



**A STUDY ON THE IMPACT OF GREEN HRM
PRACTICES ON EMPLOYEE PERFORMANCE AND
ORGANIZATIONAL DEVELOPMENT**

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Abstract

At present, there has been a rising attention paid to the employees' activities and behaviour at work as a driving force of their problems. Most of the organisations are implementing various initiatives and developing green strategies to improve the employee performance. Employee's personal and professional life started to affect the entire world and we could not do anything to ignore the problems. The employee of the organizations needs to change the living habits for the better consequences. The organizations are involve in the discussions related employee's issues and concentrate on employee's performance to resolve the problems. The GHRM practice is a concept that aids in creating a green labour force in a sustainable community that will recognizes and values the employee. The Green HRM practices such as training and development, child care, compensation and rewards and performance appraisal will help the employees to improve their performance as well as it improve the development of the organization.

Keywords: Green HRM, Green HRM practices, compensation and reward, training and development and employee performance.

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INTRODUCTION

Human resource management is an essential administrative factor of the organization that deals with the most critical resource in the organization. Hence, sustainability has become an important goal of HRM since employee performance cannot be achieved without the human efforts. The Green HRM is nothing but the use of HRM practices in order to promote the sustainable usage of the resources by various companies and promoting the employee performance. The Green HRM consists of two important elements such as HRM practices and the knowledge of human capital. The importance of green HRM practices is increasing day by day and the companies are realizing the importance of adopting the various green HRM techniques which calls for the innovation in various processes. Due to the business is experiencing a shift towards a more modern and capacity based economy from the traditional financial structure that are ready to employ the green technologies in this today's business world.

The Green HRM is the adoption of various HRM policies and practices with the aim of promoting the sustainable usage of resources within the organisation. It involves the adoption and implementation of various green HRM practices and policies in order to increase the efficiency and effectiveness of the organization. The environmental friendly initiatives will create employee awareness and motivate the employee towards the organizational sustainability.

This study concentrates the Green HRM practices on employee performance and organizational development. In this competitive world compensation and reward, training and development and performance appraisal is the back bone of every one's life and it is most important for the success of the organization. Without compensation and reward, training and development and performance appraisal organizational development is impossible. The organizations should focus on their employee performance and give proper training for their talented employee to enhance the organizational development. In fact, training is the process of upgrading the skills and attitude of the employees and it will helpful to the organizational development.

The green HRM is the application of HRM practices to encourage the organizations in utilizing the employee resources efficiently, therefore the employee morale and happiness will be improved. Some of the authors are describe the green HRM as using the HRM policies,

practices and principles to promote the productive usage of business resources while avoiding the environmental destruction caused by the organizations.

1. REVIEW OF LITERATURE

Ayman Alshaabani, Ildiko Rudnak and Farheen Naz (2021) describes that an effect of Green HRM activities on environmental performance and green work involvement in Renewable energy departments. It showed that the green performance management, green training and green rewards important for organizational development.

Sanjay Kumar Singh (2020) stated that eco-friendly new idea, innovations and employee's performance regarding the environmental issues as a part of GHRM and green transformative management. The green innovation was applied as free variable and environmental performance was applied as dependent variable. The GHRM secondarily flip the green innovation impacts on the employee's environmental performance.

Chaudhry Shoaib Akhtar, Nazia Habib, Sajid Hussain Awan (2020) examined that the efficiency of green management system for effective environmental outcomes. An important impact of PMSE, tasks and the performance and work involvement on contextual and. PMSE model such as the fairness perception is a most important part, maybe initiate for employee's promoted job involvement and tasks related performance.

According to Poonam Likhitkar and Prianka Verma (2017) the positive effects of GHRM activities like Green Recruitment & Selection process, Green induction, Green Training & Development, Green Performance Management and appraisal and Green culture will improve the organizational productivity.

Quyên Phú Thi Phan, Zuzana Tuckova, Nhattan Pham (2019) stated that there is a positive relationship between GHRM, employees performance and organizational development.

According to Stern (2000) based on four categories of behaviours will affect the organisational decisions, public environmentalism, private environmentalism, environmental activism and other behaviours that influence the environment.

