

IS GREEN ORGANIZATIONAL IDENTITY RELATED TO SUSTAINABILITY PERFORMANCE? A SCOPING REVIEW

Agung DINARJITO¹, Nurmalia AHMAR²

^{1,2}Doctoral Program in Economics, University of Pancasila, Jakarta, Indonesia

Corresponding author: Agung Dinarjito

E-mail: agungdije@gmail.com

Volume: 4

Number: 2

Page: 463 - 476

Article History:

Received: 2023-01-06

Revised: 2023-02-18

Accepted: 2023-03-17

Abstract:

Green Organizational Identity (GOI) needs to be implemented by companies to achieve sustainable corporate performance. As one of the intangible assets that can provide positive value to the company, GOI is believed to be able to improve its Sustainability Performance (SP). This research is qualitative research using scoping review to answer the research objectives. This study aims to identify the relationship between GOI and SP. The study results show that no research has thoroughly discussed the relationship between GOI and SP. Existing research still partially discusses part of SP. GOI influences environmental performance and its related derivative variables. This study theoretically contributes that GOI has a major influence on sustainable company performance, both directly and indirectly.

Keywords: Green organizational Identity, Sustainability Performance, Scoping review

Cite this as: DINARJITO, A., & AHMAR, N. (2023). "Is Green Organizational Identity Related to Sustainability Performance? A Scoping Review." *International Journal of Environmental, Sustainability, and Social Sciences*, 4 (2), 463 - 476.



INTRODUCTION

The Indonesian government has committed to realizing net zero emissions in 2060. Therefore, government policies and regulations must be made to ensure that economic actors can also commit to implementing them. Research related to sustainability is currently growing as a result of climate change issues.

Environmental, Social, and Governance (ESG), a hot issue related to the G-20 presidency, has shown the importance of environmental, social and governance factors besides profit. Therefore, the company must contribute to sustainable performance by prioritizing these factors. To achieve sustainable performance, one of the factors is the realization of GOI for each company.

Based on social identity theory, Ashforth & Mael (1989) identify that GOI has a significant influence to influence employees to work and carry out activities in accordance with company goals. In addition, GOI will make companies instill a unitary identity by helping protect the environment. If the company is already environmentally oriented, then the company will make it a company goal, and the result is that the activities and products produced will be environmentally oriented (Chang & Hung, 2021). GOIs that impact employees will also encourage the creation of environmentally friendly innovations (Yousaf et al., 2022). Based on the explanation above, GOI has a major influence on achieving sustainability performance (SP) for companies.

Little is known about previous studies related to the relationship between GOI and SP. It can be seen from the search results in several databases, as shown in Figure 1, from 2011 to 2022 from Google Scholar. There were only 17 articles, but not all were directly related between GOI and SP. However, there are few studies discussing GOI or SP. Therefore, the authors are interested in conducting a literature review related to the relationship between GOI and SP to see whether GOI is able to influence or have a relationship with SP. To examine this, the authors use the scoping review approach. After preparing the introduction, the next section will discuss the theoretical basis,

research methods, results and discussion, and conclusions. Based on the description above, the authors chose the study's title, "Is Green Organizational Identity Related to Sustainability Performance? A Scoping Review".

METHODS

Scoping review is used to answer research objectives. In analyzing the relationship between GOI and SP, scoping review is expected to be able to answer in detail related to previous studies that discuss GOI and SP. Scoping review is an effective methodology for assessing progress made in the research domain based on further studies developed by Debrah et al. (2022). To carry out this research, a set of guidelines has been established as in table 1 following the research. The guideline contains the scope of research, data sources, and information collected from the research being reviewed. The research scope determines the review's duration, language and access. Data was collected from various sources, Proquest, Science Direct, Emerald Insight, Taylor Francis, Google Scholar and Cambridge University Press. Information collected from studies includes title, author, year of publication, keywords, country/region of publication, study objectives, methodology, results, and recommendations for further study. After determining the scope of the research, sources of data and Information to be collected, this study used a five-step scoping review process (Ballard & Montgomery, 2017; Debrah et al., 2022; Dinarjito, 2022), namely (1) inclusion and exclusion criteria, (2) a systematic search strategy, (3) study selection, (4) data extraction, and (5) data synthesis. Figure 1 shows the scoping review process, the details of which will be discussed next.

