Green Human Resource and Enablers of Green organizing Culture.

Shweta Sharma

Designation: Research Scholar

Organisation: IILM University, Gurugram

Dr. Tripti Toor

Designation: Associate Professor

Organisation: IILM University, Gurugram

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Abstract: Green Human resource management are a set of strategies, rules and systems that encourage green behavior among firm personnel in order to build a more environment sensitive workforce that helps organization to increase their productivity as well as environment performance and sustainability of employees. Study is focused on the systematic chronological review of Green HRM and analyzing of enablers of Green HRM. This study follows conceptual literature review on Green HRM and enablers. It includes noticeable and relatable descriptive studies within last ten year and some more in order to clarify the subject more. Enablers are the factors that supports system to implement of Green HRM within organization. Those factors is discussed in details and analyze about the how many factors are their which is considered as enablers of Green HRM.

Keywords: Green HRM: Human resource management, Enablers, Enablers of green organizing culture

Introduction: (Roscoe et al., 2019) investigate the link between green HRM and environmental performance with mediating effect of enablers of organizational culture EOC. In this study GHRM and enablers of organizational culture will be reviewed with respect to other studies and understand the importance of enablers of green HRM in successful implementation of green HRM activities.

Green HRM practices enhance performance, productivity and firm's environmental performance and also helps in performing social responsibility of the firm towards the society.

Green HRM study (Duggal & Jain, 2020) This study provides how Green HRM helps affect the employee and its behavior against environment. Which proves by providing Green HRM practices within organizations actually improve employee attitude and behavior within organization and start caring about environment for individual and professional front. (Mohd Yusoff Yusliza et al., 2017)Green HRM practices not only affects employees and its behavior it also has link with business partners, this study says that with RBV theory it proves that Green HRM practices are effective and efficient for adopting environment-friendly perspective. (Chaudhary, 2019) Defined GHRM which refers to the intersection of HRM and environmental management involves strategic use of human resource management practices to promote environmental sustainability in the organization.

(Caliskan & Esen, 2019) Top management support and role of human resource management are critical to enhance green movement in human side of the organizations. Also, green human resource management, green supply chain management, green social responsibility and green competitive advantage strategies should be integrated for green organization. Green human resources management (GHRM) can also develop employer branding and corporate reputation, by the way it can foster employees' involvement in environmental practices and make them motivated in green activities. (Yu et al., 2020) It explains Green HRM activities and environmental cooperation with customers, suppliers and employees. It also shows us that any green activity done in organization work impacts the behavior of employees, customers and suppliers. (Benevene & Buonomo, 2020) This study says due to a wide range of associated challenges and problems, GHRM takes a multidisciplinary approach that includes theories and methodologies from management, sociology, economics, and psychology.

Review of Literature:

Green Human Resource Management Practices: (Opatha & Arulrajah, 2014) all policies, the practices also systems that actually inspire employees to involve and participate in environmentally favorable, efficient and generally accountable workplace and entire organization is termed as Green Human Resources Management (GHRM). Greening means in context of managing people at work/Human resource management (HRM) preserving, conserving of natural environment, avoiding or limiting the pollution with increasing of renewable energy, also garden or greening area which helps in creating environment-friendly culture. Last the ten years, Green human resource have been defined by many researchers and even review research papers also written to understand the theoretical directions. (Opatha & Arulrajah, 2014) conducted studies on Green HRM.

(Deshwal, 2015) defines GHRM and states it has different major functions of it and study by the help of case studies of ITC and ONGC green initiatives. (Weerarathna et al., 2018)provide the study of GHRM practices with respect to manufacturing industry in Sri Lanka, also gives its relation with employee green behavior. There are many systematic review papers which give timely review of major studies(V. Rana & Jain, 2014).

(Benevene & Buonomo, 2020)This review studies on Green HRM shows how Green HRM should be implemented in organizations to get maximum output, this study shows chronological trend with papers majorly from 2018. It says that there is lot of heterogeneity on GHRM in conceptualization among the studies there could be more dimensions other than five major functions of HRM. Most research focuses on organizational outcomes, leaving individual, employee-related GHRM effects unaddressed; studies focusing on GHRM organizational outcomes fall under the AMO paradigm.

