

# EMPLOYEE WORK ENGAGEMENT OF GREEN HUMAN RESOURCE MANAGEMENT (GHRM) PRACTICES IN NLC INDIA LTD, NEYVELI, AN EMPIRICAL STUDY

<sup>1</sup>R. RAMACHANDRAN, <sup>2</sup>D. DEENA KUMAR

<sup>1</sup>Associate Professor, Département of Commerce, Annamalai University, Annamalai Nagar – 608 002, Tamil Nadu, India, [profram1968@gmail.com](mailto:profram1968@gmail.com)

Ph.D. Research Scholar (FT), Département of Commerce, Annamalai University, Annamalai Nagar – 608 002, Tamil Nadu, India, [deena0626@gmail.com](mailto:deena0626@gmail.com)

## Abstract

The paper aims to analyse the employee work engagement of Green Human Resource Management (GHRM) practices in NLC India Ltd, Neyveli with respective in different categories of Executives, Non- Unionized Supervisors and Workman. The study is based on the primary data. The primary data was collected for the period of 1.5 months from 24th January, 2022 to 28th February, 2022 on interview schedule method. The secondary sources were collected and compiled from the NLC India Ltd, Neyveli official page of websites in addition, other required data was collected from various journals, magazines, various newspapers, website, unpublished thesis work and reports. The primary data for the study has been collected from a sample population of 915 respondents based on purposive sampling method, using a well-structured interview schedule. The data have been collected from the employees in NLC India Ltd, Neyveli. The data have been collected from the employees and used to measure the risk associated in employee work engagement of Green Human Resource Management (GHRM) practices in NLC India Ltd, Neyveli through, applied statistical tools namely, percentage analysis, cross tabulation and Chi-Square. From the analysis the study concluded that the Process Adopted and followed for Green Human Resource Management Practices in NLC India Ltd is appreciable and also the study suggest it could be improving all the technological, Corporate Social Responsibility (CSR) activities and export system management. Its shows a pioneer model of other leading organisations to adopt and follow and it will help to International standard competitive in the field of industry revaluation as such go green model universal setup.

**Keywords:** Concept of Green Human Resource Management (GHRM), Percentage analysis, Cross tabulation and Chi-Square.

## INTRODUCTION

The foundation for Green Human Resource Management (GHRM) is laid by Corporate Social Responsibility (CSR) and Environmental Protection Act of 1986. The CSR is an evolving concept that incorporates the sustainable development of the natural environment into the organization's business model. It has a positive impact on the organization by improving its

brand, image and motivating the employees too. The main purpose of Environmental Protection act of 1986 is to provide protection and improvement for the natural environment present inside the country. It helps in reservation and preservation of natural resource and also helps in preventing any hazards to human beings, other living things, plants and properties. It is also known as the Umbrella Act of 1986. (Crane, Andrew, Dirk Matten, and Laura J.

Spence, 2013). The climate change due to global warming is major issue which alerts Government, public and organization (Arulrajah, 2014). Green movement across the world has given boost towards implementing GHRM strategies in industrial work culture. Growing world environmental issues and also the development of international environmental commonplace is making the necessity for businesses to adopt formal environmental ways and programs (Daily and Huang, 2001). Historically, majority of firms round the world has used the compliance approach in their environmental or inexperienced management initiatives driven by laws and rules. However, within the past many years, environmental forces like client boycotts, dynamic preferences, and new client necessities have affected basic business ways – from pollution management to pollution interference. Still, the difficulty of inexperienced management movement continues to be debatable and unclear. Thus, analysis on how business might structure their working to boost for growth through inexperienced management initiatives appears dominant.

GHRM is an employment model designed to assist industry professionals in retaining, recalling, preserving and developing talent needed to ensure future business initiatives and strategies are met. HR professionals in organization can develop a powerful social conscience and green sense of responsibility internal and external customers, stakeholders, partners etc. Recent times, consumers demand ethics and environmental credentials as a top priority. Society and business see their agenda align. (VishalS.Rana and Sonam N.Jain, 2014). Human resource management helps the company to develop and apply sustainable business practices by focusing on environmental responsibility as a key component of corporate performance assessment. As the main department dealing and communicating with the workforce, the human resources department is in the best position to influence changes in employee and organisational attitudes towards the integration of green practices.

