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Sustainability in HRM: A Study on Green HRM

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ABSTRACT

Human resource management is one of many fields that have seen a surge in interest in sustainability as a concept. The combination of sustainability into human resource management has grown in importance as more and more organisations realise the importance of being green. Examining the significance of embedding sustainability in HRM practices, the advantages of applying the notion of sustainability in organisations across the globe, and the meaning of the eco-friendly, financial, and social aspects of sustainable growth for organisations, this study aims to arrive at a new concept - green HRM function. Data that has already been obtained is crucial to the investigation. Using a narrative strategy driven by a literature review, this study lays the theoretical groundwork for extending the Green HRM research agenda. Papers, journals, magazines, and newspapers are some of the many print and digital resources consulted for pertinent data. The research for this study relied on articles about green HRM found in a number of digital libraries. Consequently, Green Human Resource Management has to raise environmental consciousness among both current and prospective employees, inspire them to work towards a more sustainable future by participating in green initiatives, and ensure that the organization's resources are preserved for the next generation.

Keywords: Sustainability, Human Resource Management, Environmentally, Green Human Resource Management

1. INTRODUCTION

A shift in emphasis towards sustainable development has been necessitated by the persistent degradation of the environment, which is largely attributable to human actions. Every member of society has an immediate responsibility to safeguard the planet's natural habitats and maintain its natural resources in light of the intensifying environmental damage brought about by industrialisation and economic growth. The need for increased environmental and social responsibility is constantly underlined by factors such as climate change, legal limits, and society expectations. More and more businesses understand they need to change their practices to achieve sustainability, which is becoming an increasingly important aim. Around the world, governments and corporations are reorganising their structures and philosophies to put more emphasis on sustainable development.

Environmental management is one of the best ways to deal with issues related to environmental degradation. A phrase that characterises an organization's work to preserve the environment. Sustainable businesses think about how their decisions might affect the environment. Environmentally responsible business practices are now an essential part of any successful company's strategy, ranking alongside other important commercial activities. These days, it's not easy for companies to figure out how to implement green management strategies that will help them succeed in the long run (Boselie et al., 2003). Financial indicators, stakeholder pressure, and public opinion of the firm are some of the variables that influence organisations' decisions to implement environmental initiatives (Gonzalez-Benito, 2005).

On the other hand, carrying out eco-friendly tasks requires human involvement. Thus, HRM is crucial for sustainability-focused companies to succeed. A stronger green HRM strategy, according to the theory (Bohdanovicz et al., 2011), would cause a company to execute an EMS with greater vigour. Responsible companies understand that their employees are the key to implementing green policies and practises (Renwick, 2013) and are using HRM strategies to encourage a more environmentally conscious mindset among their employees.

Examining the significance of embedding sustainability in HRM practises, the advantages of applying the notion of sustainability in organisations across the globe, and the meaning of the eco-friendly, financial, and social aspects of sustainable development for organisations, this study aims to arrive at a new concept - green HRM function. Issues that companies have encountered when trying to implement green HRM are also detailed in the report.

1.1. THEORETICAL BACKGROUND

Green HRM is an idea that has been around since the Green Movement started. Socially and politically, the Green Movement upholds the following principles: nonviolence, equality for everyone, environmentally sustainable policies, and long-term planning. Many people who identify as green also identify with and support the Green Movement, which encompasses many other movements, such as peace, ecology, conservation, and feminism. Management academics from fields including office, promotion, supply chain management, and humanoid resource organisation are beginning to look at how decision-making methods could support environmental management objectives as the Green Movement gets traction globally.

The UN Global Compact and many educational organizations created the Principles for Responsible Management Education (PRME) to inspire directors and scholars to work together to create new knowledge to advance environmental responsibility.