(Jia et al., 2018)(Hutomo et al., 2020) Researchers discovered a progressive association between GHRM practices, employee green empowerment and environmental performance, also they have as a direct proportionately effect between Green HRM, environmental performance and employee green empowerment, additionally a positive effect is there between practices of green human resource management, employee green empowerment, and environmental performance, as mediated by customer environmental collaboration. (Raj & Verma, 2019) This study provides an overview regarding GHRM practices impact on environmental performance of organizations. It is concluded from the literature that the need integration of EM and HRM is to take into account the work and personal lives of employees.(Maini, 2019) This study lists the factors that works as barriers and enablers while implementation of Green HRM activities in organization.

Green HRM doesn't work just for the organizational goals and helping them to increase environmental performance; it also effects the individual behavior and green work-life balance concept, if also one of the perspectives and benefits of Green HRM. (Pinzone et al., 2016). This study also provides guidelines on how to leverage "green HRM to enhance employee behavior towards environment so it creates bigger impact for behavior and goals overall. "to understand the Green HRM in details studies are categorized in "Table 1" attached in annexure which includes their findings and insights of studies

Objective of Study: The aim of this study is to categorize and analyze Green human resource practices studies and understand the enablers of green organizational culture. After collecting the studies based on green human resource practices, they are scrutinized further in order to help us in understanding our framework of enablers or the factors that helps in successfully implementation of Green HRM practices.

Enablers of Green Organization Culture :(Hutomo et al., 2020) defines that there is a positive relation in practices of GHRM, enablers also with customer environmental collaboration. Enablers are important factors in the implementation of Green HRM practices. (Roscoe et al., 2019) states there are certain factors that act to help in successful implementation of Green HRM within the organization and gives maximum efficiency of the system; those factors are defined as enablers. Have identified the relationship between Green HRM and its impact on Environment Performance (EP) and its mediating and moderating effect of Enablers of Green organizational Culture (EGC).which was concluded by the result of study that they are positive, related to each other and with moderating effect of EGC. This also helps in understanding and five major enablers as leadership emphasis, message credibility, peer involvement and employee empowerment.

1. Leadership Emphasis: (Bansal, Pratima; Roth, 2000) studies the model of corporate ecological responsiveness, which gives the relationship of leadership corporate values with corporate ecological responsiveness with various other mediating variables given below

Leadership Corporate values, Legislation, Stakeholders pressures, Economic opportunities, Ethical Motives, Corporate ecological responsiveness

(Jia et al., 2018) This found a positive relationship between transformational leadership with GHRM and green creativity of employees can bring new insight into how firms take social responsibility and innovate for not only themselves, but for the whole society.

(Singh et al., 2020) This study the relationship between green transformational leadership with GHRM practices and green innovation and with environment performance and comes to the result that organizations should emphasize on transformational leadership for implementing GHRM practices.

Leadership is required at all managerial levels, even at the level of CEO; ethical leadership plays an important role in implementing GHRM (Ren et al., 2018).

Message Credibility: Message credibility plays an important role as enablers of GHRM as What, how and influence of any message, depends on the credibility. (Hadjri et al., 2019) shows the relationship between Green Organizational Culture and GHRM practices and organizational-environmental performance. Credibility can be made in seven different ways

1. Learn the business.
2. Keep the commitments and meet deadlines
3. Own your mistakes
4. Learn to ask and listen

5. Explain the reason and help find alternatives
6. Use empathy and keep emotions in check
7. Give credit if credit is due.

3. **Peer Involvement:** (Saifulina et al., 2020) states, It could be listed as green personal behavior as per the points like 1.job connection, but not responsible to perform which means one involves personal initiative, rather than order ,2. Unrecognized by organizational reward system 3. Exceeding organizational expectations from the employee such as making environmental interests a priority when making work decisions, 4. Usually performed with no or minimum external influence on an individual level (intrinsic desire to improve environmental situation), 5. Future oriented and non-beneficial directly to the person performing PEB.