Later, Larson et al. (2010) examined that the multi-layered framework of pro-environmental behaviours are divided into environmental citizenship, land stewardship, lifestyle behaviours and social environmentalism.

Dilchert and ones, 2012 analyzed there are three dimensions includes eco-helping, eco-initiatives, eco-civic engagement and stressing the importance of useful efforts to guard the environment.

Lehman and geller, 2004, Steg and vlek, 2009, Vlek and steg, 2007, Saleh and al-swidi, 2019, Steg et al., 2014, found that lack of employee performance is the major causes of environmental problems are destructive the human activities which cannot be ignored. Many of the organisations have started to introduce the Green HRM practices to improve the employee performance and organizational development.

Milliman and clair, (1996) examined the four-step model such as Give environmental vision to the human resource, Encourage the sharing of environmental goals and objectives among the employees, Devise the methods for evaluating the environmental performance of employees and Give the rewards and incentives to the employees who achieve the exceptional environmental performance.

2. GREEN HRM PRACTICES ON EMPLOYEE PERFORMANCE AND ORGANIZATIONAL DEVELOPMENT

The department of human resources are plays an important role in developing the longevity of an organizations. The green management can be considered as to how the organizations handles the climate with different techniques. This covers the green training and development, green compensation and rewards, green performance appraisal.

Green HRM often deals with to concrete the green HRM practices that are associated with the basic functions in human resource management. Renwick et al. (2016) examined recruitment and selection process, training and development programme, management development and leadership as a practices for developing abilities in the management. To motivate the employees to behave environmentally friendly, they propose the performance management, appraisal, remuneration, rewards and the organizational culture. Also Renwick et al. (2016) noticed that the employment relations and employee engagement is facilitate the opportunities for management.

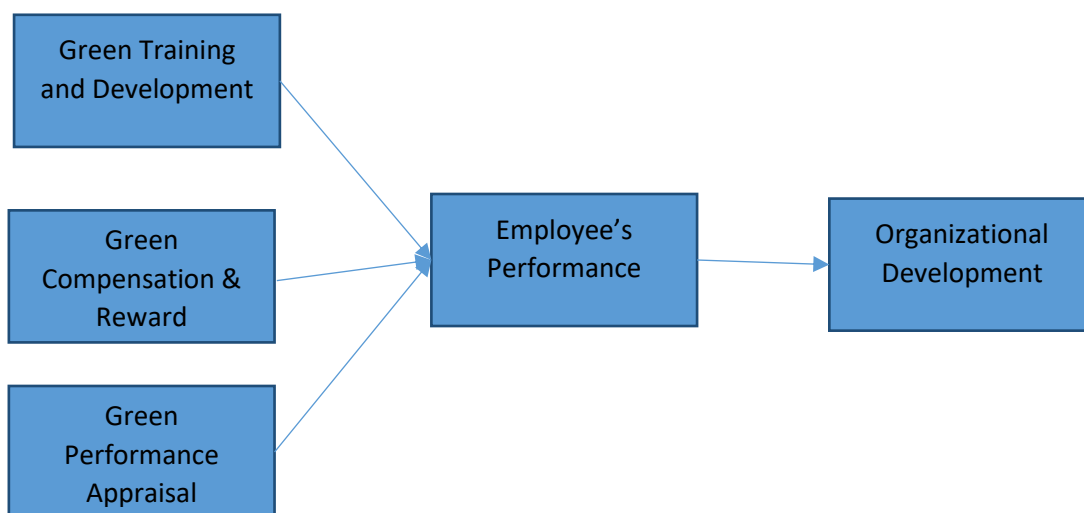
The concept of green HRM was initiated as a part of the business strategy during 1990s. But, in the 2000s, it began to gain the power. According to Wehrmeyer and Parker (1996) the term green HRM as the organized and projected integration of traditional HRM activities with

the organization's priorities. Additionally, stressed the dire need to create correlations between the human resource practices and sustainable development of the organizations. A modern concept of economic growth is discussed that aim is to promote ecologically, politically and socially sustainable the development through trade and foreign policy, agricultural, financial and fiscal policies and industrial policies. The green HRM is frequently analyzed on a spectrum of traditional human resource practices such as employment research, recruiting and placement, preparation, induction, assessment of results and the awards.

