



GREEN HRM: A NEW CONCEPT OF MANAGEMENT PRACTICE

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ABSTRACT

Green HRM is managed using human resource management policies. Sustainable use of resources in business organizations and in general contribute to the cause of environmental sustainability. The aim of the study is to explore your organization's green human resource management practices. The promotion of important ideologies for the good coordination of human resources. Objectives and principles of ecological management of the organization. This is an explanatory method based on primary and secondary data. Green HR includes any activity that helps the organization achieve its agenda. Environmental management to reduce the carbon footprint in areas of concern: recruitment and acquisition of human resources, implementation, performance evaluation & Management, Training & Development, Salary & Compensation Management. This is possible only through effective implementation of green HRM within the organization. These practices lead to improved employee attitudes and behaviour.

Key Words: *Green HRM, Human Resources Management, Environmental Sustainability, Organization*

INTRODUCTION

Green HRM refers to all activities related to the development, operation and maintenance of the system. It aims to make the organization's employees greener. A division of HRM that deals with full-time job transitions. Helping green employees achieve and ultimately make a meaningful contribution to the organization's environmental goals. Environmental sustainability. It refers to the policies, practices and systems that make an organization's employees green. personal, social, environmental and corporate interests. The reason for green HRM is to build, strengthen and maintain. Go green in such a way that every employee in the organization makes the maximum personal contribution to each of his four employee roles: namely environmentalist, environmentalist, non-polluter and inventor.

Green HRM can be defined as the driving force behind HR implementation. Improving the economic and environmental sustainability of assets through change and development, environment conditions.

In simple terms, Green Human Resource Management (GHRM) refers to the use of human resource management. Promoting the sustainable use of resources in business organizations and promoting environmental sustainability in

general. Green HRM means making economic changes while increasing environmental and economic efficiency. The cost of using natural resources must be within acceptable limits for HRM practices. Green workforce management we pay attention to talented people who can become people who can work with a sense of responsibility towards the environment. Engages in positive action with other colleagues and promotes implementation by presenting new ideas and suggestions, environmental program. The main goal is to motivate employees and turn them into people who care about the environment. It improves the environmental performance of the organization.

"Green Human Resource Management" covers many functions of HR departments. Reduce paper consumption and help implement green workforce policies such as planning. Recruitment, selection, personnel management and personnel relations. Make your workplace environment green. Green HRM activities increase the value of employees and organizations.

ORIGIN OF GREEN HRM

Green HRM was founded with the important contributions of Vermeyer (1996). Greening people: managing human resources and the environment (Jackson Et al., 2011). Green HRM is a relatively new concept that all companies need to embrace. Sushma Rani (2014) recognizes that green HRM is the use of HRM policies to support this. Sustainable use of resources in organizations and aid causes in general Environmental sustainability. Environmental, social and economic balances are three things. Pillars of sustainability considered in the green HRM concept. It also consists of two key element is "environmentally friendly HRM practices and the preservation of knowledge capital in an organization". Green HRM deals with greening an organization through its use. The concept of green HRM is difficult to work with Implementation of a green HRM policy. We strongly support the green HRM policy. Guiding principles for the implementation and integration of all functional areas of the company Management of production, logistics, marketing, storage, audit, etc. together Green dimensions. Greening people is a very risky business activity for companies. Motivate people by creating, educating and reinforcing green thinking. It shows their ecological behaviour and attitude. People are the backbone and are counted as one. It is a valuable asset to any organization. It uses the green HRM principles for sustainability that makes people green.

OBJECTIVE OF THE STUDY:

The main objectives of this study are:

1. It provides the reader with a basic knowledge of Green HRM.
2. Find out why you should use Green HRM.
3. Identify constraints or barriers to successful implementation.
4. Suggest some possible green initiatives for HR.