A number of divisions, each with its distinct role to play, work together to plan and execute a company's environmental initiative. A big contributor to the project's success has been the company's HRM. The company's human resources department is a key internal stakeholder and a possible competitive advantage (Wright, et al., 2001). Sustainability for humans must be ensured before sustainability for the environment can be achieved (Dunphy et al., 2000). Along with environmental responsibility, the writers emphasised the need to capitalise in human resources through teaching and training. According to Daily and Huang (2001), many organisations nowadays use Environmental Management Systems as a strategic strategy to stay ahead of the competition. The system provides a structure that allows managers to have a greater say in the company's impact on the environment (Barnes, 1998). Many, however, maintain that staffs buy-in throughout EMS rollout is critical to the overall success of the initiative. Sudin (2011) described how different kinds of "green intellectual capital" boost environmental responsibility in corporations and, in the end, provide companies with a competitive advantage. This means that HR directors should be considered environmental executives, whose job it is to rally the troops behind eco-friendly projects.

Green HRM, in this setting, is essentially concerned with bringing a holistic understanding of sustainability into the workplace. In order to optimise productivity, save expenses, and take actions to reduce and eliminate environmental waste, it is necessary to rethink and improve HR products, tools, and practises. Electrical filing, carpooling, job sharing, teleconferencing, online interviewing, recycling, teleworking, online education, and environmentally friendly workplace designs were some of the outcomes. When it comes to human resource management, "green HRM" means putting an emphasis on eco-friendly practices and regulations. Some of HR's most important contributions to environmentally conscious management practises are detailed here. We have thoroughly discussed the areas of HR's activities that could be made more environmentally friendly.

2. LITERATURE REVIEW

Jackson, S. E., Renwick, D. W., Jabbour, C. J., and Muller Camen, M. (2011) found that business executives, Concern over environmental sustainability is growing among consumers, government officials,

and management academics. Scholars and practitioners of human resource management (HRM) have been sluggish to join the present conversations and debates because these stakeholders are grappling with the potential and challenges of various environmental problems. Motivating human resources professionals to actively participate in the shift towards ecologically friendly corporate practices is the aim of this Green HRM special issue. Initially, the writers of this special edition's introduction have given a summary of the pieces that will be included in the issue. After describing several functional HRM activities, such as presentationorganisation, training, development, learning, pay, incentives, and organizational culture, the authors provided a comprehensive explanation of the research concerns from this method. Future researches will attention on the connexion between strategic human resource management and environmental management. A thriving academic area of Green HRM could be established if research addressing this ambitious goal is vigorously pursued.

According to Ahmad, S. (2015), it is becoming more and more clear to organizations that there are numerous benefits to becoming green and utilizing environmental management practices. As they expand nationally and internationally, companies are abandoning antiquated financial models in favor of a modern, capacity-based economy that welcomes inquiries into environmentally friendly ways of doing business. A critical business strategy known as Green Human Resource Management (GHRM) emerges when HR departments actively promote workplace environmental responsibility. Along with providing a concise definition of GHRM, the report primarily focuses on the numerous Green HRM practices that companies across the globe have adopted. The research donates to the currentform of information by delving into the potential functional future of the GHRM. Several effective HR strategies for environmentally conscious businesses were proposed in the paper's conclusion.

According to research conducted by Yong, J. Y., Yusliza, M. Y., Ramayah, T., Chiappetta Jabbour, C. J., Sehnem, S., and Mani, V. (2020), "Green HRM practices may assist firms in aligning business strategy with the environment." With the use of data collected from a cross-sectional survey of 112 big Malaysian manufacturing businesses, this study takes a resource-based approach to analyzing the influence of lime HRM performs on sustainability. Conclusions demonstrate value of green recruiting practises and training on environmental sustainability. Sustainability, green analysis, green selection, and green performance evaluation were not found to be linked by the researchers. By using real data from Malaysian manufacturing businesses, this research examines sustainability as it relates to green HRM, filling a gap in the literature. Anyone working in this sector, from researchers to practitioners, will find it useful. This essay offered a helpful framework for thinking about the long-term influence of green HRM on manufacturing organizations' capacity to stay in business. A concentration on contextual and Malaysia-specific concerns limited research on developing economies. Investigating the connections between green HRM and the other factors that have influenced the current framework could be the subject of future studies. In order to better recognise the many facets of sustainability, researchers may break down green HRM into its component pieces in the future.

