Universal Journal of Management 10(5): 81-94, 2022 http://www.hrpub.org
DOI: 10.13189/ujm.2022.100501

Corporate Governance and Sustainable Development in Africa: Green Human Resource Management Approach

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Received September 18, 2022; Revised October 26, 2022; Accepted November 22, 2022

Cite This Paper in the Following Citation Styles

(a): *[1] Hannah Orwa Bula, Felistus Hilda Makhamara , "Corporate Governance and Sustainable Development in Africa: Green Human Resource Management Approach," Universal Journal of Management, Vol. 10, No. 5, pp. 81 - 94, 2022. DOI: 10.13189/ujm.2022.100501.*

(b): *Hannah Orwa Bula, Felistus Hilda Makhamara (2022). Corporate Governance and Sustainable Development in Africa: Green Human Resource Management Approach. Universal Journal of Management, 10(5), 81 - 94. DOI: 10.13189/ujm.2022.100501.*

Abstract This paper is based on corporate governance and sustainability with a special focus on strategic and green human resource management and sustainability. The paper goes step by step to bring out the historical perspectives of corporate governance and sustainable development in Africa as well as the introduction of corporate governance and its relevance to sustainable development. Various corporate governance dimensions are well articulated to bring out how each dimension contributes to sustainable development. The study also discusses the highlights of strategic human resource management and how it connects to green human resource management in order to increase sustainability. Some anchoring theories to underpin the various topical issues have also been presented and towards the end tail, the role of women in board membership as an integral part of corporate governance is captured. It might be very difficult to have sustainable development without the full participation of women. This paper took the approach of a desk review of studies done on corporate governance and green human resource management for purposes of bringing out the sustainability component. The paper illustrates various dimensions of governance that can enhance sustainability through inclusivity, particularly of women in corporate board membership as well as public sector boards so that women can be part of strategic decision making. It further explores the use of legal rights and human rights as well as technology and innovation that can be leveraged to inculcate green human resource management practices with a view to capturing development for posterity which is critical for growth and advancement in economies in Africa.

Keywords Corporate Governance, Sustainable Development, Green Human Resource Management, Africa

1. Introduction

Corporate governance can be defined as a systematic and continuous process of instituting systems, organization practices and measures through laid down structures and procedures in terms of written and documented rules and regulations as well as implied but entrenched in the culture of people in the organization. Corporate governance incorporates systems that enhance particular norms geared towards attaining transparency, accountability, integrity and effective leadership practices and exerting power and patronage though a formal relationship in an organization. Okeahalam C. and Oludele A. A. [1] demonstrate that Corporate Governance reflects the power of a corporation in terms of exercising stewardship of the assets, stocks and resources aimed at maintaining and enhancing shareholder return on investment. Corporate governance communicates shareholders' value and wealth, but at the same time minding other stakeholders' interest such as employees, customers, suppliers and investors' in the company to attain sustainable development.

Good corporate governance strives to instill the following attributes: 1. Efficiency and effectiveness in the attainment of the goals of and organization. 2. Sustainability of corporations by contributing to the welfare of society through wealth creation. 3. Responsiveness to emerging challenges. 4. Accountability, Integrity and transparency. 5. Recognition and protection of stakeholder rights. 6. Justice and democracy, fairness in representation and involvement of all in matters that affect all stakeholders in an organization. Corporate governance has a close relationship with leadership. It is worth noting that Leadership is an important area in management that occupies a central position in our everyday life [2].

Sustainable development is the process of fulfilling the current as well as the future needs of a society by promoting economic development with no carbon emissions and having the environmental concern to ensure that resources are not depleted. Africa has huge potential to inform of physical, natural as well as human resources. Africa has some of the best land for agriculture, rich tourism heritage and rich culture, yet most countries in Africa have been struggling to sustain their economic development. The Sustainable Development Goals (SDGs), established at the 2012 United Nations Conference on Sustainable Development in Rio de Janeiro, have made it possible to link corporate governance issues to sustainable development issues. The SDGs were meant to fix the global challenges of sustainable development that may be orchestrated by economic, political, and environmental issues; reiterating that the SDGs were intended to carry on the work of the Millennium Development Goals (MDGs), which aimed to end global poverty by the year 2015, is important. The sustainable development goals are clustered into three distinct trenches which are political, economic and environmental. Corporate governance falls within the three clusters in terms of leadership and management which have issues to deal with the systems and structure of how relationships are handled in an organization and how resources are distributed and shared for corporate effectiveness and efficiency.

The way human resources are managed is very critical in enhancing good corporate governance since human resources make things happen in an organization. Applying strategic human resource management is one step towards attaining long-term and strategic progress resulting in sustainable development. Sustainability of organizations must have an ecological approach to environmental conservation. Corporates must implement green issues in the management of human resources as well as in entire operations and strategic management.

A quick glimpse into Africa’s corporate governance and sustainable development indicate serious efforts by corporates to attain sustainable development hitched on the 17 SDGs. In order to use and manage state-owned assets in South Africa effectively, corporate governance is recognized as a crucial element. Commission Reports on Corporate Governance in South Africa's State Enterprises were instrumental in the development of new corporate governance norms by establishing rules for financial reporting by public enterprises. In terms of corporate governance, South Africa has made significant strides. In a national competition that included some of the country's publicly traded companies, Eskom, the country's electricity utility, was publicly recognized as the leading practitioner in the nation for good corporate governance practices and procedures in 1997. Other businesses and non-governmental organizations have received comparable recognition.

One of Africa's most impressive track records for public service innovation is found in South Africa. Following the motto "Batho Pele," the public service has created a variety of initiatives aimed at equally addressing the needs of citizens and non-citizens (meaning People First). The Department of Public Service and Administration's Directory of Public Services is a testament to the government's concern for the welfare of South Africans and foreigners who interact with public service on a daily basis [3].