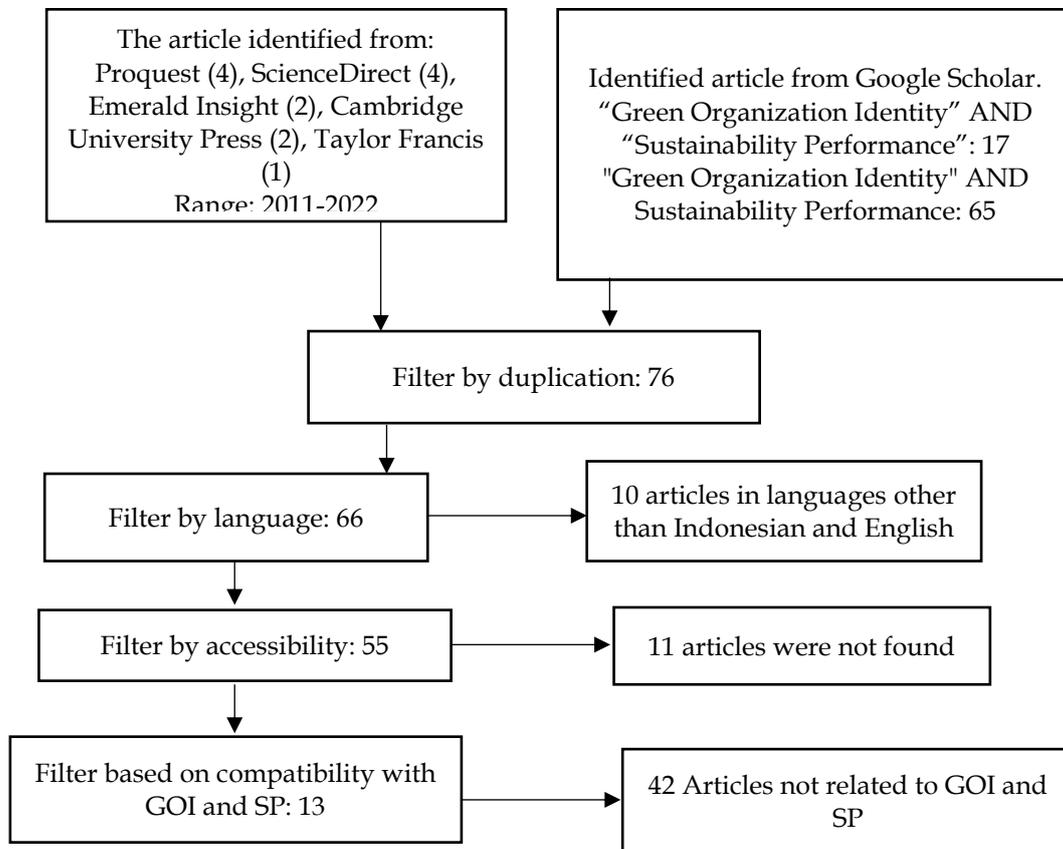
Table 1. Scoping Review Guidelines

Scope	Data source	Information used
Review duration 2 months	<u>Electronic Data Base:</u>	Titles, authors, publication years
Access to full test articles	Proquest	Keywords
English and Indonesian	Science Direct	Publication countries/regions
Year of publication 2011-2022	Emerald Insights	Methodologies
Research articles	Cambridge University Press	Results
	Taylor Francis	Limitations and Future Research
	Google Scholar	
	<u>Publishers:</u>	
	mdpi.com	
	Elsevier	
	igi-global.com	
	so04.tci-thaijo.org	
	Taylor & Francis	
	Cambridge University Press	
	PKN STAN	
	Original research	
	Hindawi	
	Business Perspective	

Source: Processed by Author, 2023

RESULT AND DISCUSSION

Scoping Review Process. Figure 1 illustrates the process of scoping review process. This process is done by setting criteria, creating a systematic search strategy by determining the database used, determining the keywords used, selecting articles, extracting data, and analyzing data.



Source: Data Processed 2022

Figure 1. Article Selection Process

Literature Search Results. A literature search to answer research objectives is carried out by entering keywords as shown in table 2 in the journal database and publishing or perish applications. Searches were made on keywords to broaden the scope of articles, and the last literature search was carried out on December 15, 2022.

Table 2. Keywords Used

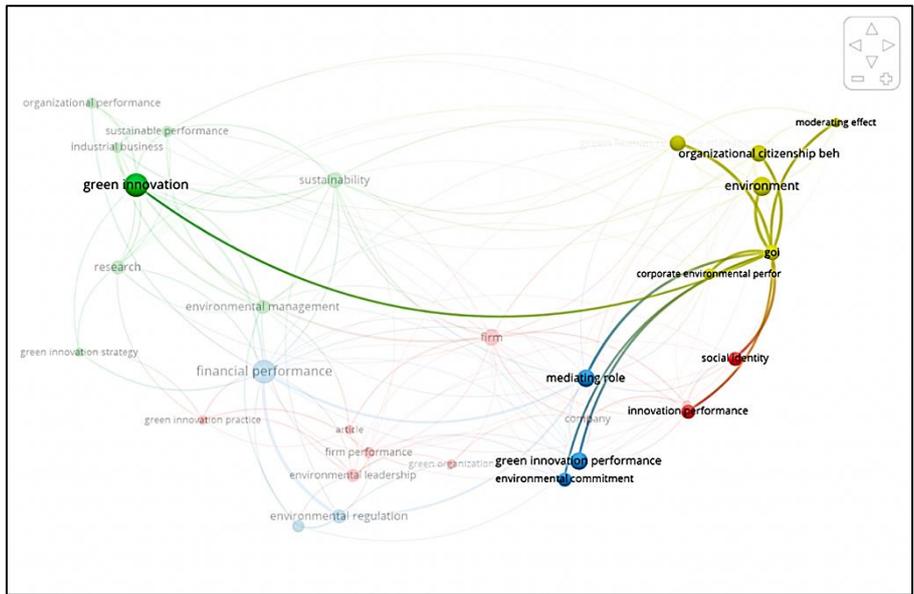
No	Keywords	Database	Number of Articles	Used	Not Related	Not gain access	Language besides English and Indonesian	Double
1	"Green Organization Identity" and "Sustainability Performance"	Proquest	4		0	4		
		Science Direct	4		0	3		
		Emerald Insight	2		0	1	1	
		Cambridge University Press	2		0	2	1	
		Taylor Francis	1		1	0		
		Google Scholar	17		0	4	5	6
2	"Green Organization Identity" and	Google Scholar	65		12	28	4	13

"Sustainability Performance"					
Total	95	13	42	11	9

Source: Data Processed by Author, 2022

After a screening process to remove literature that did not comply with the guidelines, 13 works of literature were identified for scoping review (Figure 1). This small sample size can be attributed to the fact that research on the relationship between GOI and SP is still relatively small, as shown in Figure 2, Figure 3, and Figure 4.