REVIEW OF LITERATURE

Green HRM is the use of policies, practices, and systems in the organization that make green employees for the benefit of the individual, team, society, natural environment, and the organization. Different researchers describe Green HRM in different ways, but somehow their intentions are same for sustainability of human resources and their environment. By taking the base of green concept various literatures on Green Marketing (Peattie, 1992), Green Accounting (Bebbington, 2001; Owen, 1992), Green Retailing (Kee-hung, Cheng, and Tang, 2010), and Green Management in general (McDonough and Prothero, 1997) have fertilize the area of management. Daily and Hung, (2001); Sarkaris et al., (2010), Lee (2009) specify Green Management" as the exercise whereby companies build up an environmental management strategy to deal with the environment." Therefore there is requirement of positive environmental management (Gonzalez-Benito and Gonzalez-Benito, 2006).

According to Renwick et al. (2008), the integration of Corporate Environmental Management into Human Resource Management is termed as green HRM. These scholars broadly specified that distinguished policies in the field of

recruitment, performance management and appraisal, training and development, employment relations and pay and reward are considered powerful tools for aligning employees with an organization's environmental strategy.

According to Jabbour, Santos, & Nagano (2010) the greening of functional dimensions of human resource management such as job description and analysis, recruitment, selection, training, performance appraisal and rewards is defined as green HRM.

In 2011, Jabbour again defined green HRM as „the level of greening of human resource management practices“ in terms of functional and competitive dimensions of HRM. Others describe Green HRM as the use of HRM policies, philosophies, and practices to promote sustainable use of business resources and thwart any untoward harm arising from environmental concerns in organizations (Zoogah, 2011).

Mandip (2012) is of the opinion that green initiatives within HRM form part of wider programs of corporate social responsibility. Green HR essentially consists of two major elements that are environment-friendly HR practices and the preservation of knowledge capital.

Cherian and Jacob (2012) in their study identified that recruitment, training, employee motivation, and rewards are important human dimensions which contribute to the improvement in employee implementation of green management principles.

Mampra (2013) defines Green HRM as the use of HRM policies to encourage the sustainable use of resources within business enterprises and promote the cause of environmentalism which further boosts up employee morale and satisfaction.

Within an organization, human resource and their systems are the basic foundation of any business, be it financial business or sustainable business.

They are the ones responsible for planning and executing those eco-friendly policies to create a green atmosphere. We argue that without facilitating the human resource and implementing sustainable policies, going green would be a hard nut to crack.

These definitions do not have significant differences or contradictions with each other. Therefore, based on the meaning of these definitions, we propose our own definition for green HRM in this moment. Green HRM can be defined as “the environmental (green) orientation of all human resource management (HRM) functions or practices of an organization at all levels.” The green HRM deals with rethinking the basic concepts of HRM, its objectives, functions, processes, activities, and strategies in an environmentally friendly manner in order to accommodate the needs of ecological sustainability.

Opatha & Arul rajah, (2014) is of the opinion that, Green HRM refers to the policies, practices and systems that make employees of the organization green for the benefit of the individual, society, natural environment, and the business.

Yusliza Mohd Yusoff (2015) since the concept of Green HRM is still unclear and needs to be developed; the study has done Qualitative-based research to gain deeper insights and understandings in this regard to Developed broad conceptualizations of Green HRM. These broad conceptualizations were then categorized in to a narrower conceptualization by grouping the activities which entail shared concepts and result in the formation of only five parent conceptualizations – the E-HRM, Work-life Balance (WLB), Corporate Social Responsibility (CSR), Green Policies, and Extra Care Program. Green Human Resource is conceptualized as the use of the respective Human Resource Management (HRM) policies in promoting the sustainable spending of resources in a business and with the main aim of encouraging the cause of a sustainable environment (Cheema, Pasha, & Javed, 2015).

Jabbour & de Sousa Jabbour, (2016) defines that the basic elements GHRM are preserving and developing knowledge capital and the application of HR practices that are environmental-friendly. Through an eco-focus drive, the HR function is the epitome of environmental sustainability in a firm via the alignment of its policies and practices with the trajectory sustainability goals.