Human Resource (HR) is an integral part of the Human Resource Management (HRM). The HR is a department of an organization or a company that helps in finding, screening, recruiting, and training the candidates. The department's size

differs from company to company. No matter its size, it plays a vital role inside the organization. HR is the people of the department who make up the work force of an organization or a company. It is sometimes synonymously referred to as Human Capital (Werner, Jon M., and Randy L. DeSimone, 2011). The HRM has some key responsibilities in the organization such as hiring, training, development, compensation, motivation, communication, and administration. It develops and leads training programs like how to deliver performance reviews, increasing the leadership qualities and helps in equipping the necessary tool, so the company can function successfully (Bernardin, H. John, Joyce EA Russell, and H. John Bernardin (2007).

#### BASICS OF GREEN HUMAN RESOURCE MANAGEMENT (GHRM)

Green HRM is the use of HRM policies to support the sustainable use of resources within organizations and, more usually helps the reasons of environment sustainability. The term „Green HRM“ is most regularly used to refer to the concern of people management policies and practices towards the broader corporate environmental schedule. Typical green activities contain video recruiting, or the use of online and video interviews, to minimize travel requirements. Green rewards can embrace the use of workplace and lifestyle benefits, ranging from carbon credit compensates to free bicycles, to keep people in the green program, as continuing to identify their involvement. Whereas many employees often feel it is not their responsibility to support the environment while they are at work, the new workforces of millennial are highlighting environmental realization as they prefer their employers. There is also a broader opportunity to connect the workforce given that more and more people search for significance and self-actualization in their jobs. Other simple green events embrace minimizing the amount of printed materials used in performance management, salary evaluations and so on. Although there is absolutely a important amount of „green washing“ happening in reducing waste, there are many opportunities here too. However, HR is never going away to have a really important impact on a business through the improvement of HR processes singlehanded so the superior opportunity is to include to the green program of the business as a whole.

## REVIEWS FROM EARLIER STUDIES

Gill Mandip (2012),<sup>1</sup> examine the “Green HRM: People Management Commitment to Environmental Sustainability”, The objective of this paper is to detail a process model of the HR processes involved in green HRM on the basis of available literature on green HR. The literature has been classified on the basis of entry-to-exit processes in HRM (from recruitment to exit), revealing the role that HR processes play in translating green HR policy into practice. The paper also examines the nature and extent of Green HR initiatives undertaken by ITC Limited as a case study. The topic of environmental sustainability is attracting increased attention among management scholars. Despite its importance to managers, employees, customers and other stakeholders, however, there are very few research studies that consider the role of human resource management systems in organizations striving to achieve environmental sustainability. There is thus a growing need for the integration of environmental management into human resource management (HRM) – green HRM – research practice. Green HR is the use of HRM policies to promote the sustainable use of resources within business organizations and, more generally, promotes the cause of environmental sustainability. Green initiatives within HRM form part of wider programmes of corporate social responsibility. Green HR involves two essential elements: environmentally-friendly HR practices and the preservation of knowledge capital. The following HR processes namely recruitment; performance management and appraisal; training and development; employment relations; compensation; and exit are covered (entry to exit). Secondly the paper adopts a case methodology approach examining the green HR initiatives of ITC Limited. The focus on improving the operational efficiencies combined with up-gradation of technology have led ITC to be the only company in the world, of its size and diversity, to achieve the milestones of being carbon positive, water positive and achieving almost 100% solid waste recycling. The "Three Leaves" rating awarded by Centre for Science and Environment, Green Tech Environment Excellence award, "Golden Peacock" award and "Solid Waste Recycling Positive", “Excellent Water Efficient Unit” awards to name a few are testimonies to these efforts and achievement.

The future of Green HRM appears promising for all the stakeholders of HRM. The employers and practitioners can establish the usefulness of linking employee involvement and participation in environmental management programmes to improved organizational environmental performance, like with a specific focus on waste management recycling, creating green products. Unions and employees can help employers to adopt Green HRM policies and practices that help safeguard and enhance worker health and well-being. The academicians can contribute by carrying further research in this area revealing additional data that can build a knowledge base on Green Management in general.