The authors of recent research (Saeed, B. B., Afsar, B., Hafeez, S., Khan, I., Tahir, M., & Afridi, M. A., 2019) came to the realization that the attainment of organizational sustainability goals is heavily dependent on the environmentally conscious actions taken by workers. The challenge of balancing the requirements of employees with those of the environment is one of the most pressing issues facing human resource managers today. As a result of businesses' concerns about the atmosphere and their desire to keep things in balance with nature, green HRM has developed. The major objective of the research was to investigate how eco-friendly individuals are as a result of participating in green HRM practices. Among these methods are eco-friendly hiring, education, evaluation, pay, and empowerment. Also, we will see if there is a moderating or mediating role for environmental knowledge in the connection between green HRM practices and eco-friendly behaviors. Three hundred and forty-seven people from various sectors, including coal extraction, energy, food, chemicals, and pharmaceuticals, contributed their opinions. The study's findings showed that green HRM practises acted as a go-between for green HRM practises and environmental actions taken by workforces. The familiarity of employees with environmental issues mitigated green HRM practices and ecologically responsible behaviour.

According to a study by Bombiak, E., and Marciniuk-Kluska, A. (2018), Green HRM, or the integration of environmental practices into HR strategy, is a hot subject right now because sustainable development—and the ecological component in particular—is becoming more important to the success of modern businesses. Compiling a list of environmentally friendly HR practises utilized by new Polish enterprises and grading them according to their impact on future success possibilities was a significant element of the research. A study of 150 newly created enterprises was carried out with these objectives in mind. Green HRM is a comparatively new idea in Poland, according to the results. In spite of the idea's originality, a direct correlation exists between the taxation of the impact of specific green HRM efforts on the long-term success of a firm and the execution of those initiatives. There was a negative correlation between the frequency of use and the perceived value of an activity in the sampled organizations. From this, we may infer that if we wish to witness more new Polish companies embracing Green HRM, it is essential to disseminate information regarding its beneficial impacts on organizational sustainability.

Since Green Human Resource Management (Green HRM) is a novel idea that has the potential to benefit individuals, communities, and businesses, for a more accessible reading on the topic, see Opatha, H. H. P.'s 2013 publication. Paper topics included "Green," "reasons for Greening," "the meaning of Green HRM," "the relevance of Green HRM," "the Greening of HRM functions," and "the outcomes of various Green HRM research studies." The goal of this study was to deliver a foundation for future research on Green HRM by attracting the attention of experts.

Using the existing literature, Arulrajah, A. A., Opatha, H. H. D. N. P., & Nawaratne, N. N. J. (2015) chose to investigate other businesses' approaches to green HRM. It appears that everyone is in agreement that, from a human resource management standpoint, the existing literature on this quickly expanding field has to be expanded upon. This study concludes that previous research has mainly concentrated on a small subset of HRM functions such as employing, preparation, presentation evaluation, and return and benefits, even though HRM has greater potential to enhance an organization's environmental performance. This study set out to do just that—examine green HRM practices in the context of several HRM functions. Within the twelve HRM functions examined in the review—Several environmentally conscious HRM practices were identified and emphasised, including job analysis, planning, hiring, orientation, performance reviews, growth opportunities, health and safety, and employee relations. Green HRM's role in translating an organization's promise to sustainability into quantifiable ecological outcomes is the subject of this paper's extensive and nuanced analysis.