Aragao et al, (2017) in today's global environmental demands, sustainable consciousness has become intertwined with daily life and sound business. In recent years, companies have adopted sustainability in their corporate strategies.

WHAT IS GREEN HRM?

The term Green HRM is currently a buzzword in the business community and is gaining more and more meaning. It is more frequent over time. This term has also become a hot topic in recent studies since its popularity. Environmental management and sustainable development are growing day by day around the world.

Today, the topic of "Green HRM" includes environmental awareness as well as the social domain.

But also, from a broader perspective, the economic well-being of both the organization and its employees. Green HRM IS the use of HRM policies to promote the sustainable use of resources within organizations and, more Generally promotes the causes of environment sustainability" (Marhatta & Adhikari, 2013). GHRM is directly responsible in creating green workforce that understands, appreciates, and practices green initiative and Maintains its green objectives all throughout the HRM process of recruiting, hiring, training, compensating, developing, and Advancing the firms human capital (Mathapati, 2013).It refers to the policies, practices, and systems that make employees of the organization green for the benefit of the Individual, society, natural environment, and the business (Opatha & Arulrajah, 2014).

NEED FOR GREEN HRM

Today the need for green human resource management is important for all over the world. The environmental awareness of each human being drives the living style and environment. The general employees are Concerned in green human resource management because of its significance and need in the existing place of work. Our personal and professional lifestyle is affected due to many consequences. The corporate world is the most significant in enhancing the environmental issues and the corporate has to give clarification to this hazards. Now-a-days Organizations need green HRM for Today, the need for green human resource management is critical worldwide.

Everyone's environmental awareness affects their lifestyle and environment. Green human resource management is related to green human resource management because of its importance and necessity in existing workplaces. It has a lot to do with your professional lifestyle. The most important thing to improve the corporate world environmental concerns and companies must take these risks into account.

Today's organizations need green HRM various reasons.

1. Protection of environmental issues such as global warming, climate change and the energy crisis make work meaningful a safe and healthy workplace inside and outside the organization.
2. Training, educating and motivating employees to organize financial and non-financial activities. environmentally friendly way. Increase or improve a company's environmental performance through specific HR functions such as training and staffing. Entitlements and rewards for environmental management systems (EMS).
4. Employee motivation, involvement (employees) in the company's environmental management activities, developing green skills and enabling employees to participate in the corporate environment initiatives and management efforts.
5. Provide green products and activities (Companies are under increasing pressure to produce green products. and operations), successful (error-free) management of corporate environmental programs and overcome the challenges of implementing corporate environmental programs.

CHALLENGE OF GHRM

Human resources play a very important role in managing employees from entry to exit. Now the company is in its main center. It is the greening of the company, so the HR department has a responsibility to “go green” in addition to its HR policy. Green HRM presents specific challenges such as:

1. It is very difficult to change the performance and activities of employees in a short period of time.
2. Developing Green HRM culture and traditions in an organization is a long and labor-intensive process. Hiring and finding highly talented green employees is a challenge.
3. Not all employees are equally motivated to promote green HRM practices in their organizations.
4. The effectiveness of green HR practices on employee behavior is easier said than done.
5. Green initiatives require great support and commitment from the organization’s management as well as the organization’s management Government.
6. It requires a lot of initial investment and relatively low returns. 8. HR professionals struggle to identify critical ecological structures, ecological processes, ecological tools and potentials.
7. Green philosophy to make the best choice and create future green organization leaders.
8. Using greener materials can result in more expensive raw materials for manufacturers and therefore more expensive products client
9. Going solar requires installing panels in business establishments. Energy savings achieved through cost savings going green is not always enough to cover the initial transition costs.

