment to the company. The significant impact of Green Training & Development on Employee Retention is consistent with theories emphasizing the role of training in enhancing employee skills, satisfaction, and commitment. In this case, training programs focused

on environmental practices contribute to the overall employee experience and retention. The study aligns with the principles of GHRM, emphasizing that incorporating green practices into HRM functions, such as training and work-life balance initiatives, positively influences employee behavior and organizational outcomes. In addition, the significant influence of Green Work-life Balance on Employee Retention suggests that promoting a balance between ecological considerations and personal lives creates a positive boundary between work and personal life. This aligns with boundary theory, emphasizing the importance of maintaining distinct yet interconnected domains for well-being.

The practical implications of the research findings for PT XYZ, a mining company in Nusa Tenggara Barat, Indonesia, are substantial and can guide strategic decisions for enhancing employee retention and fostering a sustainable work environment. PT XYZ should actively strengthen and communicate its environmental policies to employees, emphasizing the company's commitment to sustainability and ecological responsibility. Given the significant influence of Green Company Policy on Employee Retention, a clear and robust set of environmental guidelines can act as a motivating factor for employees to stay with the company for the long term. On the other hand, PT XYZ should invest in tailored training and development programs that focus on environmental practices and sustainability. By enhancing employees' knowledge and skills related to green practices, the company can foster a workforce that is not only environmentally conscious but also more loyal. PT XYZ should actively promote initiatives that balance ecological considerations with employees' personal lives, such as flexible work arrangements and eco-friendly workplace practices. This approach can enhance employees' overall well-being and job satisfaction, positively impacting their commitment to the company.

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