2.1. METHODOLOGY

Data that has already been obtained is crucial to the investigation. Using a narrative strategy driven by a literature review, this study lays the theoretical groundwork for extending the Green HRM research agenda. Papers, journals, magazines, and newspapers are some of the many print and digital resources consulted for pertinent data. The research for this study relied on articles about green HRM found in a number of digital libraries. This study drew from a wide range of online resources, including databases and webpages, to behaviour a literature review on the topic of "green HRM" (also called "sustainable in human resources"). This is why we took a desk-based strategy to our research, relying on the existing literature, rather than performing fieldwork such as surveys. In order to shed light on the subject, this study compiled prior research works on Green HRM practices from different archives. Consequently, a thorough evaluation of the existing literature was carried out.

2.2. OBJECTIVES OF THE STUDY

To study the role of management in adopting sustainable Green HRM as well as understanding employee's behaviour towards sustainable green environment practices in the organization.

3. NEED OF GREEN HRM

Environmentally conscious HR practices are essential in every part of the world today. The character of people's dwellings and neighbourhoods is dictated by their level of concern for the environment. More and

more people in the workforce are interested in green HRM because of its growing significance in today's workplace. There are a lot of knock-on effects that affect our professional and personal lives. It is the responsibility of the business sector to explain the risks associated with the environmental problems that it has exacerbated. These days, businesses that practise green HRM reap a lot of benefits:

- To ensure a safe and healthy workplace for people both inside and outside of companies, in the face of environmental challenges, including climate change, global warming, energy shortages, etc.
- Staff members will be trained and educated, as well as given financial and non-financial incentives, to carry out their accountabilities in an ethical means when it comes to the environment.
- Training, employee empowerment, and incentive programs for the environmental management system (EMS) are all examples of human resource activities aimed at:
 - Increasing or improving the company's environmental performance
 - Environmental management is an important part of running a sustainable business, and we want to encourage and support our employees to become involved, learn new skills, and increase their opportunities to do so.
 - Businesses are under rising pressure to provide eco-friendly goods and processes, therefore, it's important for them too.
 - Provide such products and processes.
 - Manage corporate environmental programs effectively.
 - Overcome obstacles to the successful execution of such programs.

3.2. GREEN HRM PRACTICES

According to Renwick et al. (2008), In GHRM, the company's environmental management goals are integrated into the HR processes of recruiting, training, assessing performance, and compensating workers. In order to come up with their list of Green HRM activities, Renwick et al. (2013) researched the current literature on both environmental and HRM management. If an organisation wants to receive environmentally friendly inputs from workers and see environmentally friendly job performance from those workers, it will need to change or adjust its human resource management (HRM) procedures to be green. The following are a few ways that eco-friendly HRM can be put into practice:

3.2.1. Green Recruitment and Selection

What this means is that businesses should hire people who are conscious of the impact they can have on the planet's future. The chance to work for an environmentally conscious company should thrill them. One way to achieve this goal is to highlight the company's dedication to sustainability in job ads. Additionally, potential employees can find details about the company's green initiatives on the website and other resources they use for research. A company's recruiting practices may improve its environmental management, according to Wehrmeyer (2017). This is because it increases the likelihood that new employees will be familiar with and able to continue the company's dedication to environmental sustainability. Research conducted by the British Carbon Trust found that out of 1,018 potential employees, more than 75% believe that businesses should implement measures to reduce carbon emissions (Clark, 2006). In the Green movement, there are two steps to the recruiting process:

- We employ eco-friendly hiring approaches such as online tools, and limited paper usage during employment and selection.
- During the screening process, I am looking for candidates with environmentally conscious attitudes, taking into account those who prioritise sustainability and engage in everyday eco-friendly habits like recycling, cutting back on printing, and conserving electricity.

3.2.2. Green Training and Development

Green exercise and growth programs for employees should teach them about conservational issues, encourage them to take act, and teach them how to preserve resources and reduce waste (Zoogah, 2011).

