

## Green Human Resource Management (GHRM) Practices and Its Impact on Organizational Performance: A Study on Some Organizations in Bangladesh

Md. Tuhin Hussain

*Lecturer, Business Administration Department, Bangladesh University*

### ABSTRACT

Green Human Resource Management (GHRM) is very critical in helping different organizations to achieve environmental sustainability. This is a novel concept in relatively many organizations and especially those in developing countries like ours. The main GHRM practices generally include recruitment and selection, training and development, performance management and appraisal, compensation and reward, empowerment and participation, and the management of the organizational culture. This research proposes that organizations who want to increase their employee performance should put emphasis on training as it motivates them to achieve higher performance levels. This research project will help managers to improve organizational performance and achieve the targeted goals. The limitation faced in this study was a lack of information and awareness about the topic and a restricted number of firms were applying GHRM in their operations. The main focus of green HRM in the future is to reduce waste and optimize the use of resources. This can be proved as a business fulfilling the great objective of its stakeholders and especially towards the society by protecting the environment.

**Keywords:** *Green Policy, Going Green, Green Human Resource Management, Green HRM Practices, And Green Environmental Management.*

## **Introduction**

Green HRM is an emerging topic in the current scenario. The Green HR practices involve reducing the usage of carbon footprints by less printing of paper, using more technologies for communication, and moving towards online interviewing and mailing. But the most important thing is also to retain the top talents in the organizations which are facing problems in the current scenario wherein the companies are facing the problem of preserving the knowledge capital. Moving towards the green HRM helps the organization to reduce the cost without losing their top talent, speed their processes through technology, and making the employees more conscious and aware of the environmental and climatic changes. Thus, being green HRM helps the organization to hold on to the employees rather than considering them as an expendable asset. The main focus of green HRM is to reduce waste and optimize the use of resources. This can be proved as a business fulfilling the great objective of its stakeholders and especially towards the society by protecting the environment. As it's a known fact that alone department cannot achieve anything and behind every great achievement, there is great teamwork. So, to be green the whole organizations have to put the efforts for the same.

## **Objectives**

The main objective of GHRM is to undertake environment-friendly HR initiatives resulting in greater efficiency, lower costs and better employee engagement and retention which in turn help organizations to reduce employee carbon footprints by electronic filing, car sharing, job sharing, teleconferencing and virtual interviews, recycling, telecommunicating, online recruitment and training. Other objectives are as follow: To help in achieving higher employee job satisfaction and commitment which leads the higher productivity and sustainability, to create a culture of having concern for the wellbeing and health of fellow workers and improvement of retention rate of employee.

## **Research Methodology**

In this study both type of data used. First data are collected from questionnaire collected from respondents. Secondary data was collected from various sources like research journals, websites and articles to ensure detailed understanding of the subject and authenticity of information.

## **Population**

Population is a collection of all conceivable elements, subjects or observations with one or more attributes in common. It represents a specified segment of the real world with common definite specified characteristics relating to a particular phenomenon of interest to the researcher. A target population for this study is employees of various reputed organizations in Dhaka.

## **Sampling Procedure**

In this study we used random sampling procedure. It is a sample in which all units are randomly sample from a population that has been divided into categories. The advantage of this sampling in a case like this is clear. It ensures the resulting sample will be distributed in the same way as the population in terms of the stratifying criterion. A total number of 80 samples were taken from the population to test the validity and reliability of the stated and formulated hypothesis. The selected respondents were employees of various Organizations.

## **Procedure Of Data Collection**

The study was conducted on collecting both quantitative and qualitative data from primary and secondary sources. The main source of data to be used is the questionnaire. To facilitate useful information, self-developed questionnaires were administered. Questionnaire is one of the most useful tools for data collection. Secondary data was collected from various sources they can be from journals, bulletins, textbooks, newspapers, periodicals

## **Literature Review**

The term „Green HRM“ has been coined by (Wehrmeyer1996) [10], when he published his book as an attempt to connect the two fields of Environmental management and Human resource management. Hence, it is a recent concept in the field of Management. Prasad (2013) defines Green HRM as the contribution of HR policies to protect and preserve the natural resources. The prime aim of Green HRM is sustainable development through Human resource management. It has extended the boundaries of conventional HRM practices towards more sustainable and environmental strategies (Sarode et. al.,2016). Today the topic Green HRM not only includes awareness toward environmental