Tanzania has not been left behind in progress towards corporate governance; it has taken solid actions to stimulate innovation by firming up public service ethics and accountability. The African Public Service Charter's ratification came after the government expressed concerns about issues with professionalism and ethics. The ratification of the Charter in 2001 provided a stronger incentive for the creation of a moral infrastructure that complies with the standards of modern good governance [4]. Tanzania's response to lingering issues started with the creation of a legal framework to fight corruption and raise the professionalism of the public sector. The government adopted the Prevention of Corruption Act, the Public Service Act of 2002, and the Joint Negotiated Machinery Act, all of which provide a framework for resolving labor-management disputes. Tanzania's recent attempts to improve ethics and professionalism in the public sector have been boosted by the development of a Performance Management System. Another action taken to promote professionalism in the Tanzanian public service is the adoption of a comprehensive public sector reform program. Other actions include the establishment of appointments committees to evaluate applicants for open positions and promote merit in the selection process and the implementation of a sizable public-sector reform program. Among the reforms are the establishment of performance-related compensation, contributory health and pension systems, as well as the participation of outside stakeholders in the assessment of the impact and effectiveness of public services.

Since the nation's independence, the Namibian public service has made a commitment to offer high-quality services. In accordance with the Public Service Commission Act of 1990, the Commission was given the authority to counsel the President on a range of matters, including public service hiring, salary, discipline, performance, and conduct. The passage of the Public Service Act in 1995 strengthened this tactic even more. According to the Act, public personnel are prohibited from taking on any paid work outside of their official responsibilities unless they have obtained a formal license, which entails the approval of the Prime Minister [5].

Kenya's first constitution, as a single-party state, was drafted in 1963. Between 1963 and 1991, the Kenyan constitution was reformed several times after the country's independence in 1964. Act No. 12 of 1991, which removed Section 2A of the constitution, reinstated multiparty democracy, made other electoral reforms, and ended the dominant one-party control in Kenya; which was the most significant revision in Kenya's political history. At the time, political parties, civil organizations, and reforms aimed at decentralizing power around the presidency were all in favor of a new Constitution [6]. A new constitution was finally adopted in 2010. Following the implementation of the new constitution in August 2010, Kenya became a devolved two-wheeled state. This decentralized governance framework intends to increase the efficacy, accountability, and transparency of the public sector. The new constitution put the interests of the people first, and the ordinary citizen served as an example of how it affected regular people. This system of government featured a Parliamentary dictatorship with a robust judiciary, a checked executive branch, and several government arms that allowed the administration to be held accountable to the people [7].

In order to make it easier for the public to adopt the values and principles of the public service in line with the nation's 2030 vision, various legislative frameworks, practices, institutions, and policies have been put in place over time; establishment of Paper 13's Article 73 Leadership Responsibilities and Article 10 National Values and Governance Principles. The Article 232 Values and Principles and the Public Service emphasizes high professional ethics, devolution and power sharing, good governance, diversity management, economic resource use and sustainable development, equitable opportunity allocation, accountability for service delivery improvements, performance management, and public involvement in policymaking. To strengthen Kenya's governance, public institutions have implemented a variety of policies and regulations. Mwongozo, a "code of governance for State firms," covers a wide range of topics, including board effectiveness, openness and internal controls, transparency, responsibility, risk management, moral leadership, and good corporate citizenship. Huduma service centres are one-stop shops that provide residents a variety of services in one location, making it easier to pay for government services [8].

1.1. Legal Rights and Sustainable Development in Africa

The majority of African nations have created powerful anti-corruption authorities and improved enforcement and monitoring systems. Accountability is becoming a more common occurrence in public life. One of the methods utilized to resuscitate governmental institutions in the majority of African countries is the abolition of single party tenet and the development of multiparty competition. Other measures include planning and conducting presidential and parliamentary elections, enhancing the capacity of legislatures to analyze policy, review budgets, and perform general oversight, bolstering the independence of the judiciary, and enabling civic organizations to participate in politics and perform various policy promotion and oversight duties.

Public service reforms are measures intended to address African nations' growing desire to enhance the professionalism, effectiveness, and integrity of their public employees. The career service is evolving into a more reputable and apolitical body. This is as a result of the reform program to improve service delivery through devolution, institutional reorganization by strengthening policy formulation and monitoring processes, and change management to improve public sector professionalism by enhancing financial management and accountability through the adoption of high-quality governance and anti-corruption measures [9].

1.2. Sustainable Development by Research and Innovations

The management of post-conflict and crisis contexts must begin as soon as is practical in order to reduce current conflict in Africa and ensure stability. Political agreements that include specific benchmarks should be carried through, as failing to do so is a major factor in violent conflict re-igniting. Extremist ideologies, particularly those that promote ethnic exclusion, emerge during violent conflict and continue to threaten peace even after agreements have been reached. Investigations into economic crimes, international collaborators, and dubious financiers who are shrewd traders (terrorists) are commonly neglected in transitional justice cases. The international Development Law Organization [10] claims that the foreign financial interests from the west and the east that have stoked wars in Africa have never been brought before a global court. The growth of good governance in Africa will be influenced by a number of elements, including the complete acceptance of technology, constitutionalism, and the rule of law, democracy, and respect for human rights, which are cutting-edge instruments for utilizing research.

1.3. Sustainability and Technology

Technology has resulted in creative learning settings as well as a diverse range of new educational perspectives all over the world. Interactivity and cooperation are examples of greater technological engagement; education has long been concerned about integration. In addition to altering the role of technology in education, the convergence of technology and our rapidly evolving educational landscape is also acting as a catalyst for innovation in global awareness, creativity, and group problem-solving. Technology plays a key role in developing higher-order skills, sometimes referred to as 21st century skills, which are necessary for nations to be productive in today's world. It may play a number of significant roles in the transformation process, such as opening up fresh opportunities to improve teaching and learning, particularly through the provision of affordable learning that is tailored to the needs of each individual learner and is strongly supported by educational institutions. According to [11], as a result, the digital gap has narrowed and the potential to function and succeed in the new information economy has grown.