Sumanta Dutta (2012),<sup>2</sup> measure the “Greening People: A Strategic Dimension”, Green Human Resource Management (HRM) is the use of HRM policies to promote the sustainable use of resources within business organizations and, more generally, promote the cause of environmentalism. Green HRM is increasing as a result of mounting concern over global warming and the adverse effect of much business activity on the natural environment. In business human resources professionals play a crucial role in organization’s green movement. Job descriptions can be used in order to specify a number of environmental aspects. These include environmental reporting roles and health and safety tasks, which staffs are exposed to harmful substances / potential emissions, and match the staff attributes according to the environmental competencies. Using Performance Management (PM) system in Environmental Management (EM) presents the challenges of how to measure environmental performance standards across different units of the firm, and gaining useful data on the environmental performance of managers. One way in which PM systems can be successfully initiated within an organization is to develop performance indicators for each risk area in environmental awareness and education. Green HR efforts to date have primarily focused on increasing efficiency within processes, reducing and eliminating environmental waste, and revamping HR products, tools, and procedures resulting in greater efficiency and lower costs. The results included: electronic filing, ride sharing, job sharing, teleconferencing and virtual interviews, recycling, telecommuting, online training, and developing more energy efficient office spaces. With society becoming

more environmentally conscious, businesses are starting to incorporate green initiatives into their everyday work environment. Environmentally friendly HR initiatives resulting in greater efficiencies, lower costs and create an atmosphere of better employee engagement, which in turn helps organizations to operate in an environmentally sustainable fashion.

#### STATEMENT OF THE PROBLEM

The NLC having three types of employees considered for the study they are in the category of Executives, Non- Unionized Supervisors and Workman. Hence, the employee again consists with the three major head of Green Human Resource Management Practices in Engagement, Motivation and Job satisfaction. The study wants to find the there is a green practice in HRM following any work nature is relevant with growth of employee carrier opportunity, continues work engagement, own role description in Engagement in Green Human Resource and organisation policy and administration is motivating my carrier and work, status of life is very high while working this organization, comfortable with job security and Motivation by supervisor and higher official always favour to employee productivity for the Level of Motivation in Green Human Resource Management Practices of NLC India Ltd. Finally, are there any opportunities to do overtime at work, flexibilities on my working hours and times, satisfy both employee job and family responsibilities, Superiors and subordinates have mutual respect and maintain professional relationship and satisfied with benefits and reward package for the Satisfaction in Green Human Resource Management Practices of NLC India Ltd. With this backdrop the researcher has made an attempt to analyze the Green Human Resource Management Practices and Its Relationship with Employees' Engagement, Motivation and Job Satisfaction in NLC India Ltd, Neyveli – An Empirical Study. Hence, the researcher wants to know the answers for the following research questions:

- i. What is the status of socio-economic profile of the respondent in NLC India Ltd, Neyveli?
- ii. Whether there is any risk associated in employee work engagement of Green Human Resource Management (GHRM) practices in NLC India Ltd, Neyveli?

#### HYPOTHESES DEVELOPED FOR THE STUDY

- a) H01: There is no significant association between demographic factors and Green Human Resource Management (GHRM) practices risk associated in in employee work engagement.

#### STUDY OBJECTIVES

1. To know the socio-economic profile of the respondent in NLC India Ltd, Neyveli
2. To understand the there is any risk associated in employee work engagement of Green Human Resource Management (GHRM) practices in NLC India Ltd, Neyveli

#### SCOPE OF THE STUDY

The study aims to make an analysis of employee work engagement of the Green Human Resource Management (GHRM) practices in NLC India Ltd, Neyveli with respective in different categories of Executives, Non- Unionized Supervisors and Workman. The measurement of GHRM practices is evaluated in terms of risk associated with the due poin of employees only not for others. This research has been done to bring out the satisfaction of the employee towards Green Human Resource Management (GHRM) practices exclusively in NLC India Ltd.

#### APPLIED RESEARCH DESIGN

##### (a) Sources of data and Study Period

The study is based on the primary data. The primary data was collected for the period of 1.5 months from 24th January, 2022 to 28th February, 2022 on interview schedule method. The secondary sources were collected and compiled from the NLC India Ltd, Neyveli official page of websites in addition, other required data was collected from various journals, magazines, various newspapers, website, unpublished thesis work and reports.

##### (b) Sampling Design and Selection Process

The primary data for the study has been collected from a sample population of 915 respondents based on purposive sampling method, using a well-structured interview schedule. The data have been collected from the employees in NLC India Ltd, Neyveli.

##### (c) Sampling Design and Selection Process

The data have been collected from the employees and used to measure the risk associated in employee work engagement of Green Human Resource Management (GHRM) practices in NLC India Ltd, Neyveli through, applied statistical tools namely, percentage analysis, cross tabulation and Chi-Square.

