

Green HRM: An Employee Interface for Sustainable Development



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Green human resource is an innovative technique involving employee and management with a common perspective towards sustainability. The concept enhances a deep sense of understanding and develops a realistic view with societal consciousness and engraves a green sense of responsibility. The laurels of green HRM come with a deep sense of progression and involvement of all managerial levels with elaborate and contingent goal offering flexibility and sustainability. Green human resources use employee interface to promote sustainable practices and undertakes eco-friendly HR initiatives to increase productivity and enhance efficiency. There is a mounting need across the globe for integration of business management and environmental management. The present research is focused on adopting Green HRM practices for future sustainability in service sector.

Keywords: Green HRM, Sustainable Development, Corporate Responsibility

1. Introduction

Environmental sustainability is propagated by favorable decision and making strategies which safeguard the interest of our surroundings and nature to ensure protection of natural vegetation with more emphasis on protecting the natural support system essential for existence of human life. This topic is of relevance in the present era as awareness towards environment protection is increasing and the residents are realizing the importance of a beneficial relationship between business and society. The individuals are part of society and society cannot exist without cohesive environment. So, people must reduce the negative impact on environment through effective decision making. It not only includes waste reduction or energy consumption, but it is having a broader scope with involvement of business in developing procedures which will help and support business and economy in the future. The environment sustainability is a critical issue which requires profound interference of all stakeholders to ensure zero effect on human activities that can save the environment. A lot of research & development is going on to solve this issue and to resolve the negative impact. The challenge is highly complex and requires an immediate response. The business contributes to the society in various forms and is expected to lead in this area to significantly change the way about people think and act in favorable aspects. Many initiatives have been taken by the government and many industries including the service sector where human interaction is highest. Green Human Resource Management is also one of the new initiatives taken by the firms to guarantee minimization of environmental harm. It has been seen that a no. of top companies such as Microsoft, Tata, ONGC, etc. are initiating a lot in the form of corporate social responsibility for betterment of the globe. The goals are reflected in the ecosystem followed by different departments. The environment friendly focus of HR department can be seen by aligning practices and processes. For greater efficiency, minimization of cost, employee engagement and environmental sustainability. Minimization of carbon footprints of employees help organizations to create energy efficient spaces, but the main problem is the May counterpart. Many functions such as, online training, teleconferencing, job sharing, virtual interviews, recycling of waste and making the system energy efficient. Green management initiatives ensure environment protection and long-term sustainability, this future orientation and saving the world from hazards of environment destruction. The HR initiatives with green objectives help to minimize the operational cost and integrating environment with effective management. The HRM is an important strategic decision center of the organization and if it is successfully converted into green, the other departments automatically come under the loop starting from the top practice to lower management making the workplace eco- sensitized. The organizations are thus motivated to inculcate such green initiatives which reduce time and resources and ensure better result with responsibilities. The green HR policies can involve facets of all employees, career, goals to make them environment savvy and help them to attain their individual goals too from an entry to exit of employees.

Environment friendly activities can be implemented in HR starting from the recruitment and selection process up to training & development, performance appraisals and long-term career growth. Innovative technology can be used for data collection, coding, tabulation, analysis, interpretation, screening, travelling, joining formalities, etc. for reduction of carbon footprints for both employees and recruiters. Induction orientation, on the job and off the job training can be integrate through environmental management system. The system includes commitment, policy, planning, implementation, measurement and evaluation, review and improvement of HR systems that fit with organization's culture and long-term goals. Systems will make people responsible for themselves, their organization and their environment. Therefore, such techniques increase environment savvy culture.

The future of Green HRM appears promising for all the stakeholders of HRM. Socially responsible and sustainable service sector organizations that employ green HRM practices reap benefits by attracting and retaining good employees. Green HRM policies promote the spirit of environmentalism and boost employee morale by emphasizing on their active role in cost replacement, better human capital decision, sustainable goals, competitive advantage and ultimately increasing the brand equity of the service organization. We can finally say that Green HRM involves two important aspects related with ecofriendly HR practices and optimum utilization of knowledge capital.