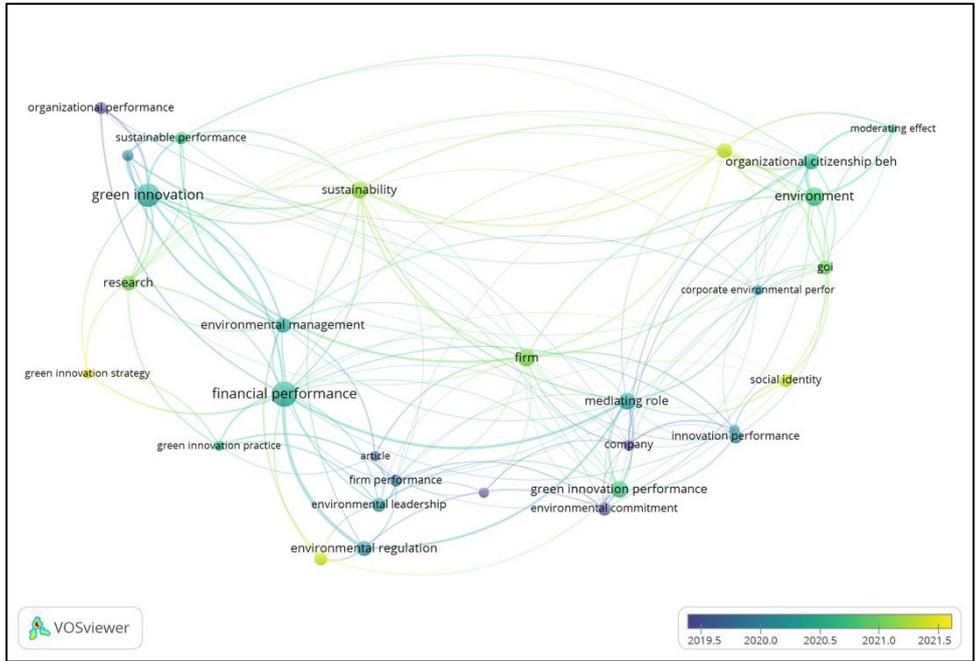
Based on Figure 2, the variables or keywords related to GOI are moderating effect, citizenship behavior, corporate environmental performance, social Identity, innovation performance, green innovation performance, environmental commitment, and green innovation. There is no relationship between GOI and SP as a whole, only environmental performance that has been researched.



Source: Data Processed 2022

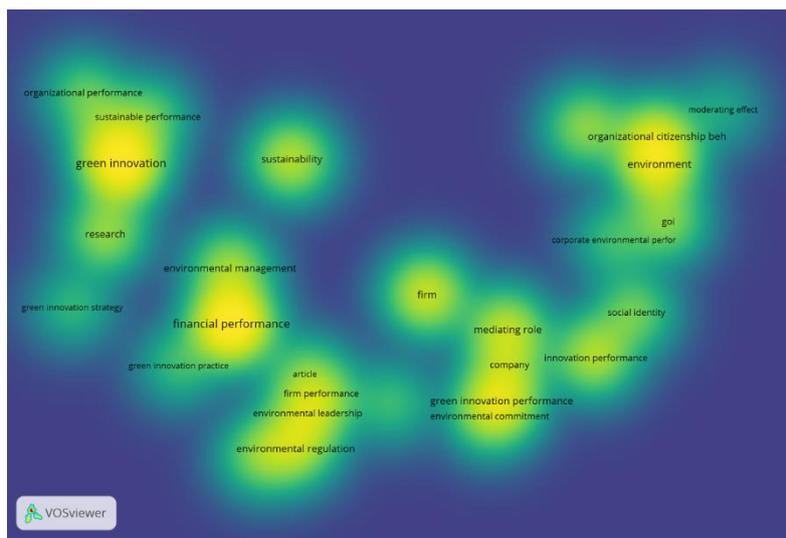
Figure 2. Network Visualization

In Figure 3, research related to GOI and SP from 2011 to 2022 is still small. From the results of the Vos Viewer, research related to this topic only appeared in 2019. The GOI itself appears in a yellowish-green color starting in 2021. Meanwhile, environmental performance and financial performance have appeared since 2019.