#### STUDY LIMITATIONS

- The study confined only on executives, non- unionized supervisors and workman in NLC India Ltd, Neyveli not consider another relent issue in respective company.
- The employee's performance of the measure the work engagement only for the 24th January, 2022 to 28th February, 2022. So, the findings and the suggestions cannot be generalized to before and after the specified period.

#### Analysis and Discussion

Table 1 *The Gender Influences the Green Human Resource Management Practices in NLC India Ltd, Neyveli*

		Frequency	Percent
Valid	Male	775	84.70
	Female	140	15.30
	Total	915	100.00

Source: Primary Data

Table – 1 exhibit that the gender influences the Green Human Resource Management Practices in NLC India Ltd, Neyveli during the study period. The 84.70 per cent of the respondents were in the male and remining of 15.30 percent respondents were in the female.

It is shows that majority of the respondents categorised under the male.

Table 2 *The Age Influences the Green Human Resource Management Practices in NLC India Ltd, Neyveli*

		Frequency	Percent
Valid	Up to 35 Years	81	8.90
	36-40 Years	259	28.30
	41-45 Years	198	21.60
	46-50 Years	117	12.80
	51-55 Years	88	9.60
	56-58 Years	140	15.30

	59 Years and Above	32	3.50
	Total	915	100.00

Source: Primary Data

Table – 2 examine that the age influences the Green Human Resource Management Practices in NLC India Ltd, Neyveli during the study period. The value of 28.30 per cent of the respondents were in the age groups between 36-40 years followed by 21.60 per cent of the respondents belong to the age groups between 41-45 years, 15.30 per cent of the respondents belongs to the age group of 56-58 years, 12.80 per cent of the respondents belongs to the age group of 46-50 years, 9.60 per cent of the respondents belongs to the age group of 51-55 years, 8.90 per cent of the respondents belongs to the age group of Up to 35 years and 3.50 per cent of the respondents belongs to the age group of above 59 years and above.

It is reported that majority of the respondents belongs to the age groups between 36-40 years.

Table 3 *The Educational Qualification Influences the Green Human Resource Management Practices in NLC India Ltd, Neyveli*

		Frequency	Percent
Valid	Primary School	27	3.00
	Higher Secondary / Diploma	210	23.00
	Undergraduate (UG)	308	33.70
	Postgraduate (PG)	284	31.00
	Professional	86	9.40
	Total	915	100.00

Source: Primary Data

Table – 3 shows that the educational qualification influences the Green Human Resource Management Practices in NLC India Ltd, Neyveli during the study period. The value of 33.70 per cent of the respondents were in the Undergraduate (UG) followed by 31.00 per cent of the respondents are Postgraduate (PG), 23.00 per cent of the respondents are Higher Secondary / Diploma, 9.40 per cent of the respondents are Professional and 3.00 per cent of the respondents under Primary School level.

It is reported that majority of the respondents under the category of Undergraduate (UG).

Table 4 *The Gross Individual Salary Influences the Green Human Resource Management Practices in NLC India Ltd, Neyveli*

		Frequency	Percent
Valid	Less than Rs. 50,000	259	28.30
	Rs.50,001- Rs.1,00,000	270	29.50
	Rs.1,00,001- Rs.2,00,000	303	33.10
	More than Rs.2,00,001	83	9.10
	<b>Total</b>	<b>915</b>	<b>100.00</b>

Source: Primary Data

Table – 4 depicts that the gross individual salary influences the Green Human Resource Management Practices in NLC India Ltd, Neyveli during the study period. The highest value of 33.10 per cent of the respondents under the category of Rs.1,00,001- Rs.2,00,000 scale and flowed by 29.50 per cent of the respondents under the category of Rs.50,001- Rs.1,00,000 scale, 28.30 per cent of the respondents under the category of Less than Rs. 50,000 scale. The lowest value of 9.10 per cent of the respondents under the category of More than Rs.2,00,001 scale.

It is found that the majority of the respondents under the category of Rs.1,00,001- Rs.2,00,000 scale.

Table 5 *The Grade in the field of NLC Influences the Green Human Resource Management Practices in NLC India Ltd, Neyveli*

		Frequency	Percent
Valid	Executives	348	38.00
	Non- Unionized Supervisors	200	21.90
	Workmen	367	40.10
	<b>Total</b>	<b>915</b>	<b>100.00</b>

Source: Primary Data

Table – 5 explicates that the grade in the field of NLC influences the Green Human Resource Management Practices in NLC India Ltd, Neyveli during the study period. The highest value of 40.10 per cent of the respondents under the category of workmen grade and flowed by

38.00 per cent of the respondents under the category of executives' grade. The lowest value of 21.90 per cent of the respondents under the category of non- unionized supervisors' grade.