The designing and implementation of new roles and positions are exclusively concentrate on the environmental aspects of organizations. It comprises combining the various roles, duties, responsibilities and obligations in each work relevant to the employee protection. The green recruitment and selection process is based on employee friendly methods for recruitment such as internet resources and reduced the paper use during the recruitment and selection process. The green skills of the individuals are essential to the organizational success.

The green induction entails familiarizing a new hires with the organization's greening activities and empowering the employees to show the green interpersonal citizenship. The employees must have a genuine understanding and strategy for their organizational green culture. The organizations can take the two approaches such as general green induction and green work induction. Under the general green leadership the organizations should provide prospective members with basic knowledge on strategies and procedures on organizational sustainability. The employees training will generate the green workspace, energy conservation and execute the rotations to prepare the green management for future and improve the green personal abilities.

Research model



2.1 Green HRM

Green HRM positively affects the employee performance, the effect of higher green HRM is higher employee performance. The organizational identification on the employee performance is proven to have the significant impact, the higher employee performance will improve and the higher organizational identification.

2.2 Green training and development

Green training and development is the process of equipping the employees with working approaches that ensure the adequate resource utilisation, energy conservation, reduce the wastage and environmental degradation cause reduction. The development of Green HRM is not only the awareness of organizational concern but, it comprises the degree of improvement in the economic and social well-being of the employees as well as the organizations.

2.3 Green Compensation and Rewards

Green Compensation and Rewards is a monetary and non-monetary reward system that aims is to attract, retain and motivate the employees to contribute the green environment goals. Green HRM concrete the green HRM practices that are associated with the basic functions in human resource management. According to Renwick et al. (2016) recruitment and selection, training and development, management leadership as a practices for developing the abilities in the environmental management. To motivate the employees to perform environmentally

friendly. It propose the performance management and appraisal system, remuneration, rewards, and organizational culture.

3. STATEMENT OF THE PROBLEM

Due to heavy work pressure and achievement of targets the employees are not aware of the existence of green HRM. There is a lack of responsibilities and awareness towards the green HRM of employees at their work place. The management need to provide information about their work and responsibilities towards their job but the management fails to provide the awareness about work. It affect the employee's performance and organizational development. This study analyse the green HRM practices.

4. OBJECTIVES OF THE STUDY

- ❖ To know the awareness among the employees about green HRM
- ❖ To study the effect of Green HRM practices in motivating the employees' and organizational development.
- ❖ To analyse the different Green HRM practices adopted by the organization.

5. SCOPE OF THE STUDY

The research was undertaken to assess the employee perception towards green HRM. This research will be useful to the employees to understand the Green HRM practices followed by the organizations also it will help the organization to give proper training, compensation and conduct performance appraisal.

6. LIMITATIONS OF THE STUDY

- ✓ The study is based on the primary data with a limited sample size.
- ✓ This study was conducted in some part of Chennai city
- ✓ The duration of study is short period

7. HYPOTHESIS

H0: There is no significant relationship between age and awareness about green HRM practices.

H1: There is a significant relationship between compensation and reward system and employee performance.

8. METHODOLOGY

Sampling method is used for collecting the data from the employees. The primary data collected through questionnaires. 100 questionnaires used to collect the data from the employees in different organizations. The respondents were given multiple choices to select their answers. A master table prepared with all the information with the help of collected data, the classification tables also prepared and the data taken for analysis. The secondary data have been collected through Articles, website and Textbooks.

The researcher has used Cronbach's Alpha test to measure the internal consistency for validate the questionnaire survey. The Number of respondents: 100 The Cronbach's Alpha Value is 0.803

Reliability Statistics

Cronbach's Alpha	N of Items
.803	5

9. ANALYSIS AND RESULTS

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.689
Bartlett's Test of Sphericity	Approx. Chi-Square	698.914
	df	91
	Sig.	.000

Kaiser-Meyer-Olkin Measure is an index which define sampling adequacy. The KMO value is 0.689 which is more than 0.5 so that it can be considered acceptable and valid to conduct data reduction technique.

