

Green Human Resource Management (GHRM): A Strategic Framework of Doing Basic HRM Functions

Md.Siddique Alam Khan¹

¹Assistant Professor, Department of Business Administration, Dhaka International University,

Abstract: *GHRM is an emerging concept in the field of management which explains the integration of environment friendly practices with HR department of the organization in order to achieve long lasting sustainable growth. Organizations today understand the importance that they associate with Green Human Resource management practices. It is evolving rapidly as many see it as a necessity in today's context of global warming and climate change. This study aims at analyzing the concepts, importance, practices and implications of Green Human Resource Management (Green HRM). The study was basically conducted based on secondary source such as research articles, case studies, whitepapers & internet websites. Finally, the paper suggests some implications of Green human resource practices for green organization.*

Keywords: *Green HRM, Sustainable growth, Global warming, Climate change*

1 Introduction

Due to growing global environmental concern and Development of international environmental standards, there is a need for companies to adopt formal environmental practices (Daily and Huang, 2001). By taking the base of green concept various literatures on Green Marketing (Peattie, 1992), Green accounting (Bebbington,2001; Owen, 1992), Green Reatiling (Kee-hung, Cheng, and Tang, 2010), and Green management in general (McDonagh and Prothero, 1997)have contribution in the area of management. There is a need of integration of environmental management into Human Resource (HR) called Green HR (Dutta, 2012; Margaretha and Adhikari, 2013).Numerous researchers have their contribution to support and raise the awareness of Green HRM. (Muster and Schrader, 2011), (Daily, Bishop & Govindarajulu, 2009), (Brio, Farnendiz and junquera, 2007), (Farnendiz, junquera and Ordiz, 2003), (Govindarajulu and Daily, 2004), (Jabbour and santosh, 2008), (Jabbour, santosh and Nagano, 2010), (Madsen and John P. Ulhoi,2001), (Massoud, daily and Bishop, 2008), (Ramus, 2001, 2002), (Renwick et al., 2008), (Stringer, 2009), (Wehrmeyer, 1996).

These researchers gave importance to adoption of environmental practices as a crucial purpose of organizational functioning to make it significant with the strength of HRM practices (Jackson et al., 2011; Daily and Hung, 2001; Sarkaris et al., 2010). Lee, (2009) specify “green management” as the exercise whereby companies develop an environmental management strategy to manage the environment. So there is a need of proactive environmental management (Gonzalez-Benito and Gonzalez-Benito, 2006). But this can be possible with employee involvement, participation and involvement of employee is critically important for success of the Green HRM concept, there is a need of implementing Green HRM Practices in our daily life working as

well as private (Brio, Fernandez and Junquera, 2007; Fernandez, Junquera and Ordiz, 2003; Ramus, 2001, 2002; Renwick, 2008). Rashid, Wahid and Saad (2006) have archived that employees participation in environmental management systems has a positive effect on the character or environmentally responsible attitudes and behavior in employees private life. The incorporation of environmental objectives and strategies into the overall strategic development goals of a company helps in arriving at an effective environment management system (Haden et al., 2009). Fayyazia et al. (2015) said that there is a requirement for the amalgamation of environmental management in Human Resource Management (HRM) because it is essentially or very important rather than just desirable. Now-a-days it seems that a considerable number of organizations practice green human resource management practices in the global context (Opatha et al., 2015).

2 Literature Review

Sakhawalkar, & Thadani (2015) conducted descriptive research on all IT companies in Pune where non-probability – convenient sampling was used & structured questionnaire was filled by employees of IT companies in Pune City. The study reveals the awareness among employees in IT companies & implementation of various green human resource practices. The study found that companies are going towards the environmental friendly initiatives that reduce an employee's carbon footprint. The results included: electronic data filing, vehicle sharing, video conferencing and virtual interviews, recycling, telecommuting, online training.

Aggarwal & Sharma (2015) highlighted the concept of Green HRM along with focusing on its importance, advantages and limitations for an organization which have an impact on sustainability. Sheopuri and Sheopuri (2015) also found that Green HR initiatives help companies to find alternative ways to cut the cost without losing their top talent; part time work, etc. The study also says that today companies could get competitive advantage over it.

Pillai and Sivathanu (2014) focused on the various Green HR Practices followed by the organizations globally. The study also highlighted the challenges and benefits of green HRM.

Marjan, Saeed, Zahra and Shahbazmoradic (2014) have done their study to identify the barriers of green human resource management in Iran's oil industry. In the study, 12 experts & HR Managers from Oil industry were interviewed; it was found that there is lack of comprehensive plan to implement green HRM & ambiguous Green values were considered as barrier to Green HRM.