Source: Data Processed 2022
Figure 3. Overlay Visualization

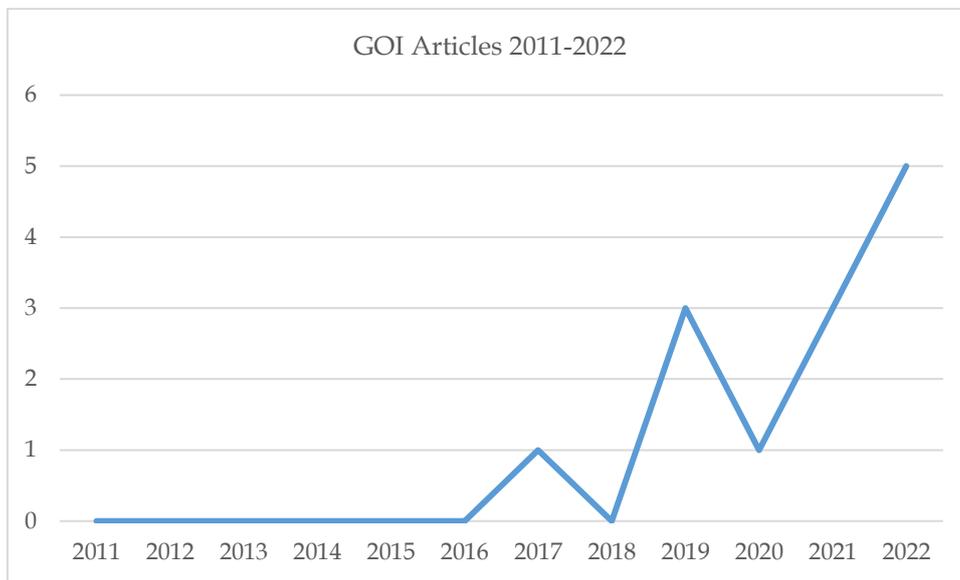
In Figure 4, it can be seen that the topic of GOI needs to be researched more. It can be seen from the colors that still tend to fade. Then, for financial performance, environmental performance, and green innovation, quite a lot of research has been carried out in yellow. Sustainability performance with a faded yellow color shows that research on this matter is still tiny. It will provide an opportunity to research these topics.



Source: Data Processed 2022
Figure 4. Density Visualization

General Characteristics. Figure 5 shows that little research has been related to the relationship between GOI and SP from 2011 to 2022. Of the 95 articles filtered at the beginning, only 13 were selected to discuss the relationship between GOI and SP. From the year of publication of the selected

articles, research on the relationship between GOI and SP only started in 2017 and increased in the following years.



Source: Data Processed 2022

Figure 5. Articles 2011-2022

Most research related to the relationship between GOI and SP from the results of selected articles was carried out in 2022 with 5 publications. In 2011-2016 and 2018, there was no research on the relationship between GOI and SP. Of the selected articles, there was only 1 article that was not from Scopus-indexed journals, while 12 others were published in Scopus Q1 and Q2-indexed journals. It indicates that the selected articles have quality and credibility.

Table 3. Journal Accreditation

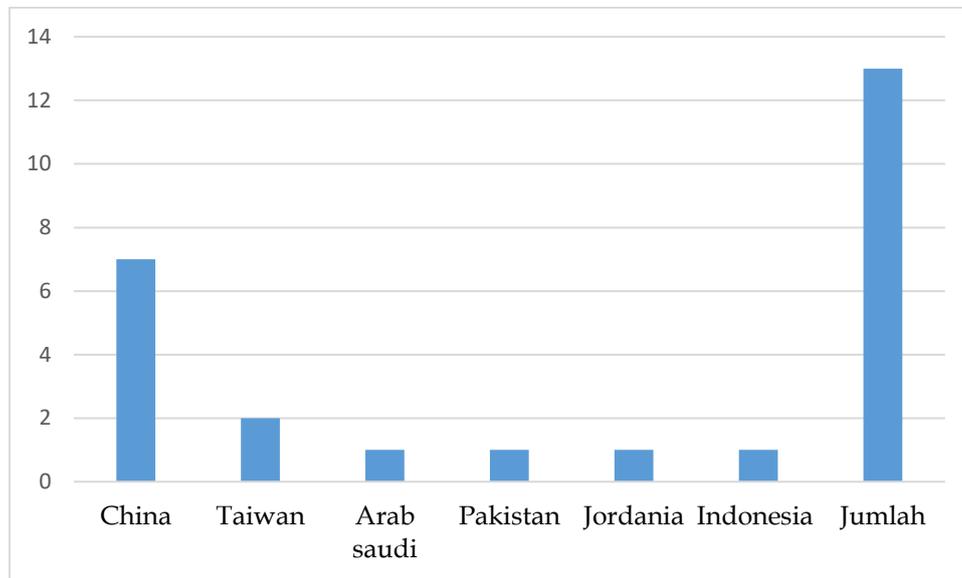
No	Title	Year	Journals	Journal Ranking
1	Enhancing Organizational Citizenship Behaviors for the Environment: Integrating Social Identity and Social Exchange Perspectives	2022	Psychology Research and Behavior Management	Q2
2	Effect of green organizational Identity, green shared vision, and organizational citizenship behavior for the environment on green product development performance	2019	Sustainability	Q1
3	The Relationship between Green Organization Identity and Corporate Environmental Performance: The Mediating Role of Sustainability Exploration and Exploitation Innovation	2019	International journal of environmental research and public health	Q1