affairs but also stands for the social as well as the economic well-being of both the organization and the employees within a broader prospect (Ahmad, 2015). It can be used to reduce costs, better efficiencies, to reduce carbon footprints, to make green awareness among the employees and initiate green work-life balance programmers (Nijhawan,2014) [11]. Ahmad (2015) stresses upon the need for developing the correlation between the existing HR policies and practices with Green HRM principles for sustainable development. He suggests that Green HRM can become a key business strategy for an organization with active participation by HR Department. In essence, Green HRM can be understood as a manifesto which helps in the creation and development of green employees. Opatha and Arulrajah (2014) have identified four roles for the purpose of becoming a green employee. They are preservationist, conservationist, non-polluter and maker. Accordingly, the purpose of Green HRM is to create, enhance and retain green insights within each employee of the organization so that he or she can give the maximum contribution on each of these roles. Further, they stated that the Green HR requirements include Green Competencies, Green Attitude, Green Behaviors and Green Results. As per them, these are needed to achieve the corporate environmental objectives. Renwick et. al. (2013) states GHRM has been augmented to enhance green behaviors, attitudes and capabilities of employees, motivate workers to think green, and to provide opportunities for employees to build knowledge and skills associated with environmental sustainability. Renwick et. al. (2008) and (Muller-Carmen et.al.,2010) [13] have explained that GHRM involves an integration of company's environmental management objectives to the HR processes of recruitment, selection, training and development, performance management and evaluation, rewards and recognition etc. Renwick et. al. (2013) analysed the separate literature of Environmental management and HRM and constructed a list of Green HRM activities. Opatha and Arulrajah (2014) states in order to make sure that the organization gets right employee green inputs and right employee green performance of the job, it is indispensable that HRM functions are adapted or modified to be green. Several practices to embrace green HRM are discussed hereunder: The impact of our daily activities on the environment and the desire to go green has expanded from just individuals to organizations. More organizations are volunteering to operate in a more environmentally responsible way. Local municipalities are encouraging businesses to become greener by offering incentives. In the near future, "being green" could become the norm. We are entering a green economy - one in which consumer and employee expectations and future environmental change will require businesses to address "green" issues This survey brief explores



types of practices organizations have in place, human resource professionals' and employees' perceptions of their organizations' practices, and HR professionals' role in their organizations' environmentally friendly programs. Green HR is one which involves two essential elements environmentally friendly HR practices and the preservation of knowledge capital. Business professionals consider it to be environmental initiatives to reduce employee carbon footprints. The initiative can be like electronic cycling, car-sharing, job-sharing, teleconferencing and virtual interviews, recycling, telecommuting, online training, and energy-efficient spaces. These ideas are being implemented to support existing green HR efforts focused on increased process efficiency, environmental waste reduction, and revamped HR products, tools, and procedures. These measures also have an impact on intangible yet invaluable assets such as brand and reputation. Green Human resource management (HRM) is an important topic for research (Paawe and Boselie, 2003, 2005) and some basic theoretical issues have been well accepted (Paawe and Boselie, 2005). It has contributed to our understanding of the relationship among strategy, human capital, HRM and organizational performance (Paawe and Boselie, 2005). Emergence of Green HRM is influenced by the global competition, and the corresponding search for sources of sustainable competitive advantage (Dyer & Reeves, 1995). It has achieved its prominence because it provides a means by which business firms can enhance the competitiveness and promote managerial efficiency (Paawe and Boselie, 2005). It facilitates the development of a human capital that meets the requirements of business competitive strategy, so that organizational goals and mission will be achieved (Guest, 1987). Researchers have established a broader perspective that is oriented toward managing the HR as a whole. Instead of focusing on individual HR practices that are used independently or in isolation, Green HRM researchers look more broadly at bundles of HR practices or HR systems that are implemented in combination (Paawe and Boselie, 2003; 2005). In the past, sound economic performance of the firm was expected to guarantee corporate success by companies and its shareholders, but now it is no longer valid; economic and financial outcomes need to be accompanied by minimization of ecological footprints and increased attention to social and environmental aspects. Therefore, the new strategic issue, corporate environmentalism or green management emerged in 1990s and became a popular slogan internationally in 2000s (Lee, 2009). Green management is defined as the process whereby companies manage the environment by developing environmental management strategies (Lee, 2009) in which companies need to balance between industrial growth and safeguarding the natural

environment so that future generation may thrive (Daily and Huang, 2001).

## **Green Practices**

Renwick, Redman, and Maguire's (2008) introduce a comprehensive compartmentalization of Green HRM practices that can be clearly understood, starting at the point of an employee's organizational entry and proceed until the point of the employee's exit. To be ecological, economical and practical at the same time is possible through by adopting Green Practices. Here are some environmentally-friendly solutions to stay Green.