1.4. Legal Issues and Sustainable Development

Because all authority is founded on the expectation that it will be used in conformity with broadly agreed-upon criteria, constitutionalism is essential. According to [12], any moralistic theory of constitutionalism, including natural law, must be based on a commitment to the rule of law. Economic tactics and goals must be re-adjusted away from the current spiritual reliance on development's fundamentalist ideology if Africa is to grow toward democracy and decent government. A self-governance system characterized by the rule of law is one in which the independent judiciary is acknowledged, everyone, including the government, is subject to the law, and all laws are just, well publicized, and commonly understood. The rule of law guarantees that contracts between the public and private sectors are carried out fairly, reducing instances of coercion and predatory behavior and promoting economic development.

Additionally, it improves the capacity of institutions as well as equity, predictability, transparency (access to information about how governments operate), and legality, all of which are crucial for the long-term performance of the economy. It is necessary to have a just, robust, and easily accessible legal system, with rights and obligations dependent on how equitably the law is applied. The advancement of the rule of law's contribution to a just social order is equally important. The establishment or maintenance of the rule of law, as well as the transformation of institutions and social structures, depend on transitional judicial systems. Since responsibility and preventing recurrence are the goals of effective transitional justice, procedures must go beyond the legal and judicial aspects in order to establish a holistic strategy that satisfies the requirements of the people. Systems of transitional justice must adhere to the strictest requirements for responsibility, such as taking steps to prevent future offenses, admitting guilt, and providing lasting reparations [13].

1.5. Human Rights and Sustainable Development

In intellectual discourses, the notion of democracy and equality has taken the center stage. Democratic states should have a system in place for citizens to consult and hold leaders accountable. Good governance necessitates the participation of all members of society. It is possible to participate directly or indirectly through legitimate intermediate institutions or agents, such as public institutions and other duly elected public authorities. Both the public and commercial sectors are invited to participate. Participants must be well-informed and well-organized. On the one hand, this refers to freedom of association and expression, while on the other; it refers to organized civil society [12].

Even if the goals of different stakeholders change over time, this commitment must remain the same. To achieve transformation objectives, leadership in the management and political spheres is essential. Excellent change management requires clear expectations and effective communication. The presence of funders makes the problem of reform emphasis, along with change management and coordination, worse. Inconsistencies in capacity and a lack of interest in taking part in changes across ministries are frequently the cause of uncoordinated performance. As a result, it is wise to put into action a plan that recognizes and promotes potential "winners" while also keeping in mind those who need special attention. Managers of public sector reform initiatives run the risk of focusing too much on procedures and ignoring the more pressing issue of service delivery outcomes and impact [14].

2. Theories Explaining Corporate Governance and Sustainable Development

Corporate governance, strategic human resource management and sustainability can be anchored on resource based view and human capital theory. The resource-based view's theoretical framework was established with an emphasis on recognizing a resource's unique characteristics [15]. From the philosophical standpoint of the idea, if a firm's resources are easily duplicated by competitors, it is impossible to build a durable competitive advantage. As a result, the concept emphasizes how crucial a company's resources are to obtaining superior performance and a competitive advantage over rival businesses in the field [16].

Smith A. [17] introduced the human capital hypothesis, which was strengthened by Schultz, T.W. [18]. Training, according to the theory, is a sort of social investment. According to this view, training is a function of its outcomes. The core premise is that training produces assets in the form of skills and knowledge, which improves an employee's productivity. According to Schultz, skilled human resources have acquired such abilities through frequent training and development programs. Such skills may be developed by investing in the workers and providing appropriate on-the-job training both outside and inside the organization. Skills may be polished via conferences, seminars, and workshops, and a favorable climate can be created by appropriate welfare initiatives such as promotion. Studies have shown that green learning and training and development initiatives have a significant impact on employee performance and, consequently, corporate performance [19]. To create an instrument to gauge employee green work performance as a central tenet of the topic, three main dimensions and eleven aspects under each of the key dimensions have been chosen [20].

Actively participating employees can significantly influence their workplace culture by adopting certain behaviors, such as incorporating environmental efforts into their everyday routines. Employee perspectives on environmental activities are therefore crucial to the organization's move toward sustainability. Employee pro-environmental behavior (PEB) lessens the organization's environmental footprint, which lessens the effects of climate change and future environmental degradation. PEB encourages organizational consistency in terms of goals that are socially and environmentally appropriate, which supports growth and success over the long term.

2.1. Theories of Corporate Governance

2.1.1. Agency Theory

Agency theory describes and conceptualizes the function and conduct of agents, such as managers and corporate leaders. It's a phrase that's frequently used in relation to problems with corporate governance. Its objective is to alleviate agency problems brought on by the separation of ownership and control from management and board selection in enterprises [21-23]. When the people who are believed to own the firm, the shareholders, do not have control over it, major businesses separate. The directors and management have full control over the situation.

Holding directors responsible for their actions is one of the most difficult components of corporate governance, according to agency theory. The main issue, according to agency theory, is figuring out how the principals (shareholders in corporate governance) can make sure that the agents (directors) act in the principals' best interests as opposed to their own, given that agents will seek to maximize their own personal interests in such a role. After that, a lot of detractors viewed the existence of agency issues as the main reason behind the issue, providing basis for holding the board of directors accountable for its decisions, if not the sole one. The most popular theoretical approach used in accountability research to create predictions about the behavior that participants in accountability procedures should exhibit is agency theory. In addition to being referred to as the "dominant paradigm in financial economics," agency theory has also been considered the "main conceptual frame for accountability procedures" in financial economics and the majority of governance literature. As a result, it has found use in many different industries.