Bartlett's Test of Sphericity helps the researcher to decide whether the result of factor analysis are worth considering and continue to analyzing the research work. Bartlett's Test of

Sphericity significant at the level of <0.001 significance which shows that there is a high level of correlation between variables, which is adequate for factor analysis.

Crosstab Analysis

Association between Age and awareness about green HRM practices					
			Awareness about green HRM practices		Total
			Yes	No	
Age	Below 30	Count	9	21	30
		% within Age	30.0%	70.0%	100.0%
	30-40 years	Count	9	18	27
		% within Age	33.3%	66.7%	100.0%
	40 -50 years	Count	21	9	30
		% within Age	70.0%	30.0%	100.0%
	above 50 years	Count	7	6	13
		% within Age	53.8%	46.2%	100.0%
Total	Count	46	54	100	
	% within Age	46.0%	54.0%	100.0%	

The above crosstab table indicates that majority of the employees aware about green HRM practices are 40 – 50 years age group (70%). The nature of association is tested in the following chi-square table.

Chi- Square Test

Chi- Square value of age and awareness about green HRM practices

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.114 ^a	3	.007
Likelihood Ratio	12.368	3	.006
Linear-by-Linear Association	7.465	1	.006
N of Valid Cases	100		

Interpretation

From the above table it was found that the Pearson Chi-Square value = 12.114 and P value is 0.007, it is statistically significant @1%. Hence null hypothesis is rejected. It is observed that there is a significant relationship between age and awareness about green HRM practices.

Cramer's V coefficient has been used by the researcher due to the rows and columns are not equal. The value of Cramer's V coefficient is 0.348.

Crosstab Analysis

Association between Gender and organization have formal policies to execute the green HRM practices					
			Organization have formal policies to execute the green HRM practices		Total
			Yes	No	
Gender	Male	Count	18	20	38
		% within Gender	47.4%	52.6%	100.0%
	Female	Count	43	19	62
		% within Gender	69.4%	30.6%	100.0%
Total		Count	61	39	100
		% within Gender	61.0%	39.0%	100.0%

Interpretation

The above crosstab table indicates that 69.4% of the female employees accepted their Organization have formal policies to execute the green HRM practices. The nature of association is tested in the following chi-square table.

Chi- Square Test

Chi- Square value of Gender and organization have formal policies to execute the green HRM practices

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.787 ^a	1	.029
Continuity Correction ^b	3.908	1	.048
Likelihood Ratio	4.763	1	.029
Fisher's Exact Test			
Linear-by-Linear Association	4.739	1	.029
N of Valid Cases	100		

Interpretation

Pearson Chi-square value of the above table is 4.787 at 5% level of significance. The P value is less than 0.05 hence null hypothesis is rejected @5% level of significance. It is found that organization have formal policies to execute the green HRM practices depends on the gender. The Contingency Coefficient value is 0.214.

Green HRM practices - One-Sample t-test

One-Sample t-test							
Factors	Test value = 3						
	N	Mean	Std. Deviation	Mean Difference	t	df	Sig
Green HR Planning involves in organizational decision making process	100	2.68	1.072	-.320	-2.985	99	.004
Organization follows green recruitment process	100	2.69	1.032	-.310	-3.005	99	.003
organization follows green training and development programme	100	2.80	1.101	-.200	-1.817	99	.072
Organization emphasizes on green compensation and reward system	100	2.96	1.340	-.040	-.298	99	.766

Organization emphasizes on green performance appraisal system	100	2.59	1.190	-.410	-3.445	99	.001
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Interpretation

The P value of variables such as Green HR Planning involves in organizational decision making process (2.68), Organization follows green recruitment process (2.69), Organization emphasizes on green performance appraisal system (2.59) are less than 0.01 at 1% level of significance. Hence null hypothesis rejected. It concludes that there is a significance difference between the factors of HRM practices such as Green HR Planning involves in organizational decision making process, Organization follows green recruitment process and Organization emphasizes on green performance appraisal system.