It is found that the majority of the respondents under the category of workmen grade.

Table 6 *Implementing the Green Human Resource Management Practices in NLC India Ltd, Neyveli*

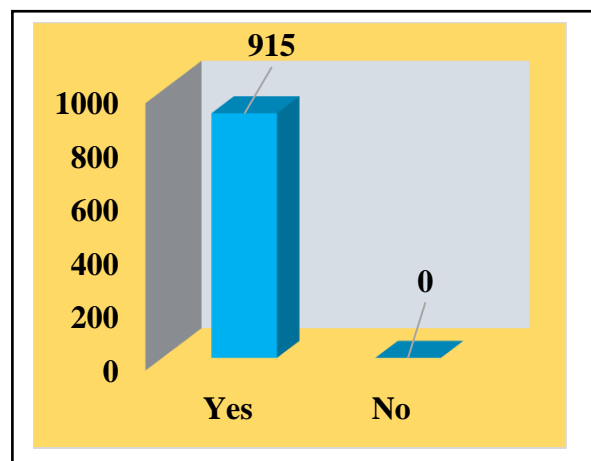
		Frequency	Percent
Valid	Yes	915	100.00
	No	0	0
	<b>Total</b>	<b>915</b>	<b>100.00</b>

Source: Primary Data

Table – 6 exhibits that the Implementing the Green Human Resource Management Practices in NLC India Ltd, Neyveli during the study period. The 100 per cent of the respondents were accepted to the practices of Green Human Resource Management followed by NLC India Ltd, Neyveli.

Exhibit - 1

Implementing the Green Human Resource Management Practices in NLC India Ltd, Neyveli



Source: Primary Data

Table 7 Cross Tabulation of Gender and Process Adopted for Green Human Resource Management Practices in NLC India Ltd, Neyveli

H01(a) = There is no association between Gender and Process Adopted for Green Human Resource Management Practices in NLC India Ltd

Gender		If yes				Total	Chi-Square
		Reduce the Pollution	Productivity	Profits	Man Power		
	Male	157	301	176	141	775	.051 (S)
	Female	23	62	40	15	140	
Total		180	363	216	156	915	

Source: Primary Data S/NS: Significant / Not Significant

Table 7 reveals the cross tabulation of gender and process adopted for Green Human Resource Management Practices in NLC India Ltd, Neyveli during the study period. From the table It is clear that the calculated ' $\chi^2$ ' value is 0.051 which shows statistically significant and less

than the 0.05 level. Hence, the null hypothesis is rejected and it can be concluded that there is a significant association between gender and process adopted for green human resource management practices in NLC India Ltd.

Table 8 Cross Tabulation of Age and Process Adopted for Green Human Resource Management Practices in NLC India Ltd, Neyveli

H01(b) = There is no association between Age and Process Adopted for Green Human Resource Management Practices in NLC India Ltd

Age		If yes				Total	Chi-Square
		Reduce the Pollution	Productivity	Profits	Man Power		
	Up to 35 Years	16	38	10	17	81	.008 (S)
	36-40 Years	42	95	60	62	259	
	41-45 Years	46	79	50	23	198	
	46-50 Years	34	44	28	11	117	
	51-55 Years	18	36	22	12	88	
	56-58 Years	18	60	38	24	140	
	59 Years and Above	6	11	8	7	32	
Total		180	363	216	156	915	

Source: Primary Data S/NS: Significant / Not Significant

Table 8 shows the cross tabulation of age and process adopted for Green Human Resource Management Practices in NLC India Ltd, Neyveli during the study period. From the table It is clear that the calculated ' $\chi^2$ ' value is 0.008 which shows statistically significant and less

than the 0.05 level. Hence, the null hypothesis is rejected and it can be concluded that there is a significant association between age and process adopted for green human resource management practices in NLC India Ltd.