The study was done by Dutta (2012), in order to discuss the various initiatives that can be taken by government to promote green practices. The study also highlighted the green HR practices are car-pooling, teleconferencing, recycling, online training, e-mailing etc. Sayed (2015) did study on Green HR practices in compilation with analyzing latest environmental friendly solution and proposed model of green human resource management. The study also found that Green HRM is helpful in enhancing corporate image and brand image.

Jabbar and Abid (2014) investigated the factors that motivate employees towards organizations environmental performance. The 178 respondents (employees) of the firms that use GHRM practices have taken for research. Convenient Sampling was used for data collection.

The study found that employees are more motivated through monetary rewards rather than non monetary.

Kim (2005) investigated how employees of the hotel industry perceived green practices. The Data was collected from 220 employees working in eight green certified hotels in Orlando where results found that

performance levels of green practices implemented by hotels were lower than the importance levels of those same green practices as perceived by hotel employees. The study also reveals that there is positive correlation between organizational commitment and green practices.

Saraswa (2015) found that employees are not aware of the term Green HRM but they are aware about the environmental friendly vehicles like electricity & hybrid vehicles. The employees are also aware about that their organization is using such practices for sustainability (Shamim, 2022).

Yusoff, Othman & et al. (2015) conducted an exploratory study in order to attempt a conceptual understanding of the concept of Green Human Resource Management (HRM) in multinational companies in Malaysia. The study found that most of the companies are focusing on Green HRM with special attention on five concepts namely: Corporate Social Responsibility (CSR), Electronic HRM (E-HRM), Work-life Balance (WLB), Green Policies and Extra Care Program.

Stankeviciute & Savaneviciene (2014) found in their study that there are 3 different meaning of sustainability with respect to HRM which consist of 1). Normative, 2) Efficiency-oriented and 3) Substance-oriented. The study also provides the conceptual insights linking towards sustainability and HRM.

3 Objectives

The objective of this study is to explore the green human resource management policies and practices of organizations based on the existing literature. Subsequently the following steps were taken to support the main objective:

- (I). To identify the basic functions of Green HRM.
- (II) To identify the key challenges in adopting and implementing Green HR policies.
- (III). To Provide some suggestions of Green HRM.

4 Methodology

This is a qualitative research based on the extensive analysis of existing literatures of Green HRM. In order to achieve the stated objective, a systematic review of literature was conducted by using an archival method. This paper employs a methodology to review the articles cited in the databases Sage, Taylor and Francis Online, Springerlink, ScienceDirect, JSTOR, Wiley Online Library, and Emerald. The other sources of data include books, journals, e-papers and websites. Contemporary research papers were given priority in analyzing the existing literatures. Research papers were delimited from the review if they did not have a focus on environmental management as it pertains to management, employees, work organizations, and the wider social arena.

5 Definition of 'Green HRM'

Green HRM is referred to all the activities involved in development, implementation and on-going maintenance of a system that aims at making employees of an organization green i.e. environment-friendly

(Mehta and Chugan, 2015). Green Human Resources Management (Green HRM) is the use of HRM policies to support the sustainable use of resources within organizations (Deshwal, 2015). In fact it refers to the policies, practices and systems that make employees of the organization green for the benefit of individual, society, natural environment, and the business (Opatha & Arunrajah, 2014). Green HRM is directly responsible in creating green workforce that understands, appreciates, and practices green initiative and maintains its green objectives throughout the HRM process of recruiting, hiring, training, compensating, developing, and advancing the firm's human capital (Mathapati, 2013).

6 Green human resource practices in the organization:

At present, the organizations are very conscious about environment. Green human resources practices have contribution in environmental sustainability. Green human resource practices of the organizations are given below.

6.1 Green human resource planning

At present, some companies engage in forecasting number of employees and types of employees, needed to implement corporate environmental management initiatives/programs/activities (e.g. ISO 14001, cleaner production, responsible care etc.).

The corporate environmental management initiatives demand some new job positions and specific set of skills. Green human resource planning gets required in this context. In addition these companies engage in deciding strategies to meet the forecasted demand for environmental works (e.g. appointing consultants/experts to perform energy or environmental audits) and sometimes they are outsourcing.

