



GREEN HRM PRACTICES IMPACT ON ORGANIZATIONAL PERFORMANCE WITH REFERENCE TO IT SECTOR– A STUDY

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ABSTRACT

The study aims to examine the impact of Green HRM practices on the performance of IT companies, focusing on key areas such as Training & Development, Recruitment, and Pay & Rewards systems. The study seeks to highlight how sustainability-oriented HR practices enhance organizational outcomes. Primary data was collected from TechMahindra, Infosys, and Wipro using a convenient sampling method. The study evaluated the relationship between Green HRM practices and organizational performance in these companies, emphasizing the role of employee development, recruitment strategies, and reward systems in promoting sustainability.

The study reveals that Green HRM practices play a critical role in improving organizational performance. Training & Development efforts have the most significant impact, highlighting the importance of fostering employee skills related to sustainability. Recruitment practices that align with environmental goals also contribute meaningfully to performance, while Pay & Rewards systems, though impactful, have a more moderate influence compared to other HRM practices. The findings suggest that a comprehensive approach to Green HRM is essential for enhancing the overall sustainability and performance of IT companies. Investing in employee development around green practices and aligning recruitment strategies with environmental goals are key drivers of organizational success, while reward systems further reinforce sustainable behaviors.

Key words: Green, HRM Practices, IT sector, Payment, Recruitment, Rewards and Organizational Performance.

INTRODUCTION

In recent years, the growing focus on environmental sustainability has significantly influenced how organizations operate. As a result, businesses across industries have been adopting green initiatives to minimize their ecological footprint while simultaneously improving organizational



efficiency. The Information Technology (IT) sector, characterized by rapid innovation and global influence, is no exception. One emerging approach in the domain of human resource management that aligns with the broader sustainability agenda is Green Human Resource Management (Green HRM). This concept integrates eco-friendly practices into the HRM framework, making it an essential part of organizational strategy for enhancing environmental performance and corporate social responsibility. In this context, the impact of Green HRM on organizational performance is a key area of interest, particularly in the IT sector, where sustainability, talent management, and innovation intersect.

Green HRM practices refer to the implementation of environmental sustainability principles within human resource management processes such as recruitment, training, performance appraisal, compensation, and employee relations. The primary goal is to encourage employees to adopt environmentally responsible behavior while aligning organizational goals with sustainability objectives. By doing so, companies can not only reduce their environmental impact but also improve operational efficiency, build a positive corporate image, and enhance employee engagement and satisfaction.

In the IT sector, organizations often operate in highly competitive and dynamic environments, where the pressure to innovate and adapt is constant. In such a context, Green HRM practices offer a dual advantage. First, they contribute to the organization's sustainability goals by fostering a culture of environmental responsibility. Second, they enhance organizational performance by improving employee productivity, reducing costs through resource-efficient processes, and attracting eco-conscious talent. Given the sector's reliance on human capital and technological resources, the strategic implementation of Green HRM practices can be a powerful tool for achieving both sustainability and competitive advantage.

The IT sector in India has experienced exponential growth over the past few decades, positioning itself as a global leader in software services, IT consulting, and business process outsourcing. However, this rapid expansion has also led to increasing scrutiny regarding the sector's environmental impact. Energy consumption, electronic waste, and carbon emissions are critical



issues facing IT companies today. As stakeholders demand greater accountability for environmental practices, organizations are under pressure to adopt green strategies that address these concerns.

Green HRM practices play a vital role in this shift toward sustainability by embedding environmentally friendly policies within the organization's culture and operational framework. Training employees on sustainable practices, recruiting talent with an environmental mindset, and incorporating green rewards and incentives are some of the ways in which HRM can influence an organization's overall sustainability performance. In this regard, Green HRM practices are not merely administrative functions; they are strategic drivers that can lead to improved organizational outcomes, including enhanced productivity, innovation, and market competitiveness.

While there has been significant research on HRM and organizational performance, there is a growing interest in understanding how Green HRM practices specifically contribute to these outcomes, particularly in sectors like IT where the link between technology and sustainability is increasingly pronounced. This study aims to fill that gap by exploring how Green HRM practices impact organizational performance in IT companies, with a focus on three key areas: Training & Development, Recruitment, and Pay & Rewards.