4	The Influence of Green Human Resource Management on Employee Green Behavior – A Study on the Mediating Effect of Environmental Belief and Green Organizational Identity	2021	Sustainability	Q1
5	How to Shape the Employees' Organization Sustainable Green Knowledge Sharing: Cross-Level Effect of Green Organizational Identity Effect on Green Management Behavior and Performance of Members	2021	Sustainability	Q1
6	Green human resource management, green organization identity and organizational citizenship behavior for the environment: the moderating effect of environmental values	2020	Chinese Management Studies	Q2
7	The Effect of Green Intellectual Capital and Organizational Environmental Management on Green Organizational Identity and Its Impact on Green Competitive Advantage	2017	Substance: Sources of Auditing Accounting Articles	Sinta 4
8	Mediating Role of Environmental Commitment between Green Organizational Identity and Green Innovation Performance	2019	Pakistan Journal of Commerce and Social Sciences	Q3
9	Influence of Environmentally Specific Transformational Leadership on Employees' Green Innovation Behavior – A Moderated Mediation Model	2022	Sustainability	Q1
10	How Environmental Leadership Boosts Employees' Green Innovation Behavior? A Moderated Mediation Model.	2021	Frontier in Psychology	Q1
11	The Impact of Green Organizational Identity on Green Competitive Advantage: The Role of Green Ambidexterity Innovation and Organizational Flexibility	2022	Mathematical Problems in Engineering	Q2
12	How Do Firms Achieve Green Innovation? Investigating the Influential Factors among the Energy Sector	2022	Energies	Q1
13	“The impact of green organizational identity on green innovation at Jordanian food and beverage companies”	2022	Problems and Perspectives in Management	Q2

Source: Data Processed 2022

According to Figure 6, from the selected articles, most of the research was conducted in China, with 7 studies, followed by Taiwan with 2 studies. Saudi Arabia, Pakistan, Jordan and Indonesia only produced 1 study on the relationship between GOI and SP. It indicates that research related to

the relationship between GOI and SP is still rarely carried out, including in Indonesia, which has only been conducted for the first time.



Source: Data Processed 2022

Figure 6. Research Object Countries

Methodological Characteristics. Tables 4 and 5 show the characteristics of the studies reviewed in terms of data collection methods and data analysis methods. Of the 13 articles selected, all of them are quantitative research. Based on table 4, the data collection methods used in the selected articles all use a questionnaire. However, 3 articles used a combination method, namely, 2 papers using a combination of interviews and questionnaires and 1 paper using a combination of interviews, questionnaires and documentation.

Table 4. Data Collection Methods

Data Collection Method	Amount
Questionnaire	10
Interview and Questionnaire	2
Interview, Questionnaire, Documentation	1

Source: Data Processed 2022

From the articles obtained, there are 5 analysis tools used, namely SEM, SEM and SEM and hierarchical regression based on Hayes' Process, Descriptive analysis and multiple linear regression, Descriptive analysis and correlation analysis, and Multiplier regression. SEM was used for 8 articles; 7 articles were analyzed using SEM, and 1 article was a combination of SEM and hierarchical regression.

Based on selected articles, research in 2021-2022 tends to use more than one data analysis method, either SEM with correlation or SEM with other methods. Existing methods are appropriate to use to see the relationship or influence of GOI on SO.

Table 5. Data Analysis Method

Method	Quantitative
SEM	7
SEM and hierarchical regression based on Hayes' Process	1

Descriptive analysis and multiple linear regression	2
Descriptive analysis and correlation analysis	2
Multiplier regression	1

Source: Data Processed 2022

GOI and SP relationship. Chang et al. (2019) conducted research to examine GOI's effect on OCBC and GPDP. The result is that GOI has a positive influence on organizational citizenship behavior for the environment (OCBC) and green product development performance (GPDP). Based on social identity theory (Ashforth & Mael, 1989) which states that with a high GOI, employees will be psychologically connected to the organization and more focused on achieving environmental goals. Environmental goals are one part of SP. In addition, with a positive impact on employees in the company to behave and work based on the environment, it will increase GDP. The development of green products will further develop with the internalization of GOI and OCBC.

Zhu et al. (2021) concluded that GOI influences Task Related Green Behavior (TGB). GOI provides context for its employees to explain green behavior in the workplace and gives employees deep meaning (Blader et al., 2017). According to social identity theory, when individuals identify strongly with their group, they will consciously adhere to group norms and display positive behavior in favor of the organization (Lee et al., 2015). First, as employees identify more and more with the organization, the organization's values, concepts, and practices will be perceived as more unique, distinct, and positive. Second, when employees have a strong sense of belonging and dependence on their organization, they respond positively to the company's management (Paillé et al., 2014). Third, GOI makes employees willing to take the organization's interests as their own code of ethics and actively protect and fight for those interests. Therefore, when employees have a high level of GOI, they have positive feelings towards the environmental values of the organization and look forward to seeking more environmental benefits for the organization to perform the tasks they need to complete their work in a more environmentally friendly manner. Thus, GOI will influence the environmental performance of companies that are part of SP. This research is also supported by Zhu et al. (2021), who examine the effect of Green Human Resource Management (GHRM) on TGB with GOI as a mediator. The result is that GHRM affects TGB through GOI, whereas GOI has a direct influence on TGB.