2. Review Of Literature

Yusuph (2018) in the research paper "Green Human Resource Management & Environment Sustainability in Tanzania: A Review and Research Agenda" focused on strategies for sustainable environment, awareness among HR managers and employees about the Green HRM practices, utilization of natural resources to help organizations in maintaining and retaining the natural resources for sustainable growth. The study revealed that GHRM is a requisite model and its functions and practices have a positive impact on environmental sustainability.

Vij, Suri & Singh (2013) in the research paper "Green HRM- Delivering High Performance HR System" focused on promoting sustainable practices and increasing employee awareness about sustainable issues. It aimed towards environment-friendly HR initiatives which results in greater efficiencies, lower costs and increased employee retention. It helped organizations to reduce employee carbon footprints. Efficiency created by Green HRM can lower operational costs and enables industry professionals to realize their Corporate Social Responsibilities in a better manner.

Mandip (2012) in the research paper "Green HRM: People Management Commitment to Environmental Sustainability" aimed to promote the sustainable use of resources within business organizations and, more generally, promotes the cause of environmental sustainability. Green initiatives within HRM form part of wider programs of corporate social responsibility. It involved two essential elements: environmentally-friendly HR practices and the preservation of knowledge capital. The study also focused on the nature and extent of Green HR initiatives and on improving the operational efficiencies combined with up-gradation of technology.

Supriya (2017) in the research paper "Environmental Sustainability with special reference to Green HRM". Stated that Green HR is the use of HRM policies to promote the sustainable use of resources within business organizations and, more generally, promotes the cause of environmental sustainability. The study focused on improving the operational efficiencies combined with up-gradation of technology to achieve the purpose of being carbon positive, water positive. The researcher also stated that future of Green HRM appears promising for all the stakeholders of HRM.

3. Objectives of the Study

1. To explore employee perception regarding Green HRM practices in Service sector
2. To understand the significance of Various Green HRM practices adopted by the management in service sector organization for environment sustainability
3. To investigate the relationship between Green HRM practices and organizational culture in service sector.

4. Hypothesis

1. H01: Employee perception regarding Green HRM practices in service sector does not differ at various managerial levels
2. H02: Green HRM practices implemented in service sector has no impact on environment sustainability
3. H03: Green HRM practices and Organization culture have no significant relationship with each other

5. Sample

A total of 200 respondents from service sector were selected by random sampling method.

6. Development of Tools of the Research

This study being a pioneering one to study the perception and satisfaction of employees towards Green HRM practices adopted in service sector, the researcher could not find the readymade structured questionnaire to gather primary information. Hence, after conducting a pilot survey a questionnaire was prepared, Part A included the baseline information of the respondent such as age, gender, education, marital status, experience. In Part B, four major questions were developed as the survey instrument, first question indicates variables to identify the factors needed to adopt green HRM practices. Question two indicated Green HRM practices which effects organizational culture. Some questions were added to study the perception of managers towards Green HRM practices. The objectives of the study were attained by proper collection of data, coding, tabulation and analysis. The Cronbach alpha value was .915 showed the consistency of the questionnaire which was used for data collection. The responses were collected on a five-point scale namely 5 indicating strongly agree, 4 indicating agree, 3 indicating neutral, 2 indicating disagree and 1 indicating strongly disagree.

7. Research Methodology

A survey was conducted by the researcher to collect data from various service sector organizations and the respondents were motivated to give correct information. The data was collected, coded and tabulated for analysis purpose and testing of hypothesis.

Objective 1: To explore employee perception regarding Green HRM practices in service sector

Ho: Employee perception regarding Green HRM practices in service sector does not differ at various managerial levels

HA: Employee perception regarding Green HRM practices in service sector differs at various managerial levels