6.2 Green job design and analysis

In general, job descriptions can be used to specify a number of environmental protection related task, duties and responsibilities (Wehrmeyer, 1996; Renwick et al., 2013). Some companies have incorporated environmental and social tasks, duties and responsibilities as far as possible in each job in order to protect the environment. Job description includes at least one duty related to environmental protection and also specifically includes environmental responsibilities whenever and wherever applicable.

Job descriptions and job specifications may include environmental, social, personal, and technical requirements of the organizations as far as possible. For example, environmental protection duties should be included, along with the allocation of environmental reporting roles and health and safety tasks (Crosbie and Knight, 1995; Wehrmeyer, 1996; North, 1997; Revill, 2000). In addition, some companies use teamwork and cross-functional teams as job design techniques to successfully manage the environmental issues of the company (May and Flannery, 1995; Florida, 1996; Clement, 1997; Palmer and Andrews, 1997; Beard and Rees, 2000; Griffiths and Petrick, 2001; Daily and Huang, 2001; Govindarajulu and Daily, 2004; Jabbour, Santos, and Nagano, 2010).

Nowadays many companies have designed environmental concerned new jobs or positions in order to focus exclusively on environmental management aspects of the organizations. From the perspective of HRM, it is really a valuable initiation and practice to protect the environment. Moreover, some companies have involved in designing their existing jobs in a more environmentally friendly manner by incorporating environmental centered duties and responsibilities.

6.3 Green recruitment

In general, environment concerned companies have their own environmental policy framework. In materializing the established environmental policies, companies need environmentally oriented workforce. Hence, searching best green recruitment practices are important to organizations. In the recruitment context, what some companies are doing is that they integrate corporate environmental policy and strategies with the recruitment policy of the company. A survey by the British Carbon Trust confirms that most of the employees (more than 75%) considering working for an organization perceived it as important that they have an active environmental policy to reduce carbon emissions (Clarke, 2006)

On the other hand, potential employees also search and want to work in the environmental concerned organizations. In United Kingdom, environmental issues have an impact on organization's recruitment efforts, and according to a survey high-achieving graduates judge the environmental performance and reputation of a company as a criterion for decision-making when applying for job vacancies (Wehrmeyer, 1996; Oates, 1996). The Chartered Institute of Personnel and Development (CIPD) believe in that becoming a green employer may improve employer branding, company image and is a useful way to attract potential employees who have environmental orientation (CIPD, 2007).

Attracting environmentally aware talent might be facilitated by pro-active branding of the organization as a high-quality "green employer of choice" (Renwick et al, 2008; Jackson et al, 2011). Increasingly, firms are beginning to recognize that gaining a reputation as a green employer is an effective way to attract new talent (Phillips, 2007; Stringer, 2009).

Additionally, in order to attract environmentally concerned people for job vacancies, job advertisements of some companies express certain environmental values. Some companies also express their preferences to recruit candidates who have competency and attitudes to participate in corporate environmental management initiatives too.

6.4 Green selection

In the selection context, when making selection for the job vacancies some companies consider candidate's environmental concern and interest as selection criteria. When interviewing candidates or evaluating them for selection, environmental-related questions are asked by those companies (Crosbie and Knight, 1995; Wehrmeyer, 1996; North, 1997; Reville, 2000). Really, these are some of the good green selection practices any organization can adopt to select environmental friendly people in addition to the normal selection criteria relating to the specific duties of the job being concerned.

6.5 Green induction

Induction for new employees seems to be needed to ensure they understand and approach their corporate environmental culture in a serious way (Wehrmeyer, 1996). Companies can adopt two approaches in respect of green induction. They are general green induction and job specific green induction. Some companies practice general green induction. After selecting the candidates for the posts, these companies provide necessary basic information about the corporate environmental management policy, system and practices. In some instances, certain organizations do specific green induction as well to their new recruits. They induct

new employees about environmental orientation programs specific to their jobs. In general, these two green induction practices are important for any organization nowadays.

6.6 Green training and development

Providing environmental training to the organizational members to develop required skills and knowledge is an important function of green HRM. This will be helpful to implement corporate environmental management programs of the company (Cook and Seith, 1992). Providing training to encourage recycling and waste management, supporting flexible schedules and telecommuting, and reducing long-distance business travel are very useful to reduce the negative environmental impacts of the organizations (Jackson et al, 2011).

Creating environmental awareness among the workforce by conducting seminars and workshops at organizational level is also important to achieve good environmental performance. Providing environmental education that will result in a change of attitude and behaviour among managers and non-managerial employees is also needed to the organizations. For example, in Fuji Xerox Singapore, every staff goes through eco-awareness training, as well as the sales forces receive education on the green aspects of its product and supplies. Apart from these, some organizations celebrates annual “environmental day” at company/organization level by organizing many competitive programs for non-managerial employees, managers and children of employees. This is also a good practice to inculcate certain key eco-values among the workforce as well as their family members.