GREEN HR INITIATIVE

Today, organizations around the world are adopting and implementing GHRM practices to their advantage. Competitive advantage in the business world. Although it is impossible to fully adopt and integrate GHRM into your business, both executives and employees need a different approach to existing HR practices. at the same time. The primary role of an HR environment manager may be to guide line managers when hiring an entire staff. Collaborate on environmental policy implementation, which means training and networking for HR advocates A problem solver who is willing to take action to change the current situation.

Here are some green HRM initiatives that organizations can take to go green:

1.PAPERLESS OFFICE

In general, if records are written on paper, the introduction of IT has reduced the use of paper. Today, e-business and learning have transformed office practices and procedures into a paperless office. A paperless office is a workplace that reduces or eliminates the use of paper by converting important public documents and other mechanized work process documents. The tradition significantly reduces paper consumption and cost. It not only saves the time required to retrieve paper documents, but also performs paper-related tasks such as copying, printing and filing. through By reducing the use of paper documents, you can directly protect natural resources, prevent pollution and reduce water waste. and energy.

2.ENERGY CONSERVATION

Saving energy in the office has a huge impact on the environment. more efficient Environmentally friendly service, implemented various energy conservation initiatives in offices around the world. environmental impact. HR at the top of Sky started reaching out to employees. Computers, TVs and lights turn off when you leave to use 100% renewable energy. Organizations also contribute to the widespread use of energy. Stars and lanterns that consume more than two-thirds less energy than conventional bulbs.

3.GREEN PRINTING

Printing on paper results in more paper consumption, toner waste and carbon dioxide emissions. Organizations now embrace. A "ton-ahead" saver, software that can reduce paper usage by 20% and toner and ink usage by 50%. Image output or print quality.

4.GREEN BUILDING

Organizations around the world are choosing green buildings as workplaces and offices as alternatives. This phenomenon is an important factor because green buildings meet certain criteria for reducing usage. Natural resources used in construction. Green buildings also include some related improvements. Green practices such as energy efficiency, renewable energy sources and stormwater management.

5.SAVE WATER

Waste water from the manufacturing process and watering the company's lawn must be completely eliminated. The sink and toilet should be thoroughly inspected for leaks.

6. RECYCLING AND WASTE DISPOSAL

Recycling is a method of recycling used materials (waste) into new, usable products. Recycling reduces the use of raw materials used to produce new products. That is why this method saves energy and reduces the amount of garbage that ends up in the landfill, creating a cleaner and cleaner environment.

The air is clear. As part of green initiatives, many organizations are implementing recycling programs to increase their volume. Reduce the amount of recycled products and waste. Along the way, many HR professionals have identified green initiatives as an essential aspect of corporate social responsibility. Responsibility, now the whole business world recites the old mantra of the three R's: reduce, reuse and recycle. environment. It is necessary to practice the disposal of waste glass, paper, plastic, metal and production waste.