REVIEW OF LITERATURE



Vikas et al. (2014), An attempt is made in this article to examine some of these ongoing initiatives in a few Indian companies. The paper also illustrates the impact of Green HR and how these companies get an edge over their rivals by implementing these practices. This research is crucial since the amount of industrial waste and environmental pollution has increased dramatically. With the goal of lowering the pace at which non-renewable resource supplies are exhausted and any possible negative repercussions, the study's results have changed the manner that both public and private policies are executed.

Patil et al (2016), The Department of Human Resources is a crucial component in creating strategies for a robust corporate culture. The primary objective of green human resource management is sustainable development. Green HRM functions raise employee awareness via the introduction of new work habits such as homework, the usage of E-HRM, on-site energy savings, and eventually environmental conservation and preservation. An evaluation was carried out to assess current HR procedures in Green HRM, covering recruiting, selection, training, and development, as well as retention. The author chose a range of businesses for the analytical investigation, including paper, manufacturing, IT, and production.

Mufti et al. (2018), Green HRM is a fresh notion in the current world. Corporate companies' need to implement environmental policies and programs was further reinforced by the establishment of international standards and guidelines for environmental management as well as their global concern for the environment. The goal of this study is to discuss the corpus of research on green HRM practices. The inquiry used the archival method of literature review. This article's contribution is the summary of the relevant literature, with an emphasis on the noteworthy contributions of other employees, and a last effort to recommend green HR practices.

Ahmed A. Zaid (2018), The purpose of this research is to investigate the relationship between green supply chain management and green human resource management package practices. Indeed, the findings showed that green supply chain management techniques attenuate the direct impact of green human resource management tactics on sustained performance. Internal green supply chain management practices, in particular, positively mediate the relationship between green human resources management practices and sustainable performance, whereas external green supply chain management practices only mediate the relationship between GHRM bundle practices and the environmental dimension of sustainable performance.



Adnan Rawashdeh, Mousa (2018), This research is to explore the link between green HRM practices—such as recruiting and selection, training and development, and incentives—and environmental performance in Jordanian health care businesses. The findings indicate that Jordanian hospitals have partially adopted Green HRM; the greatest association was shown in the areas of recruitment and selection, while the least was observed in the areas of training and development. Furthermore, it was shown that there was a statistically significant positive association between the three HRM practices and the environmental performance. According to reports, this research is the first in Jordan to examine how human resource functions may affect the environmental performance of healthcare organizations, especially hospitals. **Jalaja (2018)**, In the Indian context, the development rate of Green HRM practices is examined, along with the understanding and use of these practices by enterprises. The purpose of this research is to ascertain the degree of success that Indian firms have had in implementing Green HRM practices. There is also emphasis on the importance of Green HRM and the considerations that must be made while putting it into practice. The study's conclusions indicate that green HRM is still relatively new in Indian companies. More companies should use green HRM if they want to develop into world-class firms that benefit workers, other companies, and the nation as a whole.

In 2019, Sumittra Jirawuttinunt This study aims to empirically investigate the relationships between organizational performance as measured by intellectual capital, environmental performance, and green human resource management (GHRM), with a focus on green performance management, green recruitment and selection, green training and development, and green compensation. The findings demonstrated that four green HRM practices had a positive direct and indirect influence on organizational performance via green intellectual capital and environmental performance.

Zubair, Khan, Mukaram, and Syed Sohaib. (2019): Public or commercial enterprises may guarantee a better atmosphere by integrating a few simple, eco-friendly practices into their daily operations. This brief theoretical paper addresses one possible organizational response to the goals and requirements of environmental initiatives or conservation. The research suggests using sustainable and eco-friendly practices in human resource departments of Green HRM firms. This theoretical study contributes to the clarification of the meaning of "green HRM," a concept that has recently piqued the attention of researchers.



Kim Yong Joong (2019): Regarding the topic of human resource management in eco-friendly hotel management, there is still much to learn. This research examines how green HRM might enhance eco-friendly behavior among workers and improve hotels' environmental performance. The results demonstrate how green HRM improves corporate commitment, eco-friendly behavior, and hotel environmental performance. Based on the study's findings, hotel executives and HR managers are advised to implement green HRM practices.

Thomas Mose (2019): The purpose of this study was to determine how green HRM practices affected the organizational efficiency of Kenyan institutions. Because staff motivation had a larger association than the other components, the study concluded that staff motivation is significant. However, it was evident that the incentive system was inadequate and unsatisfactory due to the workers' delayed benefits and compensation for fulfilling the green standards as well as the unclear promotion structure. a notable addition to philosophy, practice, and policy.