Chang & Hung (2021) conducted research, one of which was to examine the effect of GOI on GKS (Green Knowledge Sharing) and Green Product Psychological Ownership (GPPO). The result of his research is that GOI can help increase GKS between members of the organization, intensify the degree of GPPO, and consequently increase the sustainable goals of the company's Green Product Development Performance (GPDP) which is part of SP. According to Maxfield (2008), humans and the environment will constantly interact and should be in mutually beneficial conditions. Ashforth & Mael (1989) identified that GOI has a significant influence on the effectiveness of the company's employees in directing the company's goals. Therefore, GOI will help company employees understand how they work and do their activities while protecting the environment and strengthening the company's ability to be environmentally oriented. Suppose the company is already oriented to the environment. In that case, the company will make it a company goal, and the results of the activities and products produced will be environmentally oriented (Chang & Hung, 2021).

Liu et al. (2020) conducted research in which one of the objectives is to examine the relationship between GOI and organizational citizenship behavior for the environment (OCBE). The results of this study are that GOI has a significant positive effect on OCBE. This finding is based on social identity theory (Ashforth & Mael, 1989) which states that with a high GOI, employees will be psychologically connected to the organization and more focused on achieving environmental goals.

Environmental goals are one part of SP. These findings support the research of Chang & Hung (2021). The results of this study were also supported by He et al. (2022) to look at the relationship between perceived organizational support toward the environment (POSE) on OCBE with GOI as a mediator. The result is that GOI has a positive relationship with OCBE, and OCBC has a positive relationship with POSE through GOI.

Mushtaq et al. (2019) conducted tests on the effect of GOI on EC (Environmental Commitment) and GIP (Green Innovation Performance). This research concludes that there is a positive direct relationship between green organizational Identity and green innovation performance. It is also concluded that GOI has a positive impact on the commitment to the environment. As in social identity theory, GOI will give employees a sense of belonging to the company to perform environmentally friendly. The result is environmental commitment and positive green innovation performance. This research is supported by research (Zhu et al., 2022a).

Xu et al. (2022) examine the effect of GOI on GIB (Green Innovation Behavior). The results of the research above show that GOI has a positive influence on GIB. GOI can stimulate employees to comprehensively improve the quality of green products and promote the efficiency of coordinated environmental development. Cognition and positive participation of employees in environmental issues through integrating and utilizing new knowledge and new ideas can be significantly enhanced (Song & Yu, 2018). This study produces the same conclusions as the research (Zhu et al., 2022a).

Yousaf et al. (2022) in their research, one of the goals was to examine the effect of Green Innovation Strategies (GIS) on Green Innovation (GI) through GOI as a mediator. The results of this study show that GOI mediates GIS to GI, and the relationship between GOI and GI is significantly positive. It shows that GOI has a positive influence on GI. These results are the same as the research (Mushtaq, Zubair, et al., 2019).

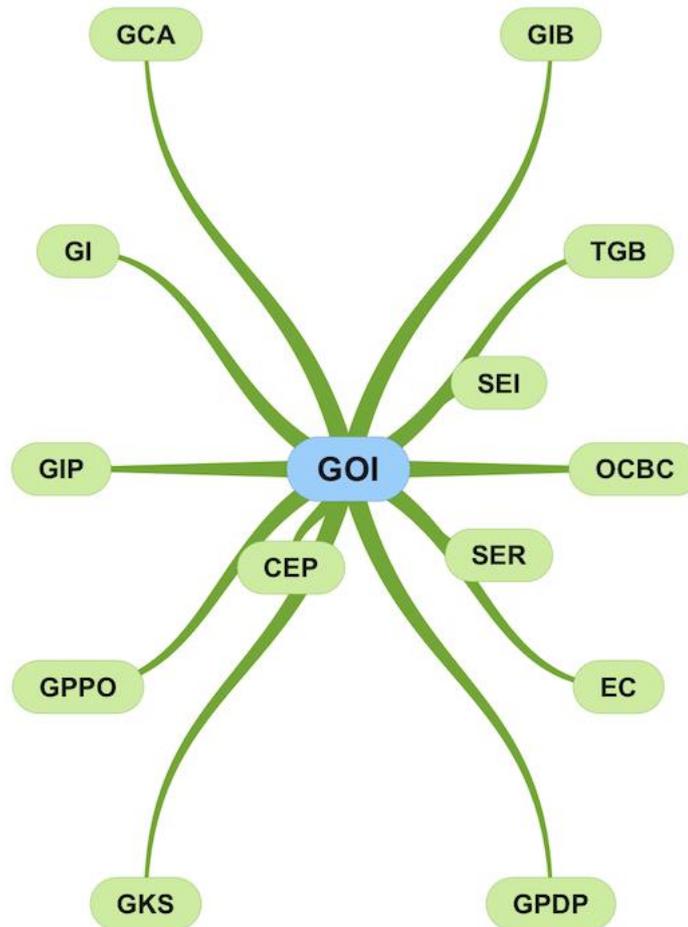
Research on the relationship between GOI and GI was also carried out by Al-Zu'bi & Albloush (2022), examining the impact of GOI on GI. The result is that there is a positive effect of GOI on GI. An increase in GOI leads to an increase in customer loyalty and a positive perception of an organization because of achieving a GI, which improves the image and motivation of organizational members to work with an organization and commit to protecting the environment. It will later affect SP performance from an environmental, social, and financial standpoint.