2.1.2. Stewardship Theory

Stewardship theory is an alternative to agency theory in terms of management motivation. It asserts that maximizing shareholder interests is achieved by having stockholders hold the board chair and CEO positions [24]. They assert that in order to look at the connection between insiders and business performance, it focuses on the percentage of insiders on the board of directors. Around 8% of US corporations, according to [25], have CEOs who simultaneously sit on the board of directors. The United States has a high duality proportion as compared to other countries, such as Japan [26] and Australia [27] which has drawn much criticism. The executive committee is not made up of opportunistic shirkers. Their objective is to run the business profitably and effectively while also developing into superior asset managers. The thesis contends that the motive of top management is not inherently in contradiction or problematic.

Stewardship theory contends that if managers are given free rein, they will take good care of the resources they have under their control. The man (agent) model is conceptually based on a steward. They behave in a collectivist and pro-organizational way. The justification for this is that stewards' main objective is to assist businesses in achieving their objectives. Long-term gain for principals from this behavior comes from higher share prices and higher returns on investments. The board and management should work together as a single stewardship team. The CEO and management are essentially supported and helped by the board of directors, also referred to as stewards. Stewardship philosophy holds that there should be a strong correlation between a company's success and its stockholders' satisfaction.

This theory emphasizes individual effort for self-interest at the expense of owners, in contrast to the majority of theories of corporate governance and Agency theory. The stewardship hypothesis disproves this theory. In stewardship theory, the agent strives for self-actualization and concentrates on higher-order desires (achievement and self-actualization). They put the interests of the business above their own. The stewards are affable and reliable. The needs of "survival" are not the stewards' main focus. Without a question, in order to prosper, humans need money. The most suitable culture for the concept is low-power distance culture. It claims that agents are driven by a desire to perform well. They see themselves as valuable business members rather than as independent contractors. They combine their own mentality and working methods with the standing of the company. Stewardship theory is crucial to corporate governance because it emphasizes the need for a precise and unambiguous definition of the manager's role. The organizational structure ought to grant management the proper level of authority, importance, and power. For this reason, the stewards are referred to as the company man or lady who is willing to put the interests of the company before their own.

2.1.3. Resource Dependency Theory

A strategic perspective on CG known as resource dependence theory (RDT) is based on sociology and management; [28]. It explains how the external resources of the company affect its behavior. Therefore, gaining outside resources is essential for the strategic administration of every organization. Each business depends on its resources. RDT came to the conclusion that a company's administrative structure acts as a pivot between the organization and the resources required to meet its goals [29]. The resources that come from the environment are other businesses. We may say that other businesses control the resources. Businesses depend on one another and pool resources as a result. Resources are the basis of a company's power since they are valuable, hard to replicate, limited, and irreplaceable [30]. Or to put it another way, power and resources are closely linked. Those who have access to resources may be considered more powerful than opponents who do not. Firm productivity is typically affected by their dependency on other firms. Insufficient resources force organizations to deal with uncertainty. To secure their long-term survival, businesses are constantly looking for novel ways to utilize resources.

3. Corporate Governance and Strategic Human Resource Management

The three SDGs, SDG No. 3, SDG No. 8, and corporate governance are just a few of the SDGs that influence strategic human resource management.

3.1. SDG No. 3 Ensure Healthy Lives and Promote Well-being for All at All Ages

This objective recognizes the value of good health for both individual and economic development. There is a need for secure health services, including medication and vaccination, to be easily accessible. According to the UN, in the 25 years before the SDGs, 6 million children under the age of 5 and adolescents died each year as a result of HIV/AIDS in sub-Saharan Africa. Therefore, a significant focus of any economy, especially one in Africa, should be on health.

3.2. SDG 8 Promote Sustained, Inclusive and Sustainable Economic Growth, Full and Productive Employment and Decent Work for All

An economy with a larger percentage of people earning a living has a strong potential for growth. The population should increase at the same rate as employment. We might advocate for laws that support entrepreneurship and job growth. Slavery, forced labor, and human trafficking may all be stopped. Finally, by 2030, we ought to be able to achieve the goal of providing all women and men with adequate jobs.

The promotion of the Decent Work Agenda is the main objective of trade union participation in the 2030 Agenda (DWA). The DWA, which is built on rights and democratic ownership, is the cornerstone for long-term progress. In addition to being essential elements for long-term economic success, human and labor rights, freedom of association and collective bargaining, and social interaction also serve as the foundations of democratic growth. In turn, establishing and enhancing democratic processes is a crucial element of sustainable development. Social interaction is a crucial tool for reaching the SDGs since evidence suggests that it can foster socioeconomic development and act as a governance tool for long-term growth. Bringing together the representatives of employees and employers when making decisions can have an impact on social, economic, and environmental issues improves institutional stability. However, this calls for a supportive environment built on respect for labor rights and full acceptance of trade unions' role.

To implement and achieve SDG 8 on sustainable growth and decent work, comprehensive national employment policy frameworks based on the principle of policy coherence for development are needed. Governments must design and implement macroeconomic strategies that support employment that are supported by policies that are progressive in trade, industry, taxation, and infrastructure, as well as investments in education and skill-building, youth employment, equity, and the care economy. It is advisable to include in policies the ILO conventions on labor inspections.

Social companions should be involved in the application of minimum living wages. Around the world, there is still a significant problem with working poverty. If this problem is not resolved, it will be impossible to achieve the SDGs by 2030 because there are more than 700 million working poor people worldwide. The key to reducing poverty is establishing and maintaining a statutory minimum wage that guarantees a livable income and allows people to live with dignity. According to the ILO, greater minimum salaries have benefits such as increased skill utilization, increased production, and a reduction in the effects of in-work poverty. The minimum wage should take into account the cost of living.