4. Employee Empowerment

(Tariq et al., 2016)writes a review paper where he analysis past studies on employee empowerment and states there exists a potential mediating effect of employee empowerment on employee motivational levels for pursuing GHR practices.

(Arulrajah et al., 2016) It states four roles of green employee as Preservationist, Conservationist, Non polluter and Maker as nature lover.(Zhang et al., 2019) studies the influence of 5 types of GHRM practices and researcher included these practices as Employee green behavior is influenced by the employee life cycle, rewards, education, training, employee empowerment, and manager participation. with mediating effect of information needed and they said that employee empowerment directly and with mediating effect of information actually related to employee green behavior.

(Maini, 2019) In this study two various aspects are taken about the factors effect on green human resources. One of the categories defined the factors that create hindrances such that barriers for the managers in the organization during its implementation for high performance. Another category has been found, the factors or enablers that may help the managers in implementing the green human resources in the organizations. Factors such as Upbringing and Personality, knowledge of Individual, organizational Culture, digital divide, education and training are identified as barriers which hinder the successful implementation of Green HRM.

Enablers identified are: Ensures healthy working conditions, gain competitive advantage through ensuring corporate social responsibility, improve company image, stimulates innovation and growth, maximum use of resource and reduce of wastage.

(AlNuaimi et al., 2020) identified enablers and set of sub-enablers for successful integration of Green HRM and analyzed six enablers and twenty-four-sub-enablers and further categorized in three phases. With extensive literature review and then quantitative study with percentage of sub enablers effects on implementation.

Literature review led us into six enablers' categories as strategic enablers, managerial enablers, peer and culture, Information Technologies, Methods and Governance. Further, those enablers will be discussed with its set of sub-enablers.

Strategic enablers: Most organizations are aware of Green HRM and its importance in the system and encourage the green organizational culture. In this category there are studies which determine the influence on Green HRM practices efficiencies by the changes in strategies at the managerial level or supervisor level within the organizations.

(D. Rana & Suliman, 2018) have explored sustainability issues and important factors behind its implementation. (Gottman et al., 1998) Currently, most organizations recognize the importance of green strategies and GBPM, whether they are motivated by a concern for the environment, compliance with government regulations, seholder pressure, or economic profit (Opitz et al., 2014) (Arturo et al., 2021). Recent work conducted in Saudi Arabia concluded that all large corporations, especially in the OGS, should create well-defined, strategic sustainability management policies (D. Rana & Suliman, 2018). Therefore, the cornerstone of successful GBPM integration is formulating a clear, strategic green policy that focuses on all organizational aspects – people, training, metrics and decision-making. (Ghose et al., 2010) It gives a new area to study about carbon-aware green business process management.(Maciel, 2017)

This study is a literature review and discussed design of Green Business Process Management emerges from the literature analysis of previous years. (Couckuyt & Van Looy, 2019) It helps us in understanding green BPM in better way and shows strategic enablers are important among enablers that matters green HRM implementation. (Jakobi et al., 2016) This tries to understand the gap between Green Human resource practices and its implementation by combining environmental, psychological and organizational theories which states that if we want successful implementation of green HRM practices, we should act strategically. (Arturo et al., 2021) adopting sustainability practices is not something trivial as its implementation involves several elements of an organization (such as stakeholders, culture, and business environment). It proposes four stages of implementation that is Analyze, Design, Implement and Monitor & control for successful implementation of Green HRM practices. Table 2. Can be referred for tabular form for better understanding of theories and studies based on strategic enablers.

Managerial enablers: Organization management has major roles in implementing Green HRM hence we have many studies studying the relationship, its effect and role of top management in implementation of Green HRM. And organization management can drive it in many ways, green strategies cannot be implemented without bringing all managers to the same level of awareness(D. Rana & Suliman, 2018). The lack of management support is also frequently cited as an important cause for the lack of rapid implementation of Green HRM. Asserted the importance of the involvement of top management in developing green strategy required for implementing Green HRM to enable an understanding of change capabilities, understanding change implications and