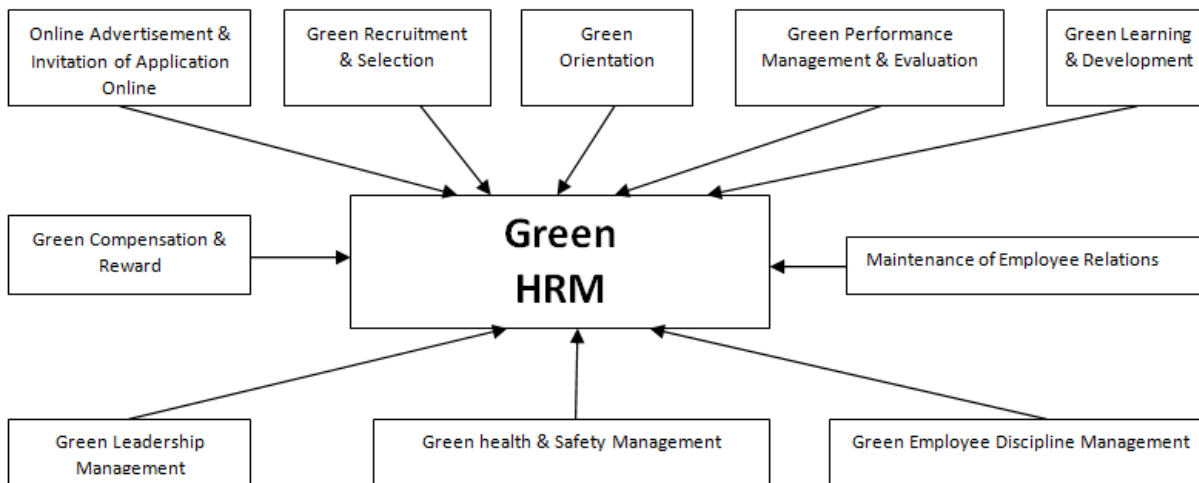
7.GREEN GIFT

Compensation and rewards are the core HRM processes through which employees are rewarded for their performance. Green HRM environments, rewards and rewards are not presented as potential means of environmental support activity in the organization. Initiated green awards for departments and individuals for innovative activities and green contributions. By reducing waste, green resources and energy.

8.SAVE ELECTRICITY

Innovative initiatives can save electricity by encouraging volunteers to turn off lights and fans anytime, anywhere. If necessary, also by installing solar panels.

GREEN HUMAN RESOURCE MANAGEMENT PROCESS



Source:https://www.researchgate.net/figure/Figure-1-Green-Human-Resource-ManagementProcess_fig1_304169968

A. GREEN RECRUITMENT

Subsequent to causing the primary screening of CVs, HR can ensure that the following stages of the choice cycle will assess the up-and-comers' fitness to have green practices. A normal inquiry concerning environmental change during a meeting or a gathering dynamic that blends a business case with maintainability issues are two simple approaches to comprehend somebody's level of biological mindfulness. At long last, a green score can likewise be given to every competitor and added to the general spreadsheet of scores that will eventually rank the top up-and-comers.

B. GREEN PERFORMANCE MANAGEMENT AND APPRAISALS

Performance management (PM) is the cycle by which workers are incited to upgrade their expert aptitudes that help to accomplish the hierarchical objectives and goals in a superior manner. Consequently, so as to make a greener organization, performance appraisal (PA) frameworks can incorporate manageability objectives. While this responsibility might be effortlessly done in certain positions, perhaps the greatest obstruction of green PA is the trouble to gauge and increase information on natural execution norms across various hierarchical divisions/units. To help beat this, organizations can begin utilizing worldwide frameworks that help them to gather information and simultaneously offer them guidance on how they can turn out to be more manageable and get them a declaration for that, for example, ISO 14001 or the Global Reporting Initiative.

With regards to the PA of directors, green targets, objectives, and duties, for example, making green mindfulness in their groups and urging them to engage in green exercises of the organization can likewise be thought of. At long last, a definitive objective of green PM is to have a quantifiable result of an association's capacity to meet its natural destinations and targets set out in the association's ecological plans or approaches.

C. GREEN LEADERSHIP

The green leadership mindset, leaders become equipped to create and act upon sustainable practices. And those, in turn, are likely to generate larger-scale actions: support for public policies that will ensure long-term success, wellbeing, and security for all segments of society. All members of an interdependent world. And all residing on the same planet.

D. GREEN ORIENTATION

The employee induction program should be planned in such a way-as to enable the induction of new employees into a culture of green consciousness. Employers should highlight the concern for green issues of employees like their health, safety, and green working conditions in the orientation program. ([https://www.iedunote.com/greenhrm/#:~:text=](https://www.iedunote.com/greenhrm/#:~:text=Green%20HRM%20involves%20undertaking%20environment,teleconferencing,and%20virtual%20interviews,) Green HRM involves undertaking environment, teleconferencing, and virtual interviews,)