Environmental related education, training and development are key areas of green HRM in an organization. Without proper education, training and development, materializing targeted environmental performance of a firm is very difficult to achieve. Therefore, it seems that certain companies have actually realized the importance of green education, training and development in their organizational setting.

Nowadays, some companies seriously analyze and identify environmental training needs of employees in order to make them more environmental concerned workforce. Really, these are good practices and also needed to implement corporate environmental management initiatives. Based on environmental training needs analysis of the workforce, these companies conduct serious and systematic education, training and development programs which are given to the employees for the purpose of providing needed knowledge, skills and attitudes for good environmental management.

6.7 Green employee relations

The evolution of green HRM has penetrated into the employee relations and union management activities of the organization. In green HRM, employee relations and union support (in a unionized workforce context) are critical in implementing corporate environmental management initiatives and programs. Some companies have strategies (joint consultations, gain sharing, recognizing union as a key stakeholder in environmental management) to get the expected support of trade unions for corporate environmental management initiatives. Really it a good practice to increase firm’s environmental performance.

Renwick et al, (2008 and 2013) suggested certain green employee relations and union management practices. They include employee involvement and participation in green suggestion schemes and problem-solving circles, staff independence to form and experiment with green ideas, integrating employee involvement and participation into maintenance (cleaning), employee help-line for guidance in green matters, tailoring green employee involvement schemes to industry/company standards, increasing line/supervisory support behaviours in environmental management, union-management negotiating to reach green workplace

agreements, training of union representatives in respect of environmental management aspects, encouraging employees to use green forms of transport, set-up of low carbon chiefs (including CEO and Board) to increase action in environmental management, and introducing green whistle-blowing and help-lines.

6.8 Green employee discipline management

Wehrmeyer (1996) stated explicitly that green discipline management is a pre-requisite in corporate environmental management. In ensuring green employee behaviour in the workplace, organizations may need green discipline management practices to achieve the environmental management objectives and strategies of the organization. In this context, some companies have realized “discipline management” as a tool to self-regulate employees in environmental protection activities of the organization. These companies have developed a clear set of rules and regulations which imposes/regulates employees to be concerned with environmental protection in line with environmental policy of the organizations. In such companies, if an employee violates environmental rules and regulations, disciplinary actions (warning, fining, suspension, etc.) are taken against him/her.

6.9 Green health and safety management

The green health and safety management is really beyond the scope of traditional health and safety management function of HRM. Nowadays many organizations are redesigning post of “health and safety manager”, as “health, safety and environmental manager”. This post includes a wider job scope when compared with traditional post of health and safety manager in an organization. For example, it includes biodiversity protection and community support initiatives etc. The key role of green health and safety management is to ensure a green workplace for all. Green workplace is defined as a workplace that is environmentally sensitive, resource efficient and socially responsible (SHRM, 2009). At present there are companies where traditional health and safety function was extended to include environmental management/protection. These companies have continually endowed to create various environmental related initiatives to reduce employee stress and occupational disease caused by hazardous work environment. Some proactive companies (3M, DuPont, Allied, Signal, Amoco, and Monsanto) in environmental management found that management of environment and its cost lead to improvements in the health of employees and local communities, enhancing the image of the company as a desirable employer and corporate citizen.

6.10 Green performance evaluation

Measuring employee green performance of job is one of the key functions in green HRM. Without this practice any organization cannot ensure the realistic environmental performance long term basis. Evaluation of green performance of employee must be done separately or at least as a part of the performance evaluation system of the organization.

In order to sustain good environmental performance, organizations must establish Environmental Management Information Systems (EMIS) and environmental audits. Many organizations have established environmental management information systems (Wells, 1993), and environmental audits (Carpenter, 1994).

Milliman and Clair (1996) state that when an EMIS has been developed, it is important that it is not just used for reporting purposes, but should also be integrated with performance appraisals of managers as well as employees.

Organizations must include environmental issues as well as environmental incidents, take-up of environmental responsibilities and the success of communicating environmental concerns and policy within the performance evaluation system of the organization (Wehrmeyer, 1996).