managing change. Creating an eco-friendly environment within an organization begins by developing awareness in the workforce. The managerial enablers must incorporate adequate programs of recycling and promote energy conservation throughout the organization. (Abdulrahman et al., 2014)Although it does not directly connect with the green strategy, the managers must encourage the healthiness of employees within the workplace, which can directly impact sustainability (Mandip et al., 2012).This study says that all large companies should have defined strategy management that would assist in implementation of Green HRM practice. (Ren et al., 2020) It studyx relationship between ethical leadership and Green HRM practices associated with green commitment and works as enablers for successful implementation of Green HRM practices and policies.(Huo et al., 2020) It studies the relationship model of commitment of human resource management to Green HRM practices to the green creativity with moderations in variable of environmental values. It proves it is strongly related to each other and works as enablers for Green HRM implementation. (M. Y. Yusliza et al., 2019) Top management or managers should promote strategies in order to develop the sense of ownership amongst employees and to create a basis of Corporate social responsibility activities so they can implement in best way and carry on for longer duration within organization. Hence its an important enablers to Green HRM activities implementation. (Kim et al., 2017) It says if consciousness and moral reflectiveness contribute for successful green job because both the individual factors conceived as capital for green volunteers and for organization as well. Also it helps in organisation's environmental performance. (Stanwick & Stanwick, 2001) It clearly states that there is a positive relation if the CEO's compensation is related to environment performance of organization. That indicates it works as a factor to increase environmental friendly culture with organization if we relates the compensation to EP and motivated top most management. Table 3. Gives better insight to understand the explanation of managerial enablers given by other researchers. `

People and culture: People and culture ranked third most important enabler in the study people and culture enablers comprised creating a green culture, individual positive attitudes toward organizational change, environmental issues, staff training and participation in strategy development. It was found that individual positive attitudes toward organizational change was most important enabler within this category, which needs to be accounted for and further examined. Cultural and social factors are a fundamental part of implementing any organizational change. Here, culture comprises the beliefs and values that define BPM-related attitudes and behaviors affecting business performance.

(Anwar et al., 2020) This study the relationship between OCBE and environmental performance of an organization. . This study were able to state the positive effects of practices of GHRM and OCBE for environmental performance.

(Hadjri et al., 2019) states that if we take Green reward system, Green training, Green compensation as variables of Green HRM system they have positive impact on green organization culture and environment performance of the organization so it clearly proves that Green HRM system has positive impact on organizational culture and overall impact on environmental performance.

(Chaudhary, 2020) This studies that Green HRM practices have greater impact on employee green behavior; be it voluntary or task-related employee behavior. It has also taken the moderators into consideration and states; yes gender and environmental values has moderating effect between the two relationships.

(Su & Swanson, 2019) This study the behavior of employees which says that corporate social responsibility has an impact on employee green behavior with mediating effect of organization identification, employee well-being also organizational trust. The studies show us that people; their behavior and culture is an very important enablers for Green HRM practices which helps and impact its efficiency on the successful implementation. Table 4. Give understanding of research done in this area in crisp manner.

Information Technology IT is a primary resource for Green HRM as it uses IT-based solutions for collecting, processing and providing information to determine and improve ecological indicators for Green HRM, also known as green IT ((Reiter et al., 2014). Green IT involves the use of information systems (IS) to support environmental sustainability(Sayeed & Onetti, 2018) It is a part of the fundamental changes in the economy and society and is a subset of larger green business trends, in which green ideas, concepts, models and definitions help businesses reconcile practices with profit (Opitz et al., 2014). Implementing green IT can involve process automation and improved GBPM. It has been suggested that management should rely on IT to gather data on environmental impacts immediately after the implementation of a green process . Further, these green IT activities should be organized and re-engineered to ensure profitability and the satisfaction of the environmental objectives. Thus, re-engineering should involve the use of smart monitoring and feedback technology for the collection of real-time consumption data, disaggregated at the device or room level to enhance the understanding of energy consumption by particular devices and report green process.