There is a need for commercial or institutional responsibility, transparency, and due diligence in the global domain when it comes to taming corporate power. The present economic paradigm is centered on 'corporate greed,' which means that employees' basic rights and liberties are being denied. This must be changed. As global supply chains have grown and national economies have been integrated into global markets, competition has risen, pushing leading firms to reduce labor costs through restructuring, downsizing, and outsourcing. Demands for wages and working conditions have increased as a result. These developments were followed in a number of nations by labor market deregulation and a reduction in government support for collective bargaining and protective labor market institutions. As a result of such policies and the increased mobility of capital, workers and their representatives have lost bargaining power. The global supply chain economy is characterized by low wages, insecure work, and labor that is frequently risky.

Additionally, employment creation is frequently highlighted as a main development advantage of private sector engagement when it comes to private development investment. Finding statistics to support this idea, much alone the growth of "excellent employment," is exceedingly challenging. In order for this contribution to be accomplished, donor governments must agree on certain engagement criteria with private sector firms. These requirements must be based on the private sector's adherence to international labor standards and due diligence, as well as the effects of any action on the social, economic, and environmental development of the nation. The widespread consensus is that new financial frameworks like "resource blend" and public-private partnerships (PPPs) favor privatization processes, restrict wider access to public services, and rearrange related aid in this regard.

To hasten the transition to a low-carbon economy and generate green jobs, a "Just Transition" must be implemented. The transition to environmentally friendly manufacturing practices necessitates a significant change in how economies and industries function. Changes at the workplace must begin there. The foundation of the "Just Transition" is an inclusive strategy that engages workers, communities, corporations and governments in social conversation to create the practical plans, regulations, and financial commitments required for a quick and equitable transition to a low-carbon economy. Building social protection systems, offering skill development, redeployment, labor market regulations, and community improvement are all done using a rights-based approach. Governments need to be better able to implement laws that support a Just Transition.

4. The Concept of Corporate Governance

The guiding principles of corporate governance are accountability, openness, and integrity. It's important to keep in mind that the rule of law does not guarantee an effective government. Even in the absence of legislation, good governance emerges from moral business practices. The word governance derives from the verb "gubernate," which means "to direct." Corporate governance involves directing a business in the right path. The steering of the ship is the responsibility of the governing board of trustees. The Latin word "corpus," which means "body," is where the word "corporation" comes from. Governance is the management of policies and mechanisms put in place to meet stakeholder expectations.

Corporate governance, as distinct from corporate governance, is concerned with how businesses are handled within corporations. Tricker Robert Ian (Bob) explains that "business governance deals with the challenges that Boards of Directors meet, such as interactions with senior management and connections with owners and other parties interested in the company's affairs" (who introduced the words corporate governance for the first time in his book in 1984) [31]. The board of directors, management, and shareholders are only a few of the stakeholders whose rights and obligations are distributed according to the corporate governance framework, which also provides the guidelines and procedures for making corporate decisions. It offers the structure for choosing the company's goals, as well as the strategies for achieving them and gauging performance.

4.1. Corporate Governance and Sustainable Performance

Successful risk administration structures are used by organizations with good corporate governance procedures, and as a result, they are better equipped to adjust to emergencies, lowering agency risks and encouraging shareowners and banks to provide capital at a reduced cost to the business. Great governance is seen to promote financial specialist goodwill and assurance, whereas poorly represented public organizations are thought to be less profitable. Various experts have claimed that strong corporate governance is essential for increasing financial professional confidence and market liquidity. Corporate governance efficiency is dependent on the effective application of values to benefit stakeholders, large projects, and the public management and economic sectors. Stakeholders profit through empowering honesty, maintaining, imparting restrictions, instilling a sense of good values, and resolving opposing conditions. Corporate governance aims to advance the company's and the economy's most valuable assets. It also enhances the ability to bring speculative money closer, with less effort, through increased financial experts and creditor assurance on a national and worldwide scale. Corporate governance also increases the company's knowledge of the needs of its employees and promotes the organization's long-term viability. Investors benefit from good governance since it allows them to expand their capabilities and earn a good return. Good governance may also increase profitability in the public sector by allowing assets to flow in more freely and increasing access to lower-cost capital, solid internal controls, and self-control, all of which lead to lower debt levels.

In companies, corporate governance refers to the structures, procedures, and policies that impact long-term success. Corporate governance refers to the rules and procedures that guide the operation of a commercial entity in order to accomplish its goals. Corporate governance principles define how a company is run to meet the demands of many stakeholders. According to the S.A code of corporate practice 1994, 2002, 2002, and 2012, [32] corporate governance is made up of connections formed within an organization's governance that include managers, board of directors, auditors, shareholders, and the general public.

Rules and regulations lay out how the public sector's main purpose is determined, as well as the main procedure for achieving the main purpose while keeping a close eye on long-term performance. Developing countries are gradually comprehending the concept, recognizing that it leads to economic development. Certainly, corporate governance in Kenya is gaining some traction, despite the fact that there is a lot of work to be done in the area, especially among the most well-directed foundations and businesses. Corporate governance contributes to excellent performance, which helps to promote sustainable performance and preserve stakeholder interests, according to papers such as the OECD Corporate Governance Guidelines and Mwongozo. Structures and methods, as well as the managers' and owners' obligation and commitment to stakeholders, are all important aspects of operational public sector governance. While operational leadership implements a system for creating long-term trust in the public sector and external investors, it's a mistake to suppose that corporate governance's importance is only dependent on improved capital access. Better corporate governance improves and maintains the performance of the public sector; it also increases crucial intuition at the top by appointing independent managers with a range of skills and innovative ideas; and it legitimizes the management and monitoring of risks that may have an impact on their day-to-day operations.