Installing corporate-wide environmental performance standards is also a must in the green performance evaluation context. Firms like Amoco in the United States (U.S.) have tackled them by installing corporate-wide environmental performance standards (which cover on-site use, waste management, environmental audits, and the reduction of waste) to measure environmental performance standards, and developing green information systems and audits (to gain useful data on managerial environmental performance). The Union Carbide Corporation is a wholly owned subsidiary of The Dow Chemical Company, that includes a green audit programme that contains field audits – which are seen as important, as they can give employees a mechanism by which they can raise any recurring problems, and gain information and feedback on past and future environmental performance of their firm (Milliman and Clair, 1996).

6.11 Green reward management

Green reward management is another key function of green HRM. The sustainability of organization's environmental performance is highly dependent on the green reward management practices of the organizations. To motivate managers and non-managerial employees on corporate environmental management initiatives, green reward management has significant contributions. Organizations can practice it in two ways such as financial and non-financial. In some companies employees are financially (e.g. incentives, bonuses, cash) rewarded for their good environmental performance. In some other companies, employees are non-financially rewarded (awards/special recognitions/honors/prizes) for their good environmental performance. Crosbie and Knight (1995) state that some companies have successfully rewarded extraordinary environmental performance, practices and ideas by including environmental criteria into salary reviews. Due to the scarcity of financial rewards, recognition rewards for environmental performance have been established in many organizations, including Monsanto, Dow Chemical, and ICI Americas Inc, (Whitenight, 1992).

Communicating employee environmental excellence is also a good practice in some organizations. There are many ways in which organizations can communicate their environmental excellence within the organization. For example, managers at Coors present awards at important meetings to employees who have participated in successful environmental programmes (Woods, 1993)

Having diverse employee environmental performance recognition programs at different levels is also needed for many organizations. The core success of recognition rewards is making them available at different levels within the organization. For example, Xerox has awarded a number of company-wide environmental teams excellence awards in recognition for developing environmentally-sound packaging, re-use of materials and packaging, and the marketing of recycled paper for Xerox copiers (Bhushan and Mackenzie, 1994). Introducing rewards for innovative environmental initiative/performance reward program is also needed to encourage some creativity and innovation among the workforce. For example, Xerox has also further developed an "Earth Award" that recognizes achievements in innovations of waste reduction, re-use and recycling (Bhushan and Mackenzie, 1994).

Providing incentives to encourage recycling and waste management, supporting flexible schedules and telecommuting, and reducing long-distance business travel can also be considered as green reward management practices (Jackson et al, 2011).

Moreover “Pollution Prevention Pays” (For example, 3M has Pollution Prevention Pays program in practice), “Waste Reduction Always Pays” (For example, Dow has Waste Reduction Always Pays program in practice), “Priority One” (For example, Monsanto has this program in waste reduction), and “Save Money and Reduce Toxics” (SMART) at Chevron are some good examples for the company specific green reward management practices (Berry and Rondinelli, 1998).

7 Challenges of Green HRM

Human resource policy plays very important role in managing employee from entry to exit. HR policy provides generalized guidance on how HR issues should be dealt with. HR Managers have elicited many challenges. Some challenges are mentioned below :

- It is difficult to alter the behaviour of employees in a short span of time.
- Not every employee is equally motivated to participate in the promotion of Green HRM practices in the organization.
- Developing the culture of Green HRM in entire organization is a cumbersome and lingering process.
- It requires high investment at initial stage and comparatively slow rate of return.
- Sourcing and recruitment of green employees with quality talents is a challenging task.
- It is difficult to measure the effectiveness of green HR practices in employees' behaviour.
- HR professionals faced problems of being expected to provide the essential green structures, green processes, green tools, and green thinking to make the best selection and develop the future green leaders of the organization.

8 Suggestions

Numerous researchers have given following suggestions regarding green human resources :

- (i).Regular audits for measuring the actual standard with desired set & finding any deviation & further steps to achieve the desired goals.
- (ii).Encouraged riding bicycle instead of Car and / or encouraged Car sharing in the organization.
- (iii).Use of Jute bags instead of poly bag.
- (iv).Reduce paper work in the organization, Encouragement to online data sharing & storage.
- (v).Training should be given to employees pertaining to environmental issue & its solution.

- (vi).Encouragement for plantation of more & more trees around the organization & at home too.
- (vii).Rewards in both forms monetary & non-monetary should be given to an individual for their performance on sustainable development.
- (viii).Provide flexible timings and / or work at home facility.
- (ix).Adopt new methods, technologies, and tools to create a positive impact towards the environment.
- (x).Support and encourage Human Resources and all stakeholders to create a positive change and impact by reducing the carbon footprint at the workplace.
- (xi).Create strong policies, processes and support systems so as to achieve a sustainable Green HRM in the organization.
- (xii).Finally, ensure recognition and reward system, awareness, motivation and continuous training and development programs that employees participate towards a sustainable Green HRM initiative across the organization.