2020 Mercedes Ubada-García: This study attempts to explore the connection that exists between corporate social responsibility (CSR) and company performance, taking into account both the direct relationship and potential mediation of certain factors such as GHRM and environmental effects in said relationship. The findings demonstrate a clear and positive relationship between corporate social responsibility and performance. The author also discovered that GHRM and environmental effects had a secondary impact on the previously indicated relationship. The research's findings provide managers helpful direction while also making a significant contribution to the corpus of knowledge on GHRM and CSR.

2020's Naglaa Fathy El Dessouky: The purpose of this paper is to examine the relationship between green HRM practices and organizational productivity. A descriptive research methodology was used for this investigation. The population consists of all the workers of Bahrain's private drilling firm. The study's findings suggest that green HRM practices and organizational performance are positively correlated. The research also demonstrates that employee comprehension moderates the association between Green HRM practices and organizational success. This is the first study on Green HRM carried out in Bahrain and the GCC to date, using real data from a private drilling business in Bahrain's oil industry.

In 2021, **Tauseef Jamal:** The purpose of this study is to provide the sectors' viewpoints on how corporate sustainability initiatives are impacted by GHRM methodologies. The results indicate



that long-term company survival is benefited by three green human resource management (GHRM) practices: green employee engagement, green remuneration and incentives, and green recruiting and selection. It's noteworthy to note, nevertheless, that there is no apparent connection between green training and business sustainability. For researchers and professionals involved in green projects, the findings provide more contextualized social, environmental, and financial consequences.

Zuhair Abbas and Muhammad Shoaib (2021): By using the ability-motivation-opportunity theory to evaluate the direct and indirect benefits of GHRM in dairy businesses—an area that has previously gotten little attention in Pakistan—the current study aims to address a research gap. The findings show that green hiring, selection, and training procedures have a direct effect on organizational commitment. Green human capital serves to mitigate the impacts of green recruiting and selection, green organizational commitment, and green training and development. The study's findings indicate that green workplace practices and environmental plan implementation depend heavily on GHRM practises.

RESEARCH GAP

The review of literature highlights the significance of green practices in organizational performance, with many studies emphasizing the importance of environmental policies, initiatives, and the role of Green HRM in building employee knowledge through sustainable working methods. While existing research has explored the impact of environmental management and how companies benefit from Green HR policies, there appears to be a gap in the literature specifically addressing the role of Green HRM practices in influencing organizational performance within the IT sector. To address this gap, the present study aims to investigate how Green HRM practices, such as Training & Development, Recruitment, and Pay & Rewards, contribute to organizational performance in IT companies, thereby providing new insights into this underexplored area.



OBJECTIVES OF THE STUDY

1. To know the relationship of Green HRM Practices with the Organizational Performance
2. To identify the Impact of Green HRM practices on the Organizational Performance

HYPOTHESES OF THE STUDY

H₀: There is no significant relationship of Green HRM practices with Organizational Performance.

H₀: There is no significant Impact of Green HRM practice on Organizational Performance.

SCOPE OF THE STUDY

The study examines the impact of Green HRM Practices on Organizational Performance in select IT companies. It focuses on three key factors: Training & Development, Recruitment, and Pay & Rewards. Primary data was collected from IT companies that have delivery centers located in Hyderabad, Telangana state.

RESEARCH METHODOLOGY

In order to investigate how Green HRM practices affect organizational practices, the current research has used a quantitative method. The IT industry, where green HRM practices are being successfully adopted, has been taken into consideration in the research.

Sampling Method: Convenience sampling has been taken into consideration in the research in order to get primary data from the faculties. When it comes to convenience sampling, no more study is needed; instead, the first primary data source that becomes accessible is used. Stated differently, this sampling technique involves finding people wherever they happen to be, which is often the most accessible place. There were no established inclusion criteria for convenience sampling before the subjects were chosen. The survey gathered answers from 135 seasoned HRM department workers who work for IT businesses.

Sampling Unit: Based on the successful implementation of green human resource management in the organizations located in the Hyderabad area of Telangana state, the research examined IT organizations. The research took into account Tech Mahindra, Wipro, and Infosys, who successfully incorporated green HRM practices.



Base for the parameters:

The research has taken into account the information technology sector's firms' performance as well as the criteria for green HRM practices. The factors that were taken into consideration in the research have been included in the tabulation below, which is based on a thorough assessment of the literature.