The p value of the variables organization follows green training and development programme (2.80), and Organization emphasizes on green compensation and reward system (2.96) is more than 0.05 at 5% level of significance. Hence null hypothesis is accepted. It concludes that there is no significance difference in organization follows green training and development programme and Organization emphasizes on green compensation and reward system among the respondents.

One – way ANOVA

One -way ANOVA: Green HRM practices

		Sum of Squares	df	Mean Square	F	Sig.
Green HR Planning involves in organizational decision making process	Between Groups	1.116	3	.372	.317	.813
	Within Groups	112.644	96	1.173		
	Total	113.760	99			
Organization follows green recruitment process	Between Groups	3.634	3	1.211	1.143	.336
	Within Groups	101.756	96	1.060		
	Total	105.390	99			
organization follows green training and development programme	Between Groups	9.216	3	3.072	2.662	.052
	Within Groups	110.784	96	1.154		
	Total	120.000	99			

Organization emphasizes on green compensation and reward system	Between Groups	22.114	3	7.371	4.544	.005
	Within Groups	155.726	96	1.622		
	Total	177.840	99			
Organization emphasizes on green performance appraisal system	Between Groups	6.349	3	2.116	1.518	.215
	Within Groups	133.841	96	1.394		
	Total	140.190	99			

Interpretation

The P value of variables such as Green HR Planning involves in organizational decision making process, Organization follows green recruitment process, organization follows green training and development programme, Organization emphasizes on green performance appraisal system are more than 0.05 at 5% level of significance. Hence null hypothesis of the above variables are accepted. It concludes that there is no significance difference between the factors of HRM practices such as organizational decision making process, Organization follows green recruitment process, organization follows green training and development programme, Organization emphasizes on green performance appraisal system among the respondents.

The P value of Organization emphasizes on green compensation and reward system is less than 0.01 @ 1% level of significance. The null hypothesis is rejected. It concludes that there is a significance relationship between organizations emphasizes on green compensation and reward system among the respondents. The respondents stated that the green HRM practices will motivate the employees.

Post Hoc –Tukey HSD Test

Post Hoc –Tukey HSD Test							
Variables	(I) Age	(J) Age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Green HR Planning involves in organizational decision	Below 30	30-40 years	-.207	.287	.888	-.96	.54
		41-50 years	-.167	.280	.933	-.90	.56
		above 50 years	-.313	.360	.820	-1.25	.63
	30-40 years	Below 30	.207	.287	.888	-.54	.96
		41-50 years	.041	.287	.999	-.71	.79

making process		above 50 years	-.105	.366	.992	-1.06	.85	
	41-50 years	Below 30	.167	.280	.933	-.56	.90	
		30-40 years	-.041	.287	.999	-.79	.71	
		above 50 years	-.146	.360	.977	-1.09	.79	
	above 50 years	Below 30	.313	.360	.820	-.63	1.25	
		30-40 years	.105	.366	.992	-.85	1.06	
		41-50 years	.146	.360	.977	-.79	1.09	
	Organization follows green recruitment process	Below 30	30-40 years	-.200	.273	.884	-.91	.51
			41-50 years	-.300	.266	.673	-1.00	.40
above 50 years			-.610	.342	.287	-1.50	.28	
30-40 years		Below 30	.200	.273	.884	-.51	.91	
		41-50 years	-.100	.273	.983	-.81	.61	
		above 50 years	-.410	.348	.641	-1.32	.50	
41-50 years		Below 30	.300	.266	.673	-.40	1.00	
		30-40 years	.100	.273	.983	-.61	.81	
		above 50 years	-.310	.342	.801	-1.20	.58	
above 50 years		Below 30	.610	.342	.287	-.28	1.50	
		30-40 years	.410	.348	.641	-.50	1.32	
		41-50 years	.310	.342	.801	-.58	1.20	
organization follows green training and development programme	Below 30	30-40 years	.152	.285	.951	-.59	.90	
		41-50 years	-.367	.277	.551	-1.09	.36	
		above 50 years	-.751	.357	.158	-1.68	.18	
	30-40 years	Below 30	-.152	.285	.951	-.90	.59	
		41-50 years	-.519	.285	.271	-1.26	.23	
		above 50 years	-.903	.363	.068	-1.85	.05	
	41-50 years	Below 30	.367	.277	.551	-.36	1.09	
		30-40 years	.519	.285	.271	-.23	1.26	
		above 50 years	-.385	.357	.704	-1.32	.55	
	above 50 years	Below 30	.751	.357	.158	-.18	1.68	
		30-40 years	.903	.363	.068	-.05	1.85	
		41-50 years	.385	.357	.704	-.55	1.32	
Organization emphasizes	Below 30	30-40 years	-.100	.338	.991	-.98	.78	
		41-50 years	-1.100*	.329	.006	-1.96	-.24	