Chen et al. (2022) examine the effect of GOI on the Green Competitive Advantage (GCA). The result is a significant positive correlation between GOI and GCA. Companies must increase their knowledge, technology, and environmentally friendly capabilities to achieve GCA. Ultimately, GOIs can influence green ambidexterity innovation. These findings suggest that GOI can help companies increase awareness of their green products, thereby promoting green innovation. Ambidexterity is defined as the ability to exploit all current potentials and resources while simultaneously exploring and adapting for the benefit of the future (Setiawan, 2020). This understanding is the same as the meaning of sustainability.

Xing et al. (2019) researched the relationship between GOI and corporate environmental performance (CEP) with Sustainability exploration innovation (SER) and sustainability exploitation innovation (SEI) as mediating variables. The result is that GOI affects SER, thereby increasing CEP, and GOI affects SEI, thereby increasing CEP. Furthermore, Firmansyah (2017) research concludes that GOI does not affect green competitive advantage. Even though it is not directly related to SP, green competitive advantage is one of the requirements for achieving SP for companies.

GOI relationship with SP. In relation to SP, no research has examined the relationship or influence of GOI on SP as a whole, such as the theory of TBL, social performance, financial performance, and environmental performance. Existing studies have only tested subsets of SP.

Detailed research related to the relationship between GOI and SP can be seen in Figure 7. From Figure 7, it can be concluded that GOI has a relationship with various variables to support corporate sustainability. It ensures that GOI becomes an important factor or asset to drive the company to achieve sustainable goals.



Source: Data Processed 2022

Figure 7. Relationship between GOI and SP

With Information is as follows. GOI (Green Organizational Identity); GIB (Green Innovation Behavior); TGB (Task Related Green Behavior); SEI (Sustainability Exploitation Innovation); OCBC (organizational citizenship behavior for the environment); SER (Sustainability Exploration Innovation); EC (Environmental Commitment); GPDP (Green Product Development Performance); CEP (Corporate Environmental Performance); GKS (Green Knowledge Sharing); GPPO (Green Product Psychological Ownership); GIP (Green Innovation Performance); and GI (Green Innovation); GCA (Green Competitive Advantage).

Limitations and Recommendations for Further Research. From the various articles mentioned above, some limitations that can be conveyed regarding research on the relationship between GOI and SP include research still using data that is at one point in time (Liu & Qi, 2022; Zhu et al., 2022); Xu et al., 2022), only focusing on certain industrial sectors (Al-Zu'bi & Albloush,

2022; Xu et al., 2021; Mushtaq, Zubair, et al., 2019), still using limited variables (Xing et al., 2019; Zhu et al., 2021); limitations of research models and approaches (Zhu et al., 2021; Zhu et al., 2022; Yousaf et al., 2022; Al-Zu'bi & Albloush, 2022), and sample limitations (Xu et al., 2021; Firmansyah, 2017).

Apart from disclosing limitations, the article also provides recommendations for further research, including using data from various industrial sectors (Liu & Qi, 2022; Chen et al., 2022), using cross-country research objects (Chang & Hung, 2021; Al-Zu'bi & Albloush, 2022); adding other variables related to GOI (Chang et al., 2019; (Xing et al., 2019; Liu et al., 2020) and using other approaches or methods (Mushtaq, Zubair, et al., 2019); Yousaf et al., 2022; Zu'bi & Albloush, 2022).

CONCLUSION

Based on the discussion above, research related to the relationship or influence of GOI on SP is not fully available. Existing research is still testing GOI's relationship or influence on SP's part, namely environmental performance. This research contributes to research on GOI so that further research can be carried out to examine the relationship or effect of GOI on SP as a whole. This research also proves that, in practice, GOI will influence a company's success on an ongoing basis.

This research still has many limitations, such as the literature database and the types of literature used are still limited, the use of keywords still needs to be more diverse, and the period of time the literature used is still limited. Future research can use databases that have not been covered in this study, use various keywords, use various types of literature, and extend the literature publication time.

REFERENCES

- Al-Zu'bi, H., & Albloush, A. (2022). The impact of green organizational Identity on green innovation at Jordanian food and beverage companies. *Problems and Perspectives in Management*, 20(2), 302–310. [https://doi.org/10.21511/ppm.20\(2\).2022.25](https://doi.org/10.21511/ppm.20(2).2022.25)
- Ashforth, B. E., & Mael, F. (1989). Social Identity Theory and the Organization. *The Academy of Management Review*, 14(1), 20. <https://doi.org/10.2307/258189>
- Ballard, M., & Montgomery, P. (2017). Risk of bias in overviews of reviews: a scoping review of methodological guidance and four-item checklist. *Research Synthesis Methods*, 8(1), 92–108. <https://doi.org/10.1002/jrsm.1229>
- Blader, S. L., Patil, S., & Packer, D. J. (2017). Organizational identification and workplace behavior: More than meets the eye. *Research in Organizational Behavior*, 37, 19–34. <https://doi.org/10.1016/j.riob.2017.09.001>
- Chang, T. W., Chen, F. F., Luan, H. D., & Chen, Y. S. (2019). Effect of green organizational Identity, green shared vision, and organizational citizenship behavior for the environment on green product development performance. *Sustainability*. <https://www.mdpi.com/401172>
- Chang, T. W., & Hung, C. Z. (2021). How to Shape the Employees' organization sustainable green knowledge sharing: Cross-level effect of green organizational identity effect on green management behavior and performance of Members. *Sustainability*. <https://www.mdpi.com/956478>
- Chen, Y., Gao, L., & Zhang, Y. (2022). The Impact of Green Organizational Identity on Green Competitive Advantage: The Role of Green Ambidexterity Innovation and Organizational Flexibility. *Mathematical Problems in Engineering*, 2022, 1–18. <https://doi.org/10.1155/2022/4305900>
- Debrah, C., Chan, A. P. C., & Darko, A. (2022). Green finance gap in green buildings: A scoping review and future research needs. *Building and Environment*, 207, 108443. <https://doi.org/10.1016/j.buildenv.2021.108443>