Corporate governance also reduces the risk of senior management and managers by outlining the core leadership process. Additionally, it guarantees the integrity of budget reporting and long-term reputational repercussions among significant internal and external stakeholders. Corporate governance may boost investor trust and help companies achieve long-term success. Corporate governance frameworks used by competitive public sector can result in a variety of benefits, including improved stakeholder engagement and access to finance, as well as lower operational costs. As a result, excellent corporate governance has been linked to increased flexibility to change, increased liquidity, increased staff motivation, and increased consumer satisfaction.

The public sector is an important aspect of society that requires sound operational strategies in order to meet its long-term performance objectives. One of the corporate governance measures that promotes investor trust and consequently competitiveness is transparency and disclosure. Due to a lack of investor and stakeholder certainty, mismanaged resources, both financial and human resources, are likely to see a loss in performance stability. Through public finances reporting, auditing, and communication, internal control systems are expected to improve institutional efficiency and effectiveness. On the other hand, the public sector, which lacks efficient internal control mechanisms, is more likely to be financially and psychologically harmed as a result of fraud.

4.2. Corporate Governance and Ethics

Corporate governance and business ethics are intricately intertwined. In reality, a business that upholds moral standards throughout all of its operations is much more likely to practice strong corporate governance practices.

Corporate governance refers to the ethical management of enterprises to ensure that all parties involved creditors, suppliers, customers, employees, the general public, governments, and even competitors are treated properly. In excellent corporate governance, all stakeholders—not just shareholders should be taken into account. Regulators shouldn't force corporate governance on management; it should come from within. For a piece of the global market, a firm organization must compete on its internal strength, particularly its human resource strength, and the goodwill of its other stakeholders. Modern technology and advanced managerial skills may help the firm meet the quality, cost, volume, speed, and breakeven criteria of the fiercely competitive global market, but the governance of the organization must be built on values and ethics. This would enable the business to create beneficial ties with inside clients as well as long-term business partnerships with clients outside the organization.

Ethics in Human Resources refers to the application of ethical standards in a business. The highest concern for HR workers should be ethics. The ethics of human resource management address the ethical issues that arise in the employer-employee relationship, such as the rights and obligations of the employer and employee (HRM). One of the ethical challenges that HRM deals with is discrimination, including prejudice based on age, gender, ethnicity, religion, disabilities or sex abuse against women. A policy that motivates people to make constructive changes is known as "affirmative action." Concerns regarding unions, workplace democracy, and employee representation difficulties with workplace surveillance, drug testing, and other privacy violations. Whistleblowers receive unfair treatment; concerns regarding the fairness of the employment contract and the power-dynamics between the employer and the employee; concerns regarding workplace safety and health. Businesses frequently place economic risk on the shoulders of employees. The emergence of performance-based compensation plans and flexible employment agreements may be considered as examples of these more recent forms of risk shifting.

5. Green Human Resources Management (GHRM) and Sustainable Organizational Development

An organization can become more environmentally aware, resource-efficient, and socially responsible by implementing a set of policies, procedures, and systems known as green human resources management (GHRM), which encourages employees to act in these ways. In addition to making sure that the company's green goals are accomplished throughout the HRM process of hiring, training, compensating, developing, and promoting its human capital, GHRM is directly accountable for creating a green workforce that comprehends, values, and practices green efforts. For the benefit of the individual, society, environment, and business, it refers to the policies, procedures, and systems put in place to help make employees of a firm green. By blending ecological practices into human resource policies and practices, the developing trend in sustainable development is a primary driver of competitive advantage.

Environmental change is a form of environmental disturbance. The major causes of environmental change are human actions and natural ecological processes. Global environmental concerns that have an impact on human health include climate change, ozone depletion, ecosystem changes, hydrological system changes, freshwater availability, land degradation, urbanization, and pressures on food-producing systems, according to the World Health Organization [33]. On the other hand, it is impossible to ignore global warming and the depletion of natural resources. The United Nations Environment Programme coined the phrase "green economy" for the first time in 2009. The Global Green New Deal and the Organization for Economic Cooperation and Development later used the term "green growth" [34,35]. On the other hand, "green and inclusive growth" from the World Bank made the green idea official in 2012 [36].

Because of the detrimental effects of environmental changes, it is more important than ever before to move toward sustainable corporate practices. The majority of organizations in Kenya are attempting to implement green practices. Organizations, on the one hand, might be labeled as having improper green practices. On the other, there are just a few organizations committed to strengthening green practices. As the socioeconomic environment changes, green practices will become increasingly important to HRM (HRM). Green human resource management (GHRM) is a potential area for research in emerging and developing countries. There isn't much research comparing eco-friendly management practices in Kenya. Furthermore, there is no organized way to compile data on eco-friendly actions. The results of these studies will help in the formulation of regulations and a framework for their firm to function in accordance with environmental policy, making research on green training crucial. One aspect of organizational management that can be regarded as lacking is the effect of green training and development initiatives on employee attitudes toward their work. The purpose of this study was to investigate how staff performance in Kenya's public health sector is impacted by green training and development methods.

5.1. Green Job Design and Analysis

Green job design is the process of developing and implementing brand-new positions and duties that are solely dedicated to the organization's environmental management facets is known as job design. It requires integrating various environmental protection-related tasks, duties, and commitments into each project. In other words, many businesses have started using these green practices to protect the environment by adding an environmental duty to job descriptions and simultaneously putting a green skill as an exciting requirement. At least one duty related to environmental protection, as well as specific environmental responsibilities, are now included in every job description.