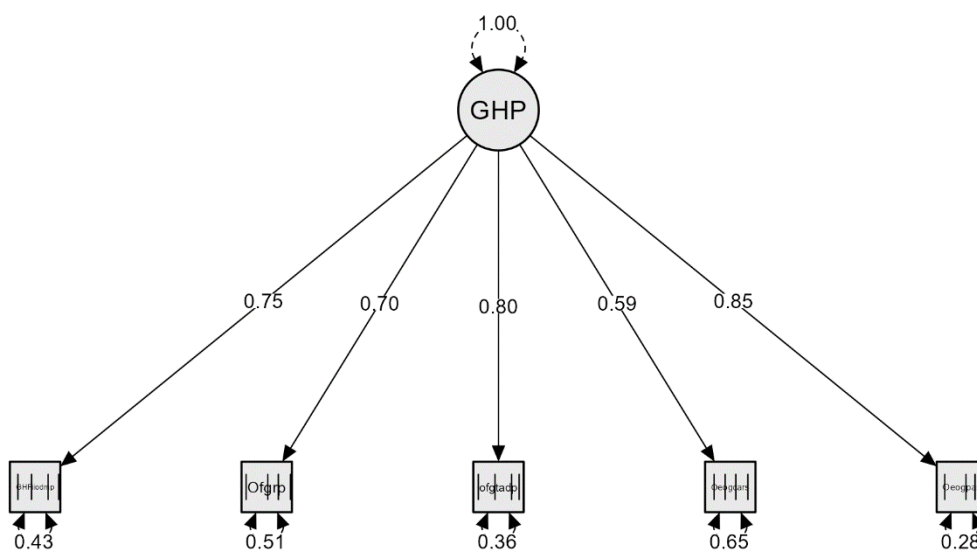
on green compensation and reward system		above 50 years	-.279	.423	.911	-1.39	.83	
	30-40 years	Below 30	.100	.338	.991	-.78	.98	
		41-50 years	-1.000*	.338	.020	-1.88	-.12	
		above 50 years	-.179	.430	.975	-1.30	.94	
	41-50 years	Below 30	1.100*	.329	.006	.24	1.96	
		30-40 years	1.000*	.338	.020	.12	1.88	
		above 50 years	.821	.423	.218	-.29	1.93	
	above 50 years	Below 30	.279	.423	.911	-.83	1.39	
		30-40 years	.179	.430	.975	-.94	1.30	
		41-50 years	-.821	.423	.218	-1.93	.29	
	Organization emphasizes on green performance appraisal system	Below 30	30-40 years	-.181	.313	.938	-1.00	.64
			41-50 years	-.500	.305	.361	-1.30	.30
above 50 years			-.700	.392	.287	-1.73	.33	
30-40 years		Below 30	.181	.313	.938	-.64	1.00	
		41-50 years	-.319	.313	.740	-1.14	.50	
		above 50 years	-.519	.399	.565	-1.56	.52	
41-50 years		Below 30	.500	.305	.361	-.30	1.30	
		30-40 years	.319	.313	.740	-.50	1.14	
		above 50 years	-.200	.392	.956	-1.23	.83	
above 50 years		Below 30	.700	.392	.287	-.33	1.73	
		30-40 years	.519	.399	.565	-.52	1.56	
		41-50 years	.200	.392	.956	-.83	1.23	
*. The mean difference is significant at the 0.05 level.								