E. GREEN COMPENSATION AND REWARD

Any company can achieve their goals by using Green HRM because it makes them aware of their practices. By this process employees are rewarded for their environment friendly performance. It creates individual interest to link with the organizational interest. When employees work on a special green project, they should be rewarded by monetary (cash) and/or by non-monetary reward to encourage them (<http://www.ignited.in/I/a/89148>)

F. GREEN EMPLOYEE RELATIONS

Employee relations are that aspect of HRM which is concerned with establishing amicable employer–employee relationships. The relationship facilitates motivation and morale of the employees as well as, increases the productivity. Basically, employee relations involve employee participation and empowerment activities. It also helps prevent and resolve problems arising at the workplace that may affect the work. In fact, positive employee relations are an intangible and enduring asset and a source of competitive advantage for any organization. (<https://hrmi.org/green-hrm/#:~:text=Green> employee relations, well as, increases productivity.)

PRACTICES OF GREEN HRM IN PRESENT SCENARIO

- Paperless office
- Turn off lights, Computer and Printer after work and on weekends.
- Mail communication.
- Electronic filing.
- Encouraging use of laptop instead of desktop.
- Waste Management.
- Online recruitment.
- Video conferencing meeting.
- Paper less training.
- Performance management on basis of green practices.
- Car pooling
- Job sharing

GREEN HR PRACTICES ADOPTED BY THE COMPANIES

A. GOOGLE

Uses Green recruiting technique-believes that most talented people get attracted because of it. (Jingxian 2015)

B. WIPRO TECHNOLOGIES

Wipro Infotech, the India and Middle East IT Business of Wipro Ltd and a leading provider of IT and business transformation services, today announced the launch of its new eco-friendly Wipro Greenware desktops, manufactured with materials completely free of deadly chemicals like polyvinyl chloride (PVC) and brominated flame retardants (BFRs), for the first time in India. (<https://www.wipro.com/en-IN/newsroom/press-releases/archives/wipro-at-the-forefront-of-green-it-revolution--introduces-100--r/>)

C. ITC LIMITED

Ozone-treated elemental chlorine free' bleaching technology for the first time in India. An entire new range of top green products and solutions: the environmental friendly multi-purpose paper that is less polluting than its traditional counterpart. (<https://www.udyamgyan.com/articles/detail/>)

D. INDUSIND BANK

As part of its environment friendly initiative, IndusInd Bank has a comprehensive plan to reduce its carbon footprint. Some of the changes being undertaken under this plan are solar powered ATMs, thin computing, e-archiving, e-learning, e-waste management, paperless fax, energy conservation, CNG cars and also more support to finance programs with incentives to go green. (<https://blog.bankbazaar.com/indusind-bank-goes-green/>)

E. TATA METALIKS LIMITED

Tata Metaliks has a sustainability vision of becoming a leader in its industry by providing tangible value to all its stakeholders while ensuring responsible environmental stewardship. Environmental issues besides the financial sustainability are being addressed with a definite roadmap

CONCLUSION

The purpose of this article is to provide knowledge on how green HRM can help or influence a company employee practices and behaviour and the organizational environment. Green HR include any activity that helps the organization achieve its agenda. Environmental management to reduce the carbon footprint of growth and areas of concern Acquisition, implementation, performance evaluation and management of human resources; Training & Development & Reward & Reward Management. Only you can Effectively implement green HRM within your organization This makes intuitive sense. Providing green HRM practices will attract people to your organization and beyond. Implementing these practices improves employee attitudes and behaviour. Within the organization. Future studies should provide empirical evidence on green. HRM gives positive results. Green HRM can strengthen the corporate image and brand. Green HR plays an important role in raising employee awareness and problem solving. Conservation of natural resources, pollution control, waste management and production of ecological products. The proposed process model will be of great help. Managers and future researchers apply green HRM technology. This study also Future researchers are suggested to fill the gaps in the existing literature by conducting empirical studies. Research such as green HRM practices in manufacturing or service organizations.

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