5.2. Green Induction

Green Induction emanates from Green Human resource management as a practice. Green human resource management is one of the recent innovations to environmental sustainability [48].Green induction involves introducing new employees to the organization's greening initiatives and motivating them to practice green interpersonal citizenship behavior. Make sure new hires are aware of and mindful of the environmental culture of their workplace [38]. Organizations have two options to do this: wide green induction or job-specific green induction [39]. As part of general green induction, organizations educate new hires on the fundamentals of environmental management policies and procedures. New hires go through a specific green induction during which they are introduced to environmental activities specific to their positions. Both of these methods are proven their value in organizations today.

5.3. Green Training and Development

Green training and development is a strategy for enhancing employees' abilities, understanding, and attitudes. By means of periodic briefings with environmental organizations or newsletters, for instance, or by teaching more staff about waste-reduction, energy-saving, and resource-saving practices like recycling and turning off lights and laptops, green training and development aims to increase awareness of current environmental issues around the world. It also aims to educate more operational staff and business decision-makers about procedures along the companies' supply chains, for example, encourage employees to look for opportunities in their jobs to help their companies become more sustainable by using the circular economy to address waste or reevaluating energy sources; and, generally, to push for an environmental protection mindset among a company's workforce, hoping that it acts consciously today and is aware of opportunities to become more sustainable in the future.

Effective environmental performance may be viewed as requiring environmental understanding at all levels of an organization's workforce [37]. Therefore, it is crucial to provide environmental education that could result in a change in the attitudes and behaviors of organizational members [40]. They concentrated on providing training to staff members who might assist trash management and recycling methods as per [41]. Additional green training and development initiatives include job rotation to educate future green managers, staff training to give green workplace and energy efficiency evaluations, and the development of green personal skills.

Green training and development is a method for improving employees' abilities while preventing the decline of EM-related knowledge, abilities, and attitudes. Green training and development educates staff about the value of EM, teaches them energy-saving and waste-reduction techniques, increases environmental awareness inside the organization, and permits staff to participate in environmental crises. Employees are made aware of a variety of issues, as well as the need for environmental management, through green T&D activities. It enables them to implement various conservation strategies, such as internal garbage management in businesses.

Additionally, it improves a worker's ability to handle a variety of environmental problems. The establishment of a positive environmental culture for employees where they feel like they are a part of environmental outcomes, as well as environmental training and education, were found to be the most crucial HRM processes that lead to the accomplishment of environmental objectives in a survey of managers on management principles. In his research on the function of HR in creating a sustainable culture, he suggests that HR provide leadership development programs to help managers improve their "front wheel" soft people skills, or behavioral competencies in collaboration. Future studies that support green management development and assist companies in hiring eco-friendly managers who may indulge guilt-free while promoting sustainability throughout the process would be very beneficial.

6. Corporate Governance and Women Board Membership

Kenya's Women on Boards Network is an initiative to support and encourage the appointment of women to corporate boards of directors. As a result, the Network acts as a platform for connecting women from various professions and levels, helping those who are already serving on boards to effectively carry out their duties, and up-skilling and preparing women who are already in senior leadership roles but have not yet served on any boards for the boardroom. WOBN's mission is to "promote gender balance on boards of directors by nurturing, encouraging, and promoting female leaders." "To encourage and accelerate diversity on boards by assuring that there is a pool of Board ready women, as well as to provide a networking platform for exchanging experiences, mentoring, coaching, and training," their purpose states.

The success of organizations is heavily dependent on how much the workforce gets to participate in creating new ideas as well as engage in decision making to outdo competitors. Junior members of staff need to participate in creativity and initiating things to enable organizations to propel to greater heights and improve work performance and good citizenship behavior [42]. It is worth noting that women always fall in this category of junior staff in any organization, yet their participation is critical in enhancing organization performance and success. Women are rarely involved in the key strategic issues in decision making; their participation is always relegated to second or behind the curtains participation. It is high time organizations changed their perceptions about women leadership and board membership to mould the behavior of organizations as women are known to be very committed and effective in what they do.

Women in the following four categories are targeted by the Network: 1. Top-level female executives whose obvious next step is to join a board of directors; for mentorship and training. 2. Women currently sitting on boards of directors; for skill development and sharpening in order to better understand corporate governance and serve as mentors to the next generation of female executives. 3. Women who have just been appointed to the Board of Directors; training and preparation for the work ahead, as well as understanding and appreciating their personal characteristics and prejudices in order to be effective Board members. 4.Women whose board tenure has come to an end; to keep them informed about changes in corporate governance so that they can stay Board ready, as well as to mentor and inspire the next generation of corporate women leaders.

WOBN offers a variety of board leadership training on a variety of topics. In order to have a good impact on the boards they serve on at both the national and international levels, the training's main goal is to ensure that its participants are well-prepared to join Board leadership and that they understand Boardroom dynamics. Through WOBN, you can obtain training in corporate governance, the Global Women on Boards Program in association with Lead Women Malaysia, board profiling, and personal positioning. To provide mentoring to its members, the Network works closely with experts. As a result, they have access to a vast network of knowledgeable Board Members who can guide them through uncharted areas. In addition, WOBN runs a Junior Membership Program that develops emerging leaders between the ages of 11 and 24.

The Women on Boards Network and Lead Women of Malaysia have joined forces to develop a six-month program that will equip incoming and potential female directors with the essential abilities. Members have the chance to mentor WOBN's Junior Membership, the following generation of trailblazers who want to bring gender and age diversity to the boardroom, in addition to receiving training and guidance from a vast network of veteran board members as they navigate their paths to boardroom success.

6.1. Pitfalls of Women and Power When Climbing the Corporate Ladder

It is important to have more women in public and political positions, but this does not mean that they are inherently powerful or autonomous. This is related in part to how political systems function and who has power within them: For instance, Rwanda has more female MPs than other African and European countries, but the legislature has much less influence on the executive branch. The discrepancy between women's formal and actual authority is a result of sexism and prejudice, some of which is unconscious.