Descriptive statistics									
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval		Minimum	Maximum
						Lower	Upper		
Reliable	Upper level	40	3.94	.735	.082	3.77	4.10	3	5
	Middle level	132	4.01	.801	.049	3.91	4.10	3	5
	Lower level	28	3.72	.701	.093	3.53	3.91	3	5
	Total	200	3.95	.779	.039	3.88	4.03	3	5
Safety	Upper level	40	4.78	.551	.062	4.65	4.90	3	5
	Middle level	132	4.80	.511	.031	4.74	4.86	3	5
	Lower level	28	4.84	.368	.049	4.74	4.94	4	5
	Total	200	4.80	.501	.025	4.75	4.85	3	5
Paperless	Upper level	40	4.40	.565	.063	4.27	4.53	3	5
	Middle level	132	4.51	.559	.034	4.44	4.58	3	5
	Lower level	28	4.42	.565	.075	4.27	4.57	3	5
	Total	200	4.48	.561	.028	4.42	4.53	3	5
Secured	Upper level	40	4.41	.807	.090	4.23	4.59	3	5
	Middle level	132	4.34	.808	.050	4.24	4.44	3	5
	Lower level	28	4.23	.846	.112	4.00	4.45	3	5
	Total	200	4.34	.813	.041	4.26	4.42	3	5
Loyalty	Upper level	40	4.76	.484	.054	4.65	4.87	3	5
	Middle level	132	4.81	.450	.028	4.75	4.86	3	5
	Lower level	28	4.88	.331	.044	4.79	4.97	4	5
	Total	200	4.81	.443	.022	4.76	4.85	3	5
Competitive Advantage	Upper level	40	4.65	.506	.057	4.54	4.76	3	5
	Middle level	132	4.69	.540	.033	4.62	4.75	3	5
	Lower level	28	4.75	.510	.068	4.62	4.89	3	5
	Total	200	4.69	.529	.026	4.64	4.74	3	5
Commitment	Upper level	40	4.63	.624	.070	4.49	4.76	3	5
	Middle level	132	4.67	.561	.035	4.60	4.73	3	5
	Lower level	28	4.63	.522	.069	4.49	4.77	3	5
	Total	200	4.65	.568	.028	4.60	4.71	3	5
morale	Upper level	40	4.30	.770	.086	4.13	4.47	3	5
	Middle level	132	4.38	.721	.044	4.30	4.47	3	5
	Lower level	28	4.53	.658	.087	4.35	4.70	3	5
	Total	200	4.39	.724	.036	4.32	4.46	3	5
retention	Upper level	40	4.51	.746	.083	4.35	4.68	3	5
	Middle level	132	4.48	.751	.046	4.38	4.57	3	5
	Lower level	28	4.67	.636	.084	4.50	4.84	3	5
	Total	200	4.51	.736	.037	4.44	4.58	3	5
flexible	Upper level	40	4.59	.567	.063	4.46	4.71	3	5

	Middle level	132	4.51	.676	.042	4.43	4.60	3	5
	Lower level	28	4.75	.544	.072	4.61	4.90	3	5
	Total	200	4.56	.642	.032	4.50	4.63	3	5
defined goals	Upper level	40	4.40	.739	.083	4.24	4.56	3	5
	Middle level	132	4.43	.748	.046	4.34	4.52	3	5
	Lower level	28	4.72	.491	.065	4.59	4.85	3	5
	Total	200	4.47	.721	.036	4.39	4.54	3	5
value	Upper level	40	4.35	.695	.078	4.20	4.50	3	5
	Middle level	132	4.29	.761	.047	4.19	4.38	3	5
	Lower level	28	4.42	.653	.087	4.25	4.59	3	5
	Total	200	4.32	.734	.037	4.25	4.39	3	5
priorities	Upper level	40	4.59	.724	.081	4.43	4.75	3	5
	Middle level	132	4.50	.781	.048	4.41	4.60	3	5
	Lower level	28	4.67	.636	.084	4.50	4.84	3	5
	Total	200	4.54	.751	.038	4.47	4.62	3	5
expected	Upper level	40	4.61	.703	.079	4.46	4.77	3	5
	Middle level	132	4.46	.724	.045	4.38	4.55	3	5
	Lower level	28	4.72	.526	.070	4.58	4.86	3	5
	Total	200	4.53	.700	.035	4.46	4.60	3	5

ANOVA test was used to compare the means of the top-level managers with the lower level managers to study the difference between perceptions of employees working in different hierarchy and to investigate the magnitude of difference of the 14 variables under study.