Table – 1: Literature Support for Green HRM practices and organizational performance

Variables	Authors
Green HRM impact on Organizational performance	Monicah Wanjiku Kuria and Thomas Mose (2019)
Green pay and rewards	Mabaso and Dlamini (2018), Bhutto (2016)
Training and development	Okechukwu (2017)
Performance Management	Brefo-Manuh (2017)
Green Recruitment and Section	Catherine (2016)

Source: Compiled by the researcher on Secondary Data

Empirical Review

The review of literature depicted that Green HRM practices influenced the organizational performance **Monicah Wanjiku Kuria and Thomas Mose (2019)¹**, mainly focused on the university level research by the researchers and they have observed significant positive impact on the performance level of the employees.

The statistical tools used in the study were using SPSS AMOS Statistical software. The SPSS software used when analysis is done on the primary data. The tools used in the study are Bivariate Correlation and structural equation model.

Bivariate Correlation: The study applied the bivariate correlation to know the relationship between the Green HRM practices with the organizational Performance of the IT sector

¹ **Monicah Wanjiku Kuria and Thomas Mose (2019):** Effect of Green HRM Practices on Organizational Effectiveness of Universities in Kenya. Human Resource and Leadership Journal, ISSN 2520-4661 (Online), Vol.4, Issue 2, p 1 -20, 2019



Structural Equation Model: The study has framed the structural equation model (SEM) for the measurement of multiple independent variables (Green HRM practices) impact on the organizational Performance.

TABULATION OF DATA ANALYSIS

Objective -1: To study the relationship of Green HRM practices with Organizational Performance.

The study has considered the three green human resource management practices and measured the relationship with the organizational performance. The study applied the bivariate correlation and the following hypothesis has been framed to test the objective.

Hypothesis of the study

H0: There is no relationship between Green HRM practices and Organizational Performance.

H1: There is a relationship of Green HRM practices with Organizational Performance.

Table – 3: Relationship of Green HRM practices with Organizational Performance

		Organizational Performance	Training and Development	Pay and rewards	Recruitment
Organizational Performance	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	135			
Training and Development	Pearson Correlation	.873	1		
	Sig. (2-tailed)	.015			
	N	135	135		
Pay and rewards	Pearson Correlation	.625	.678	1	
	Sig. (2-tailed)	.001	.024		
	N	135	135	135	



Recruitment	Pearson Correlation	.723	.508	.406*	1
	Sig. (2-tailed)	.020	.031	.020	
	N	135	135	135	135

Source: Primary Data

The table presents Pearson correlation coefficients for the relationship between Organizational Performance and three Green HRM factors: Training & Development, Pay & Rewards, and Recruitment, based on a sample of 135 observations. Training & Development shows a strong positive correlation with Organizational Performance ($r = 0.873$, $p = 0.015$), indicating that improvements in training practices are significantly associated with higher performance. Pay & Rewards also show a positive correlation ($r = 0.625$, $p = 0.001$), suggesting a moderate and statistically significant impact on performance. Recruitment has a similarly strong positive correlation ($r = 0.723$, $p = 0.020$), indicating that better recruitment practices are linked to improved organizational outcomes. All correlations are statistically significant, implying a meaningful relationship between these HRM practices and organizational performance.

Objective – 2: To study the impact of Green HRM practices on the Organizational Performance

