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Publication date: Available online 18 August 2014

Source:Journal of World Business

Author(s): Marcus Wagner

Based on a large European dataset of the manufacturing sector, this paper analyses to what degree country-related interaction effects moderate the association of sustainability-related benefits to human resource management and the adoption of environmental management. Focusing on employee satisfaction, it confirms a positive association of the level of employee satisfaction benefits with environmental management system implementation thereby providing cross-national evidence for the frequent argument, that the degree to which environmental management system implementation is associated with human resource related benefits is partly moderated by country level factors related to national culture and regulation.

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