Table 9 *Cross Tabulation of Educational Qualification and Process Adopted for Green Human Resource Management Practices in NLC India Ltd, Neyveli*

H01(c) = There is no association between Educational Qualification and Process Adopted for Green Human Resource Management Practices in NLC India Ltd

Educational Qualification		If yes				Total	Chi-Square
		Reduce the Pollution	Productivity	Profits	Man Power		
	Primary School	4	14	7	2	27	<b>.030 (S)</b>
	Higher Secondary / Diploma	29	82	53	46	210	
	Undergraduate	72	116	62	58	308	
	Postgraduate	63	117	71	33	284	
	Professional	12	34	23	17	86	
<b>Total</b>		<b>180</b>	<b>363</b>	<b>216</b>	<b>156</b>	<b>915</b>	

Source: Primary Data S/NS: Significant / Not Significant

Table 9 depicts the cross tabulation of educational qualification and process adopted for Green Human Resource Management Practices in NLC India Ltd, Neyveli during the study period. From the table It is clear that the calculated ' $\chi^2$ ' value is 0.030 which shows

statistically significant and less than the 0.05 level. Hence, the null hypothesis is rejected and it can be concluded that there is a significant association between educational qualification and process adopted for green human resource management practices in NLC India Ltd.

Table 10 *Cross Tabulation of Experience in the Field of NLC and Process Adopted for Green Human Resource Management Practices in NLC India Ltd, Neyveli*

H01(d) = There is no association between Experience and Process Adopted for Green Human Resource Management Practices in NLC India Ltd

Experience		If yes				Total	Chi-Square
		Reduce the Pollution	Productivity	Profits	Man Power		
	Less than 5 years	46	136	68	62	312	<b>.015 (S)</b>
	5-10 years	90	174	113	74	451	
	11-20 years	41	43	29	17	130	
	More than 20 years above	3	10	6	3	22	
<b>Total</b>		<b>180</b>	<b>363</b>	<b>216</b>	<b>156</b>	<b>915</b>	

Source: Primary Data S/NS: Significant / Not Significant

Table 10 analyse the cross tabulation of experience qualification and process adopted for Green Human Resource Management Practices in NLC India Ltd, Neyveli during the study period. From the table It is clear that the calculated ' $\chi^2$ ' value is 0.015 which shows

statistically significant and less than the 0.05 level. Hence, the null hypothesis is rejected and it can be concluded that there is a significant association between experience and process adopted for green human resource management practices in NLC India Ltd.



Table 11 *Cross Tabulation of Grade in the Field of NLC and Process Adopted for Green Human Resource Management Practices in NLC India Ltd, Neyveli*

H01(e) = There is no association between Grade in the Field of NLC and Process Adopted for Green Human Resource Management Practices in NLC India Ltd

Grade in the Field of NLC		If yes				Total	Chi-Square
		Reduce the Pollution	Productivity	Profits	Man Power		
	Executives	86	132	86	44	348	.000 (S)
	Non- Unionized Supervisors	49	79	53	19	200	
	Workmen	45	152	77	93	367	
Total		180	363	216	156	915	

Source: Primary Data S/NS: Significant / Not Significant

Table 11 reveals the cross tabulation of Grade in the Field of NLC and process adopted for Green Human Resource Management Practices in NLC India Ltd, Neyveli during the study period. From the table It is clear that the calculated ' $\chi^2$ ' value is 0.000 which shows statistically significant and less than the 0.05 level. Hence, the null hypothesis is rejected and it can be concluded that there is a significant association between Grade in the Field of NLC and process adopted for green human resource management practices in NLC India Ltd.

Green Human Resource Management Practices in NLC India Ltd is appreciable and also the study suggest it could be improving all the technological, Corporate Social Responsibility (CSR) activities and export system management. Its shows a pioneer model of other leading organisations to adopt and follow and it will help to International standard competitive in the field of industry revaluation as such go green model universal setup.

## POLICY FOR IMPLICATION

The study aims to make an analysis of employee work engagement of the Green Human Resource Management (GHRM) practices in NLC India Ltd, Neyveli with respective in different categories of Executives, Non- Unionized Supervisors and Workman. The study could find the majority of the respondents categorised under the male, majority of the respondents belongs to the age groups between 36-40 years, majority of the respondents under the category of Undergraduate (UG), majority of the respondents under the category of Rs.1,00,001-Rs.2,00,000 scale and majority of the respondents under the category of workmen grade. The Green Human Resource Management (GHRM) practices in NLC India Ltd, Neyveli is an existing model followed by the whole category of employees. Its creating a major impact of the inside and outside of the organization developments as such employees' benefits. The Process Adopted and followed for

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