- Dinarjito, A. (2022). SCL Sebagai Sarana Memanen Kreativitas Siswa Di Bidang Akuntansi. *Jurnal Pajak Dan Keuangan Negara (PKN)*, 4(1S), 253–265. <https://doi.org/10.31092/jpkn.v4i1S.1912>
- Firmansyah, A. (2017). Pengaruh green intellectual capital dan manajemen lingkungan organisasi terhadap green organizational identity dan dampaknya terhadap green competitive Advantage. *Substansi: Sumber Artikel Akuntansi Auditing dan Keuangan Vokasi*. <https://jurnal.pknstan.ac.id/index.php/SUBS/article/view/215>
- He, F., Qin, S., Liu, Y., & Wu, J. (George). (2022). CSR and idiosyncratic risk: Evidence from ESG information disclosure. *Finance Research Letters*, 49, 102936. <https://doi.org/10.1016/j.frl.2022.102936>
- Lee, E.-S., Park, T.-Y., & Koo, B. (2015). Identifying organizational identification as a basis for attitudes and behaviors: A meta-analytic review. *Psychological Bulletin*, 141(5), 1049–1080. <https://doi.org/10.1037/bul0000012>
- Liu, F., & Qi, M. (2022). Enhancing Organizational Citizenship Behaviors for the Environment: Integrating Social Identity and Social Exchange Perspectives. *Psychology Research and Behavior Management*. <https://doi.org/10.2147/PRBM.S370500>
- Liu, Z., Mei, S., & Guo, Y. (2020). Green human resource management, green organization identity and organizational citizenship behavior for the environment: the moderating effect of environmental values. *Chinese Management Studies*. <https://doi.org/10.1108/CMS-10-2019-0366>
- Maxfield, S. (2008). Reconciling Corporate Citizenship and Competitive Strategy: Insights from Economic Theory. *Journal of Business Ethics*, 80(2), 367–377. <https://doi.org/10.1007/s10551-007-9425-1>
- Mushtaq, S., Zubair, S. S., Khan, M. A., & Khurram, S. (2019). Mediating Role of Environmental Commitment between Green Organizational Identity and Green Innovation Performance. *Pakistan Journal of Commerce and Social Sciences*, 13(2), 385–408. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3421310
- Paillé, P., Chen, Y., Boiral, O., & Jin, J. (2014). The Impact of Human Resource Management on Environmental Performance: An Employee-Level Study. *Journal of Business Ethics*, 121(3), 451–466. <https://doi.org/10.1007/s10551-013-1732-0>
- Setiawan. (2020, February 25). 'Organizational Ambidexterity' dan Kefasihan Masa Depan: Implikasi Sumber Daya Manusia. SWA Online.
- Song, W., & Yu, H. (2018). Green Innovation Strategy and Green Innovation: The Roles of Green Creativity and Green Organizational Identity. *Corporate Social Responsibility and Environmental Management*, 25(2), 135–150. <https://doi.org/10.1002/csr.1445>
- Xing, X., Wang, J., & Tou, L. (2019). The relationship between green organization identity and corporate environmental performance: The mediating role of sustainability exploration and exploitation Innovation. *International Journal of Environmental Research Public Health*, 16(6), 921. <https://www.mdpi.com/427766>
- Xu, B., Gao, X., Cai, W., & Jiang, L. (2022). How Environmental Leadership Boosts Employees' Green Innovation Behavior? A Moderated Mediation Model. *Frontiers in Psychology*, 12. <https://doi.org/10.3389/fpsyg.2021.689671>
- Xu, Y., Yeh, C.-H., Liu, C., Ramzan, S., & Zhang, L. (2021). Evaluating and managing interactive barriers for sustainable e-waste management in China. *Journal of the Operational Research Society*, 72(9), 2018–2031. <https://doi.org/10.1080/01605682.2020.1759381>
- Yousaf, Z., Radulescu, M., Sinisi, C., Nassani, A. A., & Haffar, M. (2022). How Do Firms Achieve Green Innovation? Investigating the Influential Factors among the Energy Sector. *Energies*. <https://www.mdpi.com/1568292>

Zhu, J., Tang, W., Wang, H., & Chen, Y. (2021). The influence of green human resource management on employee green behavior—a study on the mediating effect of environmental belief and green organizational Identity. *Sustainability*, 13(8). <https://www.mdpi.com/1078362>

Zhu, J., Tang, W., Zhang, B., & Wang, H. (2022). Influence of Environmentally Specific Transformational Leadership on Employees’ Green Innovation Behavior – A Moderated Mediation Model. *Sustainability*. <https://www.mdpi.com/2071-1050/14/3/1828>