Methods: (Jakobi et al., 2016) This study states C0-Green BPM as a conceptual framework to bridge gap work practices and strategic process improvement. It says organizational strategies for saving energy are currently largely coined by two main courses of action: Green process optimization and investing in more energy-efficient infrastructure, or energy campaigns or feedback mechanisms. (Maciel, 2017) Study has structured and categorized literature around 32 papers analyzed which is categorized into Green BPM and its six core elements i.e. Methods, Governance, Strategic alignment, Information Technology, People and culture. (Arturo et al., 2021) it is a conceptual framework study with a case study to be discussed. This discusses the case study with three levels of detail: Scenario level, process level and activity level. For further and quick review of studies table 4. Is attached in Annexure in tabular form.

Governance In BPM, governance supports decision-making, provides compensation and manages process-related actions (Maciel, 2017). To transform BPM into GBPM, an organization must apply appropriate methods to measure its GBPM's maturity and design, structured and consistent decision-making standards to guide GBPM actions. This can be done by prioritizing change processes, considering all stakeholders; this approach will facilitate an alignment between capacities, such as people, technology and installations, establishing a winning integration strategy (Pádua & Jabbour, 2015). A green governance structure depicts management structures, their roles and responsibilities, the decision-making authority, and the types of control over green actions(Schmidt Lutz Kolbe, 2011) This implies that the roles and responsibilities specified in the existing structure must be revised to achieve green processes objectives (Maciel, 2017). Finally, governance is responsible for facilitating collaboration between different external and internal participants of the process (Opitz et al., 2014). Hence, it has been suggested that, to improve governance, organizations should establish a sustainability office or committee to support green activities and increase cooperation between departments (Opitz et al., 2014).

Limitation and Conclusion:

Aim of this study is to understand about Green HRM practices, its implementation and the factors that support and enable us in successful implementation of Green HRM activities. With the help of literature, we can understand that there are certain factors that strongly support and help us in successful implementation of Green HRM practices. By combining of available theories we have concluded in this research. Literature conclude that we have certain important enablers like leadership emphasis, message credibility, peer involvement, employee empowerment. But if these are broadly categorized into categories and list down these as per skills also consider as subset which is as per strategic enablers, managerial enablers, people and culture, Information Technology, methods and governance.

As every study had some limitations, this research is also not free from it. It has the limitation of less theories and studies available on enablers of Green HRM, but for future researcher this study will work as benchmark where they can understand about the factors work as enablers of green HRM. For future researcher can take more studies overall and categorized thematically. We have analyzed that major studies says GHRM are set of activities to make environment friendly business. There are factors that helps in successful implementation of GHRM practices and we refer them as enablers of Green HRM. For future researchers it is recommended to study researches timely and analyzed the growth path for the enablers of green HRM. For future research one can focus on barriers too as these are the factors that hampers implementation and taking enablers and barrier together may help us in analyzing more appropriate ratio of successfulness of Green HRM implementation.

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Table Charts

Table chart is here as per the requirement in research paper

Annexure

Table 1 Green HRM

Green HRM	Author	Publication	Findings
Green Human Resource Management: An Evidence-Based Systematic Literature Review(2020)	Paula Benevene and ILaria Buonomo	MDPI	Due to lots of challenges involved and barriers, GHRM takes a multidisciplinary approach including methodologies and theory in psychology, economics, sociology and management.
GREEN HUMAN RESOURCE MANAGEMENT, CUSTOMER ENVIRONMENTAL COLLABORATION AND THE ENABLERS (2020)	Arry Hutomo, Theresia Marditama, Nandan Limakrisna, Ilham Sentosa, John Lee Kean Yew	Dinasti Publisher DIJEFA	Relationship within variables od Green employee empowerment and customer environmental collaboration with Green HRM activities is justified
Green human resource management and environmental cooperation: An ability-motivation-opportunity and contingency perspective(2020)	Wantao Yu, Roberto Chavez, Mengying Feng, Chee Yew Wong, Brian Fynes	White Rose	The concept of Green HRM comes from two fields of research one is HRM functions and sustainability goals
Pathways towards sustainability in manufacturing organizations: Empirical evidence on the role of green human resource management(2019)	Jing Yi Yong, Mohd-Yusoff Yusliza, Thuramsamy Ramayah, Charbel Jose Chiappetta Jabbour, Simone Sehnem, Venkatesh Mani	Wiley	There is an alignment which is organized between Human resource management process and organizations aim. and environmental friendly goal as well.
Green human resource management in Indian automobile industry(2019)	Richa Chaudhary	Emrald	GHRM which refers to the intersection of HRM and environmental management