9 Conclusion

Green HRM is a new phenomenon in the field of HRM. HR Professionals must address the environmental needs in crafting HR strategies and implementing the HR policies and practices in alignment with environment management. Green HRM encompasses all activities aimed at helping an organization carry out its agenda for environment management to reduce its carbon footprint in areas concerning onboarding and acquisition of human resources, their induction, performance appraisal, training and development, pay and reward management. These initiatives result in greater efficiencies at lower costs and satisfied engaged employees which results in sustainability in the organizations. The green Human Resources Management has emerged from companies engaging in practices related to protection of environment and maintaining ecological balance.

References

- Aggarwal, S., & Sharma, B.(2015), Green HRM: Need of the hour '. International Journal of Management and Social Science Research Review, 1(8), 63-69.
- Beard, C. and Rees, S. (2000), Green Teams and the Management of Environmental Change in UK Country Council, Environmental Management and Health, Vol.11, No.1, pp. 27-38.
- Bebbington, J. (2001). Sustainable development: A review of the international development, business and accounting literature. Accounting Forum, 25, 128–157.
- Berry, M. A. and Rondinelli, D. A. (1998), Proactive corporate environmental management: A new industrial revolution, Academic Management Executive, Vol. 12, No. 2, pp. 38-50.
- Bhushan, A.K. and Mackenzie, J.C. (1994), Environmental leadership plus total quality management equals continuous improvement, Environmental TQM, 2nd ed, McGraw- Hill, New York, pp. 72-93.
- Brio, J. A., Fernandez, E., & Junquera, B. (2007). Management and employee involvement in achieving an environmental action based competitive advantage: an empirical study. International Journal of Human Resource Management; 18, 491-522.

- Carpenter, (1994), *Greening People - Human Resources and Environmental Management*, Sheffield, England: Greenleaf Publishing.
- Chartered Institute of Personnel and Development (CIPD) (2007), *The environment and people management*, Discussion web page
- Clarke, E. (2006), *Power Brokers*, *People Management*, 18th May, pp. 40-42.
- Clement, K. (1997), *Multi-disciplinary Teams and Environmental Integration: European Programmes*, *Team Performance Management*, Vol. 3, pp. 261-269.
- Cook, J. and Seith, B. J. (1992), *Designing an effective environmental EMS training program*, *Journal of Environmental Regulation*, Vol. 2, No. 1, pp. 53-62.
- Crosbie, L. and Knight, K. (1995), *Strategy for Sustainable Business: Environmental Opportunity and Strategic Choice*, McGraw-Hill, Maidenhead: England.
- Daily, B. F. and Huang, S. (2001), *Achieving Sustainability Through Attention to Human Resource Factors in Environmental Management*, *International Journal of Operations and Production Management*, Vol. 21, No. 12, pp. 1539-1552.
- Daily, B. F., Bishop, J. W., & Govindarajulu, N. (2009). *Conceptual model for organizational citizenship behavior directed toward the environment*. *Business & Society*, 48, 243–256.
- Deshwal, P. (2015), *Green HRM: An organizational strategy of greening people*. *International Journal of Applied Research*, 1(13), 176-181.
- Dutta, S. (2012), *Greening people: A strategic dimension*. *ZENITH: International Journal of Business Economics & Management Research*, 2, 143–148.
- Fayyazia, M., Shahbazmoradib, S., Afsharc, Z., & Shahbazmoradic, M.R. (2015), *Investigating the barriers of the green human resource management implementation in oil industry*, *Management Science Letters*, 5, 101–108.
- Fernández, E., Junquera, B., & Ordiz, M. (2003), *Organizational culture and human resources in the environmental issue: A review of the literature*. *The International Journal of Human Resource Management*, 14, 634–656.
- Florida, R. (1996), *Lean and Green: The Move to Environmentally Conscious Manufacturing*, *California Management Review*, Vol. 39, No. 1, pp. 80-105.
- González-Benito, J., & González-Benito, O. (2006), *A review of determinant factors of environmental proactivity*. *Business Strategy and the Environment*, 15, 87–102
- Govindarajulu, N., & Daily, B. F.(2004), *Motivating employees for environmental improvement*, *Industrial Management and Data Systems*, Vol.104, No. 4, pp. 364- 372.
- Griffiths, A. and Petrick, J. A. (2001), *Corporate Architecture for Sustainability*, *International Journal of Operations and Production Management*, Vol. 21, No.12, pp.1573-1585.
- Haden, S. S. P., Oyler, J. D., & Humphrey, J. H. (2009), *Historical, practical, and theoretical perspectives on green management. An exploratory analysis* *Management Decision*, 47(7), 1041-1055. Doi: 10.1108/00251740910978287
- Jabbar, M. H., & Abid, M.(2014), *GHRM: Motivating Employees towards Organizational Environmental Performance*. *Magn. Res. Rep.*, 2, 267-278. (2014).
- Jabbour, C. J. C., & Santos, A. C. F. (2008), *Relationships between human resource dimensions and environmental management in companies: proposal of a model*. *Journal of Cleaner Production*, 16, 51-58.
-