The development and training of employees should incorporate social and environmental concerns at every level, from shop floor practical health and security concerns to board level broad sustainability matters and strategic sustainability issues at the executive management level. As part of their continuing education, new

employees should be forced to attend environmental orientation courses. All of Siemens' German employees, especially those who deal with hazardous materials or trash, receive environmental education from the company. At least once a year, for a whole workday, all of the facility's employees participate in this kind of training, which results in more than 5,000 ideas pertaining to environmental safety (North & Daig, 2017). Waste will decrease, materials will be used more efficiently, and energy consumption will go down as a result.

3.2.3. Green Performance Management and Appraisal

Human resource management practices that promote green performance management aim to create a more sustainable future while also safeguarding the environment. The performance feedback interview has to incorporate a section on greening progress, and staff assessments need to use green-related criteria. Incorporating a monetary value into a performance evaluation system has the effect of encouraging individuals to behave in a more ecologically friendly manner, which could explain why green performance assessment is so important. Consequently, incorporating staff members into the performance review process could help encourage ecologically responsible actions. Environmental events, environmental responsibilities, and the dissemination of ecological rules and worries are all aspects of green presentation management that are addressed. Green information systems and audits are being created to track environmental performance and give management valuable data. Companies such as Tata Group have established environmental performance criteria that apply to the entire company.

3.2.4. Green compensation and reward system

According to Ahmad (2015), financial incentives are careful as a means to inspire workers to take part in green activities inside the workplace within the framework of Green HRM. Now more than ever, companies are strategically rewarding employees to encourage them to work on environmentally friendly projects. Supporting this assertion is evidence from a UK-based CIPD/KPMG survey that indicated 8% of companies there provided financial incentives to employees for eco-friendly behaviour (Phillips, 2007). Ramus (2002) made this claim. Motivating employees to make positive behavioural changes could be as simple as offering them a raise or other benefits when they reach specific sustainability benchmarks. By linking remuneration to eco-performance, we can introduce a variable component into the compensation plan. Motivating employees to do their part for the environment should be financially and in other ways rewarded.

3.2.5. Green employee involvement

Potentially, "creating an environment in which individuals affect choices and actions that affect their work" is one way to describe green employee engagement. Involving employees means constantly listening to their suggestions for greener procedures. Part of the process also involves polling employees to identify areas for improvement on established practices. This leads to a more responsible and collaborative workforce that helps the business mitigate its negative environmental impact. According to Phillips (2007), one way to reduce pollution in the workplace is to implement green HR practices that encourage employee participation. Increasing employee involvement and contribution can be achieved by identifying and promoting eco-intrapreneurs, who are already employed by the company and are socially and

environmentally conscientious. By rearranging the company's resources (financial, human, and material), they can find new uses for the company's products and services. Participation from employees in organisational greening has been found to enhance the main results of environmental management, including resource efficiency, waste reduction, and pollution reduction in the workplace. Among 110 Spanish companies that were registered for ISO 14001, researchers found that employee engagement in environmental management was completely connected with environmental consequence indicators reported by managers (Brio et. al., 2007).

4. ROLE OF GREEN HRM IN SUSTAINABLE DEVELOPMENT GOALS

To solve the issue of sustainable development, the field of sustainability studies evolved out of human resource management. Sustainability can be described as "development that fulfils the demands of the present without compromising the capacity of future generations to satisfy their own needs." This definition is attributed to the Brundtland Commission. If we want sustainable growth, we require a "fundamental shift in society's culture and collective consciousness that permits the emergence of new collective beliefs and values" (Schaefer et al., 2015).

As proposed by Elkington (1999), Modern business strategies must incorporate the Triple Bottom Line. Businesses must carefully consider society, the environment, and their financial line if sustainable development is to be achieved, argues the author. With an importance on bettering community and ecological performance, a new paradigm has emerged that suggests different priorities (Elkington, 2004). A new field of study called "green HRM" has arisen as a result of the failure of traditional HRM to address environmental concerns.