Disparities in gender representation within industries and at various levels of seniority can potentially be evidence of discrimination. There are still few female ministers, even in countries where there is considerable improvement in the gender balance in the legislature. Although men control the most powerful sectors and offices, such as finance and defense, women are more likely to be given social sector portfolios (e.g., health, education, social welfare, gender, and culture) when they are in cabinets [43]. It's critical to be realistic about the changes that strong women can bring about on their own, given the gap between women's power in theory and practice. High expectations are frequently placed on women in public life.

Women in politics face constant scrutiny and are expected to behave in a certain way in order to be accepted by voters and their peers. These women represent a wide range of social classes, religions, nationalities, geographical regions, and ideologies. They might identify more with "like-minded" males than women from different socioeconomic strata or groups, and they might not always work to advance the interests of other women.

In addition to formal rules and legal rights, good design is crucial. The development of civil and political rights; the establishment of women's organizations and gender quotas have all contributed to an increase in women's engagement and representation in politics and civic life. Poorly written policies, like quotas, are unlikely to empower women in reality. Context-specific laws consider how newly enacted rules may interact with already-existing laws (including electoral laws), social norms, and unwritten laws. Unsurprisingly, elite women are best prepared to take advantage of emerging political opportunities. Access to public positions and political decision-making often requires money, contacts, and, in some cases, a higher degree and technical competence. In Bangladesh, women do not need to have a law degree in order to serve as a village court judge, but they do need financial resources. As a result, only members of the local elite are able to hold this position.

"We must also recognize some female 'weaknesses': lack of self-confidence, the 'imposter complex,' the absence of a 'career plan,' and, most of all, the difficulties that they face when they need to delegate," says the author, underlining the abilities that women may "bring to the table." These 'weaknesses' are internal roadblocks that must be discussed in order to be addressed. Lack of self-confidence and unwillingness to speak up or act assertively are among the usual internally driven hurdles that women encounter, according to a research conducted by [44]. According to [45], women tend to mistrust their skills and underrate their capacity to step into new leadership responsibilities, according to study.

Another barrier is that "too many women continue to set constraints on themselves, talking themselves out of attaining their potential," as Warren Buffett puts it. What about the internal self-doubt that prompts women to avoid speaking anything that may not be well received by the majority (men)? To put it another way, women must learn to 'lean in' so that minority voices may provide new perspectives to commercial decision-making. One of the most crucial personality attributes for women to have is bravery. You will ultimately succeed if you are brave.

It is essential to have a strong pipeline of female talent if we want to elevate more women on corporate boards. Companies may hire and retain skilled, competent women by creating a gender diversity plan that is specific to their environment and needs. The following factors are crucial for promoting gender diversity in the boardroom and workplace, according to a recent study.

To achieve long-term and significant change in the area of women on corporate boards, top leaders' commitment is crucial. CEOs and executive teams of top-diversity organizations "walk, speak, run, and yell about gender diversity," according to McKinsey & Company's Lessons from the Leading Edge of Gender Diversity. Their steadfastness, apparent commitment, and tangible actions encouraged other corporate executives and teams, notably in human resources, to fully commit and participate in the company's initiatives. Several organizations recognized and rewarded "good employee behavior" in order to advance the company's culture. Educating employees, particularly men, about the difficulties that women face can help organizations include men and win their support, leading to a more compelling case for gender diversity.

7. Solutions to the Pitfalls

Businesses that use transparency as an intervention to boost commitment to add the number of women on their corporate boards actively promote equal opportunities for men and women at work in terms of assignments, pay, hiring, promotion, and training. In order to "stretch" and get ready for higher roles, men and women should be given the same amount of responsibility, visibility, and work possibilities. The promotion of gender equality can still benefit from transparent reporting. Women should be part of any promotion policy in an organization. Job promotion enhances employee competency skills [46]. When one lacks these skills, it is impossible for that person to participate in board membership. Problem solving skills like analytical skills, conceptual skills, decision making skills, critical thinking skills, negotiation analytical skills, leadership skills and team management skills are a major component of the requirements to participate effectively as a board member. Women should therefore be part of any promotion policy which is also a major component of an employees' or a manager/owner's career development [46].

Flexible working conditions may encourage work-life balance in order to maintain the leadership of women. A global market survey by the Corporate Executive Board (CEB) Corporate Leadership Council revealed a link between female executives' inclination to stay in their positions and their happiness with workplace flexibility. Additionally, the CEB investigation finds that in order to increase the participation of women in leadership positions, it is crucial to make flexible work schedules the standard at all levels. Fast track programs can be created by businesses to re-engage both men and women who have temporarily put their careers on hold, while also taking into account maternity, paternity, and childcare responsibilities (ILO briefs on Maternity and paternity at work and Work and family).

The creation of an enabling environment for women in the workplace requires activities aimed at identifying, nurturing, and valuing talented female employees. The following are a few examples of effective gender diversity initiatives: Mentoring and sponsorship programs that connect high-potential women with top executives to improve their access to counsel, assistance, and exposure they need to advance their careers. Sponsorship was identified as the most important professional facilitator for women, and it has aided the progress of female leaders. Training programs are available. Companies put a lot of money into training programs for future leaders. Networking possibilities may also be a fruitful environment for women's leadership mentorship and training. A good way for women in the workforce to gain the knowledge and experience they need to develop in their careers is through facilitating women's collaborations within and across organizations. Women require social support to be able to participate in corporate governance at any level, be it in the public sector or public sector. In a study of academic staff in learning institutions in Bomet, county, it was evident that social support is a key indicator of employee performance [47]. Women are known to be committed and perform well, but they require a conducive work environment that will have a win-win for the organizations they work in as well as fulfillment of their individual objectives in an exchange referred to as transactional leadership. Leadership at that point becomes an essential ingredient for performance in organizations [2].

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