1. Online Training
2. Flexi-Work
3. Job sharing (sharing a full-time job between two employees)
4. Teleconferencing and virtual interviews
5. Recycling
6. Telecommuting
7. Green Printing
8. Reduce employee carbon footprints by the likes of electronic filling, Green HR involves reducing carbon footprint via less printing of paper, video conferencing and interviews etc.
9. Energy efficient office spaces
10. Green Payroll
11. Car Pooling
12. Public Transport
13. Company Transport
14. Green Manufacturing and Disposal of Staff ID card
15. E-filing
16. Free bicycles for workers to come to work instead of driving.
17. Buying computers from companies which are using recycled components in one form or another.
18. Buying stuff from local vendors (again reducing the CO<sub>2</sub> contribution of anything transported too far).
19. Some companies go to the extreme to use the total amount of printed pages by an employee during his/her performance review.
20. There is even recycled (certified) office furniture.

### **Advantages Or Benefits of Green HRM**

Green HRM has its prime importance in the achievement of broader objectives such as cost saving, corporate social responsibility, talent acquisition and management and gaining advantage over the competition. It further has the following benefits:

- It increases employee morale.
- It helps in employee retention and reduces labor turnover.
- It provides lucrative opportunities for quality human talent.
- It helps in building company image to attract good human resource.
- Improves brand image of the company in the market.
- It can also be used as a marketing strategy.
- It improves the quality of the overall organization both internal and external.
- It improves relationship of the company with its stakeholders- customers, suppliers, vendors, shareholders, government agencies, employees and the media.
- It reduces the overall cost of the company as costs are largely influenced by the size of the company and steps taken to make it environment friendly.
- It provides competitive advantage to the company in industry as well as the market.
- With increasing global issues, many organizations are becoming vigilant of their activities and their impact over the environment.
- Green management practices are also beneficial to the companies as it helps to save money and reduces ill- effects on the environment, hence avoiding much government interventions.
- It stimulates innovation facilitating growth, improvement in quality and enhancement of procedures and methods.

### **Green HRM Initiatives Used by Various Organizations**

Human resource department plays very crucial role in translating green policy into practice (Renwick,2008) and the creation of sustainable culture within the company (Harmon et al., 2010), therefore such green practices help in fulfilment of green objectives throughout the HRM process from recruitment to exist (Dutta,2012).Cherian and Jacob (2012) identified in their study that there are

certain factors which contribute specific role in employee implementation of green principles these factors are recruitment, training, motivation and green pay/rewards in order to make sure that the organization get right employee green input and right employee green performance of job. In this part of the paper, we briefly describe the green HRM process i.e. Green recruitment, performance management and appraisal, training and development, employee relation, pay and reward and employee exit.

### **Green Recruitment**

Green recruitment is process of recruiting new talent who are aware of sustainable process, environmental system and familiar with words of conservation and sustainable environment. Green recruitment make it sure that new talent are familiar with the green practices and environmental system that will support the effective environmental management within the organization (Wehrmeyer, 1996) because In the race of attracting most creative and innovative employees, companies increase their recruiting potential, hiring quality staff is the very crucial challenge in the war of talent (Renwick et al., 2013) and even companies are also know the fact that being a employer is an effective way to attract new talent (Phillips, 2007: Stringer, 2009). There are number of companies who adopted green recruitment process, Google is a very good example of a company who adopted green recruitment few other companies are Timberland, and yes. Green Recruitment has not any particular definition, but somehow it means recruitment without the use of paper that minimizes the environmental impact. To complete the paper free recruitment process digital method like online application form, online interviews or telephonic interviews are conducted to decrease the waste of paper, fuel consumption related to interview travel. These practices diminishing the rate of environmental degradation. Recruitment practices can help to improve environmental management systems by ensuring that environmental culture and values are very well clear to the new recruits.

### **Green Performance Management**

Performance management is an ongoing process of communication between supervisor and an employee that occur throughout the year, in support of accomplishing the strategic objectives of the organization. Green performance management includes the issues related to policies of the organization and environmental responsibilities. Integration of environmental management into



performance management system improves the quality and value of environmental performances (e.g., Jackson et al., 2012; Renwick et al., 2013). It acts as safeguard to protect environmental management against any damage (Epstein and Roy, 1997). Green performance management plays very important role in the effectiveness of green management work over passage of time because they guide employee performance to the environmental performances need by the organization (Jabbour and Santos, 2008). Mandip (2012) identified in their study that effective way of successful implementation of green performance management is the linkage between performance management and green job description.