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Reliable	Between Groups	3.916	2	1.958	3.264	.039
	Within Groups	238.181	197	.600		
	Total	242.097	199			
Safety	Between Groups	.152	2	.076	.302	.740
	Within Groups	99.848	197	.252		
	Total	100.000	199			
Paperless	Between Groups	.929	2	.465	1.477	.229
	Within Groups	124.821	197	.314		
	Total	125.750	199			
Secured	Between Groups	1.136	2	.568	.859	.425
	Within Groups	262.624	197	.662		
	Total	263.760	199			
Loyalty	Between Groups	.439	2	.220	1.122	.327
	Within Groups	77.738	197	.196		
	Total	78.177	199			
Competitive Advantage	Between Groups	.365	2	.183	.652	.522
	Within Groups	111.195	197	.280		
	Total	111.560	199			
Commitment	Between Groups	.129	2	.065	.199	.819
	Within Groups	128.568	197	.324		
	Total	128.698	199			
morale	Between Groups	1.714	2	.857	1.642	.195
	Within Groups	207.223	197	.522		
	Total	208.937	199			
retention	Between Groups	1.716	2	.858	1.590	.205
	Within Groups	214.244	197	.540		
	Total	215.960	199			
flexible	Between Groups	2.785	2	1.393	3.420	.034
	Within Groups	161.652	197	.407		
	Total	164.437	199			

defined goals	Between Groups	4.353	2	2.176	4.253	.015
	Within Groups	203.157	197	.512		
	Total	207.510	199			
value	Between Groups	.971	2	.485	.902	.407
	Within Groups	213.707	197	.538		
	Total	214.677	199			
priorities	Between Groups	1.474	2	.737	1.308	.272
	Within Groups	223.803	197	.564		
	Total	225.277	199			
expected	Between Groups	3.737	2	1.868	3.865	.022
	Within Groups	191.903	197	.483		
	Total	195.640	199			

Interpretation: when we compare the calculated F value with the tabulated value and observe the key statistics for interpreting the results of ANOVA, it is seen that the key value is less than the alpha value which is taken 0.05 for this analysis the null hypothesis is rejected. It is clear from the above data and statistical results that rejection of null hypothesis is done for four variables out of 14. These variables are listed as Green HRM is more reliable, Employees become more flexible, Individuals and teams have clearly defined goals and Employees know what is expected of them and understand its impact on others. It can be interpreted that for these above four variables the employee perception at various managerial levels is similar. The other variables have key value more than the alpha value and so in this case the null hypothesis is accepted. It can be interpreted that for all these variables which can be treated as typical in implementation of Green HRM practices in service sector. The employees at all levels are supporting each other through their ideology.

Objective 2: To understand the significance of various green HRM practices adopted by the management in service sector organization for environment sustainability

H02: Green HRM practices implemented in service sector has no impact on environment sustainability

HA2: Green HRM practices implemented in service sector has significant impact on environment sustainability

8. Factor Analysis

The results of extraction of Green HRM Practices – Barlett’s test of sphericity and Kaiser – Olkin (KMO) measure are adopted to determine the appropriateness of data set for factor analysis. High value between 0.5 to 1 of KMO indicates that the factor analysis is appropriate, low value below the 0.5 implies that factor analysis may not be appropriate. In this study the result of Barlett’s test of Sphericity (0.000) and KMO (.630) indicates that the data are appropriate for factor analysis.

Principal Component Analysis was employed for extracting factors followed by Varimax rotation. The number of factors to be extracted was finalized based on “Latent Root Criterion” i.e., factors with Eigen values greater than 1 have been selected. All factor loadings greater than 0.5 have been considered for further analysis.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.630
Bartlett's Test of Sphericity	Approx. Chi-Square	1566.411
	Df	105
	Sig.	.000

Table 5.17 KMO and Bartlett’s Test Statistics of Green HRM Practices

Total 15 variables have been considered under Green HRM Practices adopted in hotel industry. Out of which, five factors were extracted, which accounted for 64.069 percent of total variance. Communality value for all the variables was greater than 0.6 indicating a healthy proportion of variance explained for each variable included in the research.