- Jabbour, C.J.C. Santos, F.C.A. and Nagano, M.S. (2010), Contribution of HRM throughout the stages of environmental management: Methodological triangulation applied to companies in Brazil, *The International Journal of Human Resource Management*, Vol. 21, No.7, pp. 1049-1089.
- Jackson, S.E. Renwick, D. W. S. Jabbour C.J. C. and Camen, M.M.(2011), State-of-the-Art and Future Directions for Green Human Resource Management: Introduction to the Special Issue, *German Journal of Research in Human Resource Management*, Vol. 25, No. 2, pp. 99-116.
- Kee-hung, L., Cheng, T., & Tang, A. (2010), Green retailing: Factors for success". *California Management Review*, 52, 6–31.
- Kim, S. H. (2009) , An Investigation into Hotel Employees' Perception of Green Practices.
- Lee, K. H. (2009), Why and how to adopt green management into business organizations: The case study of Korean SMEs in manufacturing industry. *Management Decision*, 47(7), 1101-1121.
- Madsden, H. & Ulhoi, J. P. (2001), Greening of human resources: environmental awareness and training interests within the workforce. *Industrial Management and Data Systems*, 101, 57-63.
- [Marjan Fayyazia, Saeed Shahbazmoradib, Zahra Afsharc and Mohammad Reza Shahbazmoradic(2014),Investigating The Barriers of the Green Human Resource Management Implementation in Oil Industry. *Management Science Letters* 5 (2015), 101–108. Doi: 10.5267/J.Msl.2014.12.002.
- Marhatta, S., & Adhikari, S. (2013),Green HRM and sustainability. *International eJournal of Ongoing Research in Management & IT*. www.asmgroupp.edu.in/incon/publication/incon13-hr-006pdf
- Massoud, J. A., Daily, B. F., & Bishop, J. W. (2008), Reward for environmental performance: Using the Scanlon Plan as catalyst to green organizations. *International Journal of Environment, Workplace and Employment*, 4, 15–31.
- Mathapati, C. M. (2013), Green HRM: A strategic facet. *Tactful Management Research Journal*, 2(2), 1–6.
- May, D. R, and Flannery, L.B. (1995), Cutting waste with employee involvement teams, *Business Horizon*, Vol. 38, No. 5, pp. 28-38.
- McDonagh, P., & Prothero, A. (1997),*Green management: A reader*. London: Dryden Press.
- Mehta, K. & Chugan, K. P. (2015),Green HRM in Pursuit of Environmentally Sustainable Business. *Universal Journal of Industrial and Business Management*,3(3), 74-81.
DOI: 10.13189/ujibm.2015.030302
- Milliman, J. and Clair, J. (1996), Best Environmental HRM Practices in the USA, In Wehrmeyer, W., (eds), *Greening People - Human Resources and Environmental Management*, Sheffield, England: Greenleaf Publishing
- Muster, V., & Schrader, U. (2011), Green work-life balance: A new perspective for Green HRM. *Zeitschrift Fur Personalforschung*, 25, 140–156.
- North, K. (1997), *Environmental Business Management – An Introduction*, 2nd ed, International Labour Office: Geneva.
- Oates, A. (1996), *Industrial Relations and the Environment in the UK*, In Wehrmeyer, W. (eds), (1996), *Greening People - Human Resources and Environmental Management*, First Edition, Sheffield, England: Greenleaf Publishing.
- Opatha, H.H.D.N.P., & Arunrajah, A. Anton, & Nawaratne, N.N.J. (2015), Green Human Resource Management Practices: A Review, *Sri Lankan Journal of Human Resource Management*, 5(1), 1-16
- Opatha, H.H.D.N.P., & Arunrajah, A. Anton. (2014), Green Human Resource Management: Simplified General Reflections, *International Business Research*, 7(8), 101-112.
-