### **Green Training and Development**

To sustain in the race market, it is very necessary to each and every organization to change themselves with the change in the scenario and it is more important for every organization to resist that change and that resistance to change will be done by training and development. Training and development is a practice that directing a great deal of attention on development of employee skills and knowledge that relate to specific useful competencies, environmental training also prevent decline of environmental management skill, knowledge and attitudes (Zoogah2011).Green training and development train employee working methods that reduces waste, proper utilization of resources, conservation of energy and reduces the causes of environmental degradation, it provide opportunity to engage employees in environmental problem solving (Zoogah 2011).

### **Green Compensation and Reward**

Green Compensation and reward are another potentially powerful tool for supporting environmental management activities this may help to make effort for the attainment of environmental goals (Milliman and Clair, 1996). Ramus (2002) examined through his research that rewards motivated the environmental behavior and attitude of employee. Green Compensation and reward can be given in many forms such as

1. Tailor packages to reward green skills acquisition
2. Use of monetary-based EM rewards (bonuses, cash, premiums)
3. Use of non-monetary based EM rewards (sabbaticals, leave, gifts)
4. Use of recognition-based EM rewards (awards, dinners, publicity, external roles, daily praise)

5. Develop negative reinforcements in EM (criticism, warnings, suspensions for lapses)
6. Develop positive rewards in EM (feedback)
7. Link participation in green initiatives to promotion/career gains (managers advance through supporting staff in EM)

### **Employee Participation in Green HR Practices**

Every company is a mixture of employees with different characteristics, interests, Perspectives and due to this they follow the different practices in their everyday life, which have different effects on the environment (Reusswig, 1994; Soderholm, 2010). Some followed the practices that cause the degradation of environment and some followed the environmentally friendly practices in both the life sphere. It is to be recognized that employees who are energetic, vigorously involved in environmental management fundamental may play a crucial role in arriving at more desirable or effective environmental strategies to be implemented. Employees may feel the authority or power to adopt specific environmental management fundamental as a resulted of promoting human resource policies which present more desirable or satisfactory opportunities for enhancement related to depletion of waste (Cherian and Jacob, 2012). Employee participation in green initiatives strengthens the possibility of effective green management. Employee participation in Green HRM practices has result a improving Environmental management systems within the work place such as effective and efficient usage of resource (Florida and Davison, 2001); depletion of wastage (May and Flannery, 1995) and minimize the presence of pollutants which has harmful or poisonous effects from workplaces (Kitazawa and Sarkis, 2000) without the effective participation of employee the policies and practice are not implemented successfully, so employee participation is very necessary to every organization for effective implementation policies and practice, for this employee new innovative green idea, Green awareness steps, eco-friendly ideas should be welcomed that will inspire their interest in environmental issues and make best use of their practices and it will encourage or increase willingness of employees and their families to take participation and involvement in local environmental project (Wehrmeyer, 1996). This means the green outcomes done successfully with effort, skill, or courage and its procurement will largely depend on employees' willingness to collaborate (Collier and Esteban, 2007).



### **Green Printing**

Printing papers leads to increase in paper, toner wastage and carbon dioxide emission. Banking industry should now adopt “pre-ton” saver, a software which can reduce paper demand up to 20% and toner and ink demand up to 50% for compulsory uses of papers without degrading the quality of output image or printout.

### **Going Paperless**

Replacing the old tradition of paper documentation by paperless practices which can be achieved by ensuring 80% work of organization without use of paper. It can be possible by use of operations like e-mailing, Sms, WhatsApp, etc.

### **Reduce Business Travel**

Encourage carpooling by providing preferred parking for carpoolers. Offering transit passes to employees who take the bus or metro. Organizations have use cab facility for their employees. Use of teleconference, online training, video conferencing, etc is incorporated instead of travelling miles.

### **Eco Friendly Talent**

Green HRM attracts employees who are preservationists, who keep natural environment in its original form and protect it from harm, loss or negative change and conservationist, who does careful usage of natural environment in order to let it last long.

### **Green Auditing**

To reduce usage and save money mostly organization use free onsite consultation. It is suggested to improve insulation, install timers to automatically turn off the lights. Organizations should install CFLs and LEDs, solar energy to light bulbs and heat water and; efficient electrical appliance such as 5 star rated air conditioners, water and energy products etc.

### **Recycle**

Recycling of glass paper, plastic, metal trash and manufacturing waste materials should be adopted. Food canteen should adhere to zero wastage policy. Buying green: Suppliers should be informed that the organization is interested in sustainable products and set specific goals for buying recycled, used

or refurbished.

### **Green Rewards**

An organization introduces green rewards to employees or department for contributing to innovative initiatives and green contribution through reduction of wastage, energy and resources. An employee with such innovative initiative can be awarded with a badge named „GO GREEN“.