Interpretation

The Post Hoc- Tukey HSD test is used to test the significant difference between the group based on mean difference. Above 50 age group respondents have more mean difference compared with up to 30 age group, 31- 40 years and 41 – 50 years. It concludes that the companies are adopting green HRM practices for above 50 years age group. It concludes that above 50 age group respondents are satisfied with the green HRM practices such as Green HR Planning involves in organizational decision making process, Organization follows green recruitment process, organization follows green training and development programme, Organization emphasizes on green compensation and reward system and Organization

emphasizes on green performance appraisal system as compared with the other age group like up to 30 years, 31- 40 years and 41 – 50 years.

Confirmatory Factor Analysis



Model fit

Chi-square test			
Model	X ²	df	p
Baseline model	813.398	10	
Factor model	10.556	5	0.061

Fit indices

Index	Value
Comparative Fit Index (CFI)	0.993
Tucker-Lewis Index (TLI)	0.986
Bentler-Bonett Non-normed Fit Index (NNFI)	0.986
Bentler-Bonett Normed Fit Index (NFI)	0.987
Parsimony Normed Fit Index (PNFI)	0.494
Bollen's Relative Fit Index (RFI)	0.974
Bollen's Incremental Fit Index (IFI)	0.993
Relative Noncentrality Index (RNI)	0.993

Other fit measures

Metric	Value
Root mean square error of approximation (RMSEA)	0.106
RMSEA 90% CI lower bound	0.000
RMSEA 90% CI upper bound	0.196
RMSEA p-value	0.130

Other fit measures	
Metric	Value
Standardized root mean square residual (SRMR)	0.052
Hoelter's critical N ($\alpha = .05$)	104.827
Hoelter's critical N ($\alpha = .01$)	142.490
Goodness of fit index (GFI)	0.993
McDonald fit index (MFI)	0.972
Expected cross validation index (ECVI)	

Interpretation

Based on the confirmatory factor analysis it is concluded that the green HRM practices such as Green HR Planning involves in organizational decision making process, Organization follows green recruitment process, organization follows green training and development programme, Organization emphasizes on green compensation and reward system and Organization emphasizes on green performance appraisal system is most important for the organizational development and improve the performance of the employees.

10. DISCUSSION

This study provides visions that value not only from the theoretical perspective and also the managerial viewpoint. It is one of the first efforts to examine the joint effect of employee concern, green HRM, and green HR planning involves in organizational decision making process, green recruitment process, green training and development programme, green compensation and reward system and green performance appraisal system. In other words, the study extends our understanding of awareness about green HRM practices and organization have formal policies to execute the green HRM practices. This study will helpful for the further research to bring the various HRM practices for achieving the employee's sustainability. These results are demonstrate the green HRM's potential to help the organizations to improve the employee performance.

11. FINDINGS

The impact of organizational decision making process, green recruitment process, green training and development programme, green compensation and reward system and green performance appraisal system will improve the employee performance. The green HRM practices have a significant positive relationship with employees' performance and organisational development. This study will help the organization to implement green HRM practices such as organizational decision making process, green recruitment process, green

training and development programme, green compensation and reward system and green performance appraisal system for the development of the organization. It also offers guidelines for the decision makers on how to improve the employees' performance in their workplace and consequently create a culture of friendly atmosphere in the organization. This study concludes by providing suggestions on creating the awareness about green HRM practices.

12. CONCLUSIONS

This study examined the employee's performance and the organizational development also it emphasize the green HRM practices such as organizational decision making process, green recruitment process, green training and development programme, green compensation and reward system, green performance appraisal system, awareness about green HRM practices and organization have formal policies to execute the green HRM practices. The green HRM practices will improve the employees' performance, improve the satisfaction level of job and increase the organizational productivity. In this study, the researcher specifically concentrate on green human resource management practices (GHRM), for the organizational development as well as improve the employee performance. This study describes the green HRM as using the HRM policies to facilitate the efficient human resource use within the organizations and enhances employee productivity and satisfaction. The green HRM as using the HRM policies and practices to support the sustainable utilization of business capital also prevent employee issues among the organizations.

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