- Owen, D. (1992), Green reporting: Accountancy and the challenge of the nineties. London: Chapman Hall, 3-33.
- Palmer, J. and Andrews, L. (1997), Team-work to Green Small and Medium-Size Enterprise?, Team Performance Management, Vol. 3, No. 3, pp.193-205.
- Peattie, K. (1992), Green Marketing. London: Pitman.
- Phillips, L. (2007), Go Green to Gain the Edge over Rivals, People Management, 23rd August, p.9.
- Pillai Rajasshrie & Sivathanu Brijesh(2014), Green Human Resource Management. ZENITH International Journal of Multidisciplinary Research ISSN 2231-5780 Vol.4 (1).
- Ramus, C. A. (2001), Organisational support for employees: Encouraging creative ideas for environmental sustainability. California Management Review, 43, 85–105.
- Ramus, C. A. (2002), Encouraging innovative environmental actions: What companies and managers must do. Journal of World Business, 37, 151–164.
- Rashid, N. R. N. A., Wahid, N. A., & Saad, N. M. (2006), Employees Involvement in EMS, ISO 14001 and its Spillover Effects in Consumer Environmentally Responsible Behaviour. International Conference on Environment Proceedings
- Renwick, D.W.S. Redman, T. & Maquire, S. (2008), Green HRM: A Review, Process Model, and Research Agenda, Discussion Paper Series, University of Sheffield Management School, The University of Sheffield. <http://www.sheffield.ac.uk/content/1/c6/08/70/89/2008-01.pdf>.
- Renwick, D.W.S. Redman, T. and Maguire, S. (2013), Green Human Resource Management: A Review, and Research Agenda, International Journal of Management Review, Vol. 15, pp. 1-14.
- Revill, C. (2000), The Greening of Personnel/Human Resource Management an Assessment, International Journal of Applied HRM, Vol.1, No. 3, pp. 1-30.
- Sakhawalkar, A., & Thadani, A (2015), To Study the Current Green HR Practices and There Responsiveness among the Employees of IT Sector in Pune Region.
- Sarkis, J., Gonzalez-Torre, P., & Adenso-Diaz, B. (2010), Stakeholder pressure and the adoption of environmental practices, the mediating effect of training. Journal of Operations Management, 28, 163-176.
- Sayed, S(2015), Green HRM-A Tool of Sustainable Development. Indian Journal of Applied Research, 5(6).
- Shamim, M.I., 2022. Exploring the success factors of project management. American Journal of Economics and Business Management, 5(7), pp.64-72.
- Sheopuri, A., & Sheopuri, A(2015), Green HR Practices in the Changing Workplace.
- Society for Human Resource Management (SHRM) (2009), Green workplace: Survey brief. Alexandria, VA: Author. Retrieved from <http://www.shrm.Org/Research/SurveyFindings/Articles/Documents/SHRM%20Green%20Workplace%20Survey%20Brief.pdf>.
- Stankeviciute, Z., & Savaneviciene, A.(2014), Sustainability as a concept for human resource management. Economics and Management, 18(4), 837-846.
- Stringer, L. (2009), The Green Workplace. Sustainable Strategies that Benefit Employees, the Environment, and the Bottom Line, Palgrave Macmillan: New York.
- Wehrmeyer, W. (1996), Greening People – Human Resources and Environmental Management, Sheffield, England: Greenleaf Publishing.
- Wells, (1993), Greening People - Human Resources and Environmental Management, First Edition, Sheffield, England: Greenleaf Publishing.
-

- Whitenight, (1992), Greening People - Human Resources and Environmental Management, First Edition, Sheffield, England: Greenleaf Publishing.
- Woods, (1993), Greening People - Human Resources and Environmental Management, First Edition, Sheffield, England: Greenleaf Publishing.
- Yamini Saraswa(2015),Green HRM: A Contemporary Issue To Be Discussed & Followed. International Journal Of Innovative Research & Studies ,4(4), ISSN:2319-9725.
- Yusliza Mohd Yusoff, Nur Zahiyah Othman, Lilis Surienty, Yudi Fernando, Azlan Amran, T. Ramayah (2015), GREEN HUMAN RESOURCE MANAGEMENT: AN EXPLORATORY STUDY. The 2015 WEI International Academic Conference Proceedings Harvard, USA.