In 2015, the historic 2030 Agenda for Sustainable Development—which had 17 SDGs and 169 related objectives—was accepted by the United Nations General Assembly. As a United Nations effort, the Sustainable Development Goals (SDGs) are a set of principles meant to bring about sustainable development. A collaborative approach involving numerous stakeholders and undertaken on an international scale formed the basis of the ambitious and creative initiatives indicated in this strategy. As part of a global initiative to tackle critical environmental, social, and governance (SDG) challenges, the 17 Sustainable Development Goals (SDGs) lay out a path forward that countries and businesses can follow. Therefore, sustainable development goals (SDGs) such as SDG12, SDG16, and SDG17 show how firms can help achieve sustainable development. Concerning SDG12's Responsible Consumption and Production, Goal 12.6 states that "particularly large and multinational corporations, to embrace sustainable behavior and incorporate sustainability information into their reporting cycle." A number of new academic fields have emerged to study business sustainability.

The importance of human resource management in resolving these kinds of long-term problems is gradually becoming recognized in academic literature. The importance of employees in achieving sustainability is being more recognized, as they have the most personal understanding of the company's products and procedures. One way in which labor might change things is by the very act of finding a job. By incorporating environmental management into all of HRM's various facets, green HRM provides fresh viewpoints on sustainable development. To achieve SDG 12: Support sustainable depletion and making patterns, organizations should align their HR policies and procedures with environmental objectives. Workers will have more agencies in developing and implementing environmentally friendly production methods and goods.

4.1. CHALLENGES FOR GREEN HRM

Two of the most important parts of human resource management are the arrival and departure of staff members from the workplace. As a result of management's increased focus on environmental concerns, HR is now responsible for executing "go green" strategies alongside its more conventional HR functions. Green HRM has highlighted several challenges, including:

- It's tough to alter workers' habits and output in a hurry.
- Implementing Green HRM practices company-wide is a challenging and time-consuming task.
- Skilled persons who are also worried about the environment are hard to come by. Why the reason that not all employees are enthusiastic about implementing green HRM practices company-wide.
- It is easier said than done to measure the efficiency of green HR practices in changing staff actions.

- To be successful, environmentally friendly initiatives need the whole backing of upper management and the government.
- It's a long process with a poor return on investment at the outset.
- When it came to making the best hiring and developing the company's future green leaders, human resources departments frequently lacked the proper green frameworks, processes, resources, and attitude.
- Retail prices for consumers could go up if manufacturers face increased costs for environmentally friendly materials.
- Commercial establishments will have to have solar panels installed if they want to use solar power. Being environmentally conscious may not always justify the initial investment required to achieve savings in energy costs.

5. CONCLUSION

In modern businesses, HR is crucial for overseeing workers from the moment they start a new job until they leave. Here we have defined green HRM, discussed its key principles and the primary drivers for its adoption, listed the core HRM practices, and laid out the obstacles that may arise when putting this strategy into action.

Sustainable growth with little impact on the environment is a pressing global issue. Companies in this day and age need to figure out how to go forward with production techniques that are less harmful to the environment. Businesses should encourage green HRM practices and provide adequate training to staff. There are certain challenges to implementing green HRM, but companies can focus on finding creative ways to embrace green HR and learn from the successes and failures of other companies' green HR initiatives. They need to put their efforts into making their staff stronger so that they can help out as well. Companies are starting to shift their focus from exploitative practices to more sustainable ones, although the changes are still quite small. To make sustainability more compassionate, green HRM plays an essential role in this process, as mentioned earlier. With the help of green HRM, companies may encourage their employees to be more environmentally conscious in their work and in the ideas and actions they propose. Consequently, Green Human Resource Management has to raise environmental consciousness among both current and prospective employees, inspire them to work towards a more sustainable future by participating in green initiatives, and ensure that the organization's resources are preserved for the next generation.

Environmentally friendly manufacturing methods can only be adopted if academics and industry professionals accept that people make up organisations. The things that motivate people include their feelings, goals in life and work, sense of self, environment, and connections. Incorporating people into sustainability efforts is the goal of green HRM, which in turn increases the likelihood of success in reaching those objectives.

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