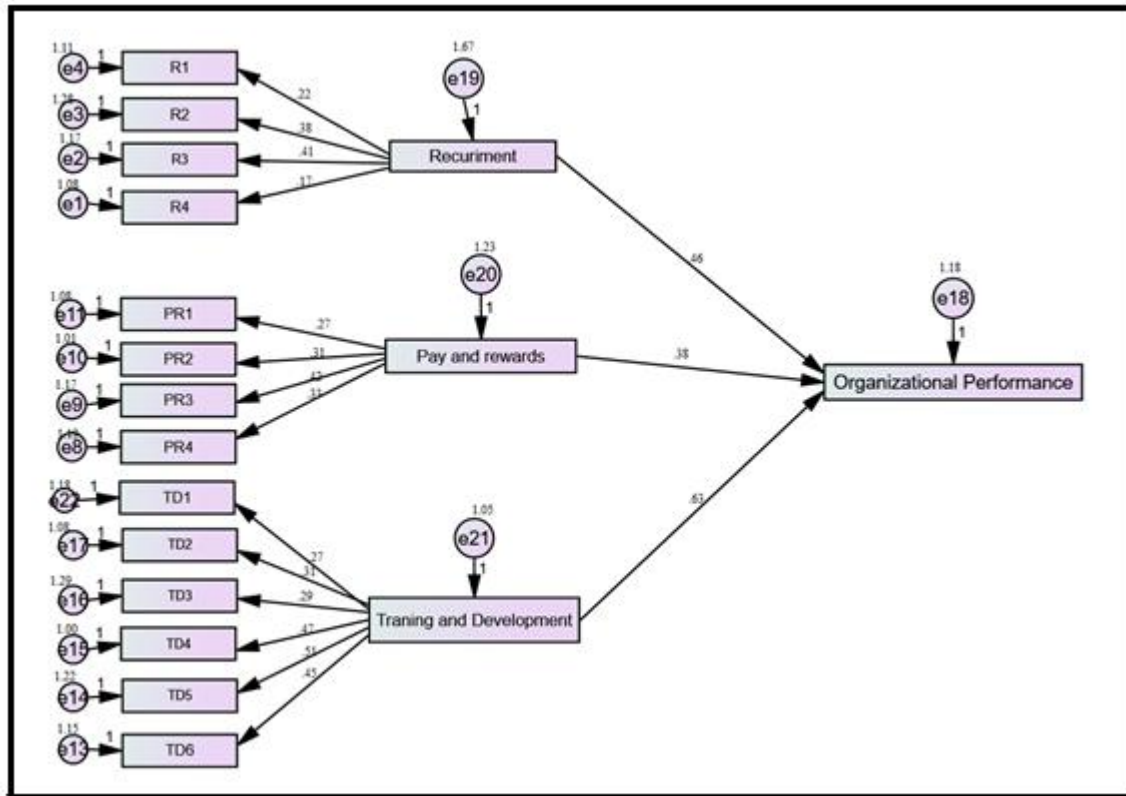
The research has used the structural equation model to investigate how organizational performance is affected by green human resource management strategies. To test the goal, the research has formulated the following hypothesis.

H0: There is no significant Impact of Green HRM practice on the Organizational Performance of IT companies.

H1: There is significant Impact of Green HRM practice on the Organizational Performance of IT companies.



Figure – 1: Path Diagram of the Green HRM practices



Source: Primary Data

Table – 4: Impact of Green HRM Practices on Organizational performance

Recruitment		Green HRM Practices	Estimate	S.E.	C.R.	P
Providing a detailed job description and job specifications in the company portal	<---	Recruitment	0.22	0.106	2.461	0.045
Providing 24*7 access to an online collection of resumes	<---	Recruitment	0.38	0.095	2.135	0.002



e-copies of appointment letters	<---	Recruitment	0.41	0.095	2.64	0.022
Green employer branding	<---	Recruitment	0.17	0.101	2.208	0.035
Pay and rewards						
E-format of the Pay slip rather than a hard copy	<---	Pay and rewards	0.27	0.117	2.634	0.026
Use of monetary-based Environment Management rewards (bonuses, cash, premiums)	<---	Pay and rewards	0.31	0.121	2.723	0.049
Use of recognition-based Environment rewards (awards, dinners, publicity, external roles, daily praise)	<---	Pay and rewards	0.42	0.12	2.472	0.037
e-copies of appraisal letters		Pay and rewards	0.33	0.11	2.204	0.038
Training and Development						
Environment Management training needs analysis	<---	Training and Development	0.27	0.106	3.036	0.03
Integrating training on instruction and generation of eco-values	<---	Training and Development	0.31	0.109	3.554	0.029
Development of employee skills, and competence building in EM	<---	Training and Development	0.29	0.101	2.013	0.011
Socialization in Green values/management		Training and	0.47	0.095	3.064	0.049



	<---	Development				
Train staff to produce Green analysis of workspace	<---	Training and Development	0.51	0.11	2.933	0.003
Job rotation to Train Green managers of the future	<---	Training and Development	0.45	0.107	3.139	0.002
Green HRM Practices						
Recruitment	<---	Green HRM Practices	0.46	0.156	3.545	0.023
Pay and rewards	<---	Green HRM Practices	0.38	0.132	2.145	0.046
Training and Development	<---	Green HRM Practices	0.63	0.145	1.996	0.011

Source: Primary Data

Table illustrates the impact of Green HRM Practices on Organizational Performance. The result indicates as follows

Recruitment: The table highlights various Green HRM recruitment practices and their estimated contributions to effective recruitment. Providing detailed job descriptions and job specifications on the company portal has a modest positive impact (estimate = 0.22), indicating its role in attracting the right candidates. Offering 24/7 access to an online collection of resumes has a higher impact (estimate = 0.38), reflecting its significance in streamlining recruitment processes. The use of e-copies for appointment letters shows the strongest influence (estimate = 0.41), emphasizing the importance of reducing paper usage. Green employer branding has a smaller impact (estimate = 0.17), but still contributes to attracting eco-conscious talent.