Rotated Component Matrix					
	Component				
	1	2	3	4	5
profitability	-.698	.059	-.450	-.200	-.111
retention	.015	.752	.209	.089	.116
CSR	.117	.813	-.119	-.141	.096
environment	.074	.492	.231	-.431	-.293

brand image	-.255	-.278	.358	.397	-.231
competition	.059	-.045	.822	-.131	.046
market leader	.065	.342	.750	.111	.151
org. culture	.018	-.084	.029	.841	-.023
org. commitment	.128	.332	.343	.418	.340
service quality	-.074	-.128	.045	-.087	.725
productivity	-.019	.156	.038	.088	.803
time management	.253	.170	.086	.018	.568
avoid stress	.706	.249	-.098	-.326	.023
avoid conflicts	.558	.096	-.188	.615	.008
recycling	.838	.019	.072	.113	.013
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. a. Rotation converged in 8 iterations.					

Name of Factor	Indicators	Factor Loadings	Variance Explained
Waste management	Increases Profitability	-.698	14.521
	Avoids Stress at Workplace	.706	
	Recycling and Waste Management	.838	
sustainability	Helps in Employee Retention	.752	12.847
	Promotes CSR	.813	
Market leadership	Fights Competition	.822	12.391
	Helps to become market leader	.750	
Working environment	Improves Organization Culture	.841	12.241
	Avoids Interpersonal Conflicts	.615	
service quality	Increases Service Quality	.725	12.069
	Increases Employee Productivity	.803	
	Helps in Time Management	.568	

Factor Loadings

9. Factor Description

Waste management – Three variables represented one factor with a total factor loading of 2.242 and percentage variance of 14.521. the total Eigen value of this factor is 3.078. it was named as waste management and included items such as recycling, increasing profitability and avoids stress at workplace.

Sustainability- the second most important factor which was derived with an overall Eigen value of 4.101 including two statements promotion of CSR activities in hotel and employee retention for a sustainable future.

Market Leadership-Market Leadership was assigned as factor three which included items related to capture a market leader position. It included items such as fighting competition and creating a competitive advantage over the others. 1.752 eigen value with a total factor loading of 1.572 was indicating which included two variables.

Working Environment-variables related to organization culture, interpersonal conflict, etc. were loaded in the first factor representing the working environment of the organization. The fourth factor represented the organizational environment and how well it coped up with improvisation of peer to peer relationship.

Service Quality- The fifth factor included three variables which ensures time management and high-quality services. It included three variables which were collectively named as service quality through emphasizing on importance of delivery of quality services

The correlation between the variables is shown below in the correlation matrix.

Corre	profit	rete	C	envir	br	comp	m	or	org.	ser	prod	time	a	avo	rec
Profit	1.00	-	.0	-.066	.0	-.272	-	-	-.370	-	-.157	-.181	-	-	-
retent	-.054	1.0	.4	.182	-	.177	.4	-	.237	.0	.212	.189	.1	.14	.12
CSR	.018	.42	1.	.372	-	-.021	.1	-	.201	.0	.157	.215	.3	.05	.12
envir	-.066	.18	.3	1.000	-	.100	.1	-	.028	-	-.086	-.106	.1	-	.05
brand	.015	-	-	-.132	1.	.176	.0	.2	.022	-	-.094	-.099	-	.04	-
Com	-.272	.17	-	.100	.1	1.00	.4	-	.139	.0	.042	.186	.0	-	.09
mark	-.395	.41	.1	.192	.0	.459	1.	.0	.403	.0	.176	.184	.0	.01	.09
org.	-.173	-	-	-.300	.2	-.022	.0	1.	.303	-	.043	-.003	-	.38	.09
org.	-.370	.23	.2	.028	.0	.139	.4	.3	1.000	.2	.253	.206	.0	.16	.17
servic	-.018	.00	.0	-.097	-	.018	.0	-	.225	1.	.392	.097	-	-	.05
Produ	-.157	.21	.1	-.086	-	.042	.1	.0	.253	.3	1.000	.405	.0	.07	.01
time	-.181	.18	.2	-.106	-	.186	.1	-	.206	.0	.405	1.000	.2	.16	.13
avoid	-.275	.16	.3	.190	-	.005	.0	-	.068	-	.009	.237	1.	.16	.43
avoid	-.382	.14	.0	-.180	.0	-.134	.0	.3	.164	-	.075	.166	.1	1.0	.46
Recy	-.541	.12	.1	.058	-	.090	.0	.0	.170	.0	.013	.139	.4	.46	1.0

The main inferences from the above correlation matrix are:

- A positive correlation is seen between profitability and two other factors namely, corporate social responsibility and brand image. These two factors can enhance organizational profit in long run by creating a positive image among the users
- A strong high positive correlation is seen between employee retention, corporate social responsibility and organizational environment. These variables are highly correlated with each other which shows that if one is favourable it will create a pressure on others too. A high CSR can bring more employee retention. Thus, creating a better working environment
- Organizational culture and brand image of the service provider are positively correlated with each other. A positive brand image can create a positive organization culture for ability and profitability.
- A high correlation can be seen between competition and market leadership which suggest that competition pushes organizations to perform better and become market leader
- Market leader is a variable which has a strong correlation with variables ensuring a competitive advantage and satisfaction of employees by increasing organizational commitment. This helps in retention of employees and face competition in a better manner
- A strong positive correlation is seen between Organizational culture and commitment
- Stress avoidance and conflict avoidance are also positively correlated because if stress is released, conflicts are also avoided. And if conflicts are avoided stress is directly released

Objective 3: To investigate the relationship between Green HRM practices and organizational culture in service sector

H₀: Green HRM practices and organizational culture have no significant relationship with each other

H_A: Green HRM practices and organizational culture have a significant relationship with each other

Green HRM Practices	Organization Culture dimensions				
	Self-Realization	Status Enhancement	Incentive Values	Socio-economic Support	Total
Planning	29	15	5	12	61
Recruitment	35	20	18	32	105
Selection	10	14	33	5	62
Performance Evaluation	12	28	11	3	54
Training & Development	22	8	12	6	48
Career Management	5	4	15	10	34
Rewards	15	5	14	2	36
Total	128	94	108	70	400

Interpretation: Green HRM practices and organizational culture dimensions are cross tabulated to study to study the relationship between various components of Green HRM practices with cultural dimensions. Seven Green HRM practices namely, planning, recruitment, selection, performance evaluation, training & development, career management and rewards with the four organizational culture dimensions which are self-realization, status enhancement, incentive values and socio-economic support, are taken into account to find out their association with organization culture. The above data revealed that self-realization is the most important component to develop a green organization culture i.e. self-awareness is required among employees to adopt green HRM practices. The second most important force which motivates employees to adopt green HRM

practices is incentive value which clearly explains that if such practices needs to be implemented, they should be linked with incentives both monetary and non-monetary to ensure employee's interest in such innovative practices.

10. Chi Square Test

To study the relationship between the various aspects green HRM practices and organization culture dimensions and to test the null hypothesis that there is no significant relationship between various aspects of green HRM practices and organizational culture, chi-square test was applied to statistically test the hypothesis.

Tabular Value	Calculated Value	Degree of Freedom	H0 Accepted or Rejected
28.9	113.459	18	Rejected

* At 95% level of significance

Inference: The calculated value of chi-square at 18 degree of freedom and 95% level of significance is 85.75 which is higher than critical value of chi-square.

The null hypothesis is thus rejected. Hence, there is a significant relationship between various aspects of green HRM practices like recruitment, selection, performance evaluation, training & development, career management and rewards and dimensions of organization culture namely self-realization, status enhancement, incentive values and socio- economic support.

11. Conclusion

The researcher identified five factors mainly during the research namely, waste management, sustainability, market leadership, working environment and service quality which were further diagnosed to see the correlation among them. A positive correlation is seen between profitability and two other factors namely, corporate social responsibility and brand image. These two factors can enhance organizational profit in long run by creating a positive image among the users. A strong high positive correlation is seen between employee retention, corporate social responsibility and organizational environment. These variables are highly correlated with each other which shows that if one is favorable it will create a pressure on others too. A high CSR can bring more employee retention. Thus, creating a better working environment. The association between organizational culture and green HRM practices was seen by applying chi square test which signified a positive association between the selected green HRM practices like recruitment, selection, training & development, etc. Thus, it is statistically proved in the study that a favorable organizational culture can be built with proper implementation of different types of green HRM practices. This organizational culture thus created with a motivated team which can also ensure organizational commitment. It can be concluded from the study that a positive work culture with eco sensitization can increase the role of employees in implementation of green HRM practices and cultivating an ecofriendly environment for future sustainability

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