### **Green Policies**

Establishing policies such as providing free reusable bags to clients or employees or giving free in-office lunch's everyday so no one has to drive to eat out.

### **Green HRM Importance**

In this stage of globalization, we are getting continuous development in each sector but progress in each sector harm our environment. So, the need for green human resource management is arise for all over the world. The natural awareness of each human drives living style demands the protection of environment. The general employees are interested in green human resource management because of its important and need in the current workplace. Our personal and professional lifestyle is affected due to many consequences. The all over world is the most significant in attractive the environment issues and the corporate has to give solution to these harms.

### **Green Employee Relations**

Human resource management, the employee behavior and their relations in organization are one of the vital features to establish hopeful relation between the employer and employee of organizations. Hopeful relation of employee and employer enlarge motivation and morale of individual employee it enhances the empowerment activities. The green human resource management also helps to get well and resolve the differences arise with in working place that may influence the endeavor. Hopeful relations are an inexpressible continuing advantage and a source of enhancement for organization. Customer and Employee contribution are major issue to adopt Green Human Resource Management activities. Without the contribution of these two we could not get the desired success in Green HRM.

Increment in probability of superior green management as it aligns employee's goals, motivations, and perceptions with green management practices and systems are possible with these two contributions. The capacity of employee relations should be enlarged by initiating a implication scheme within the organization where each and every employee from the top level management to the lower level gets an opportunity to enhance the scheme. The practice of green human resource management will help in by creating awareness and new ideas about the eco-friendly practices in organization. This gives grants to encourage employees and their families to get concerned in restricted environmental task. Those organization policies who maintain employee eco-initiatives and supervisors who support employee green actions have been seen in all organizations.

### **Research Methodology**

In order to develop objectives of the research a comprehensive literature reviewed was conducted. The objective of literature review was to understand the possible relationships between green human resource management and organizational performance. I developed a close end questionnaire to collect primary data regarding green HRM practices and firm performance. The questionnaire is divided into two parts, the first part contains the demographical profile of the respondents including, gender, age etc. The second part consisted of questions regarding Green HRM practices and firm performance using the interval scale with five-points from strongly disagree to strongly agree.

### **Hypotheses Testing**

Based on the literature review the following hypotheses are tested in this research:

- H1: Green appraisals by Bangladeshi firms will enhance the performance.
- H2: Green Training and development by Bangladeshi firms will enhance the firm performance
- H3: Green learning by Bangladeshi firms will enhance the firm performance.
- H4: Green recruitment by Bangladeshi firms will enhance the firm performance.

### **Limitations To Green HRM**

Apart from the above-mentioned advantages or benefits, green HRM faces certain challenges. The challenges or limitations of Green HRM are as follows.



- It is difficult to alter the behavior 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' behavior.
- HR professionals are faced with 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.

### **Recommendations**

Green human resource management is a procedure which motivates the employees as green and helps to understand the green culture in the organization. The green task can be implementing in all human resource practices such as recruiting, hiring, and training, compensating developing and improving organization's human resource. Some recommendations are as follow:

1. Align business strategies with external and internal factors
2. Ensure your talent strategy aligns with the company's growth plan.
3. Get ahead of your competitors proactively.
4. Evaluate the training requirements and execute them well.
5. Ensure environmentally-friendly HR practices and the preservation of knowledge capital
6. Assess the capabilities of your workforce using different parameters.
7. Ensure lower costs so that it can be implemented easily
8. Ensure better employee engagement and retention which in turn help organization to reduce carbon
9. Encourage all employees for practicing green HRM

## Conclusion

The application of GHRM enables organizations to reduce their costs and invest their resources for the betterment of the environment. Organizations that recruit employees with the objective to enhance environmental outcomes have gained customer satisfaction and eventually increased their performance. Organizations that are able to align practices and human resource dimensions with the objectives of environmental management can be successful in the organization's journey towards environmental sustainability. It helps in minimizing environmental pollution by encouraging practices like carpooling, video conferencing, e- recruitments, use of CFC- free air fresheners, recycling, online training programs, etc. Green HRM is not only a part of HRM but it provides a new dimension to the entire organization. Green HR efforts have most importantly focused on increasing KSA, cut down and knock out environmental havoc, and restoring HR product tools and procedures. Environment-friendly HR processes give better efficiency, minimize costs and manage to develop and nurture a culture of an engaged employee helping organization to operate in a sustainable manner. To conclude, Green HRM is the need of the hour, the requirement of this century to outlast in the contemporary biz world by having an edge over the competitors, developing manpower. Distinct green image in the market, conforming corporate social responsibility and accomplishing the motives of being an entrepreneur by generating employment opportunities for talented eco- friendly

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