Pay and Rewards: The table outlines the influence of various Green HRM practices related to pay and rewards. The use of e-format pay slips has a moderate positive impact (estimate = 0.27), highlighting its role in reducing paper consumption. Monetary-based environmental management rewards, such as bonuses or cash incentives, have a slightly stronger effect (estimate = 0.31), showing their importance in motivating employees. Recognition-based environmental rewards, including awards and public praise, have the greatest impact (estimate = 0.42), emphasizing their effectiveness in encouraging eco-friendly behavior. Lastly, using e-copies of appraisal letters also shows a positive influence (estimate = 0.33), contributing to sustainable HR practices.

Training and Development: The table presents various Green HRM practices related to Training and Development. Conducting an environment management training needs analysis has a moderate impact (estimate = 0.27), while integrating eco-values into training programs has a slightly higher influence (estimate = 0.31). Developing employee skills and competence building in environmental management shows a positive effect (estimate = 0.29). Socialization in green values has a significant impact (estimate = 0.47), as does training staff to perform green analysis of workspaces, which shows the highest influence (estimate = 0.51). Job rotation aimed at training future green managers also has a strong positive impact (estimate = 0.45), underlining the importance of developing leadership in sustainable practices.

Green HRM Practices: The table highlights the influence of Green HRM practices on three key areas: Recruitment, Pay & Rewards, and Training & Development. Training & Development shows the strongest impact (estimate = 0.63), indicating that integrating green practices into employee training significantly enhances organizational sustainability. Recruitment also demonstrates a positive effect (estimate = 0.46), suggesting that green recruitment strategies contribute to aligning talent acquisition with environmental goals. Pay & Rewards has a moderate impact (estimate = 0.38), reflecting that environmentally focused reward systems help reinforce and encourage sustainable behavior within the organization.

FINDINGS OF THE STUDY

1. The study reveals that Training & Development practices have a significant and strong positive impact on Organizational Performance, with a Pearson correlation coefficient of



0.873 ($p = 0.015$). This suggests that enhancing training programs aimed at fostering green practices can lead to notable improvements in organizational outcomes.

2. Recruitment practices also demonstrate a strong positive correlation with Organizational Performance, as reflected by a Pearson correlation of 0.723 ($p = 0.020$). This indicates that adopting green recruitment strategies contributes meaningfully to enhancing the overall performance of organizations.
3. The study indicates that Green HRM practices have the greatest impact on Training & Development, with an estimate of 0.63. This finding suggests that incorporating environmental management into training programs significantly enhances the organization's commitment to sustainability.
4. Recruitment practices are positively influenced by Green HRM, with an estimate of 0.46. This highlights that adopting environmentally conscious recruitment methods plays a key role in attracting talent aligned with the organization's sustainability objectives.
5. Pay & Rewards systems also show a positive but moderate impact from Green HRM practices, with an estimate of 0.38. This finding reflects that environmentally focused incentives contribute to reinforcing green behaviors within the organization, though to a lesser extent than training and recruitment practices.

CONCLUSION OF THE STUDY

The study focused on the Green HRM practices in IT companies performance. The study collected the primary data from the sampling units of TechMahindra, Infosys and Wipro. The study considered the convenient sampling method for the primary data collection. The study demonstrates that Green HRM practices play a crucial role in enhancing organizational performance, particularly through Training & Development, Recruitment, and Pay & Rewards systems. Training and development efforts aimed at fostering green practices have the most significant impact, suggesting that investing in employee development around sustainability is essential for organizational success. Recruitment strategies that align with environmental goals also contribute meaningfully to performance improvements, attracting talent that supports the organization's green initiatives. While Pay & Rewards systems reinforce sustainable behaviors,



their impact is moderate compared to other practices, indicating that a comprehensive approach to Green HRM is key to achieving overall organizational sustainability.

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