	Emel Esen, Arzu Ozsozgun Caliskan	Press Academia	involves strategic use of human resource management practices to promote environmental sustainability in the organization.
GREEN HUMAN RESOURCE MANAGEMENT (GHRM) AND ENVIRONMENTAL SUSTAINABILITY (2019)			Top management support and role of human resource management are critical to enhance green movement in human side of the organizations. Also, green human resource management, green supply chain management, green social responsibility and green competitive advantage strategies should be integrated for green organization.

Table 2 Strategic Enablers

Strategic Enablers	Authors	Publisher	Findings
Green Business: Sustainability within Saudi Vision 2030 (2018)	Dr. Divya Rana, Ruba Suliman Alayed	IJASRW	Examines the level of understanding of sustainability and its implementation in the oil and gas industry.
A conceptual framework for the implementation of sustainability business processes(2021)	Gallotta, Bruno; Garza-Reyes, Jose Arturo; Anosike, Anthony; Lim, Ming K.; Roberts, Ian Gallotta,	Production and Operations Management Society	Sustainability practices are not trivial, because their implementation involves various elements of the organization (such as stakeholders, culture, and business environment) and there are various obstacles.
Towards Collaborative Green Business Process Management as a Conceptual Framework(2014)	Timo Jakobi, Nico Castelli, Alexander Nolte and Gunnar Stevens	Proceedings of the 28th EnviroInfo 2014 Conference, Oldenburg, Germany	Co-GreenBPM serves as a conceptual framework to close the gap while taking into account work practices and strategic process improvement.
A systematic review of Green Business Process Management(2019)	Dries Couckuyt, Amy Van Looy	Business Process management journal	A content analysis of GPBM
The Core Capabilities of Green Business Process Management – A Literature Review(2017)	Jaos Carlos Maciel	International Conference on Wirtschatsinformatik	The green BPM life cycle can be used as a framework for future research, aiming to apply, combine and compare methods that can be used in each stage of the business process management life cycle to help organizations become more sustainable from an environmental perspective, thereby reducing their impact on the environment. Impact. .
GREEN BUSINESS PROCESS MANAGEMENT: A RESEARCH AGENDA(2009)	Aditya Ghose, Konstantin Hoesch-Klohe, Lothar Hinsche and Lam-Son Le	Australian Journal of Information Systems	Provide a prototype study of carbon-aware "green" business process management

Table 3. Managerial Enablers

Study Title			Finding
CEO compensation: does it pay to be green?(2000)	Peter A. Stanwick and Sarah D. Stanwick	Business Strategy and the Enviornment	The CEO's salary should be rewarded based on the company's environmental performance.
Greening organizations through leaders' influence on employees' pro-environmental behaviors(2012)	Jennifer Robertson and Julian Barling	Wiley	Environmental descriptive normative model of environmental behavior leaders and environmental behaviors of environmental-specific transformational leaders and employees.
Multilevel Influences on Voluntary Workplace Green Behavior: Individual Differences, Leader Behavior, and Coworker Advocacy(2014)	Andrea Kim, Youngsang Kim, Kyongji Han, Susan E. Jackson And Robert E. Ployhart	Journal of management	Awareness and ethical values contribute to the realization of green work, because personal and organizational behavior
Top management commitment, corporate social responsibility and green human resource management(2019)	M.Y.Yusliza, Nurul Aimi Norazmi, Charbel Jose Chaippetta Jabbour, Yudi Fernando, Olawole Fawehinmi, Bruno Michel Roman Pais Seles	Emrald	The top management's commitment to corporate social responsibility is very important and must be expressed in a tangible way to strengthen correct behavior in the organization. Corporate Social Responsibility
Commitment to Human Resource Management of the Top Management Team for Green Creativity(2020)	Weiwei Huo, Xianmiao Li, Manyi Zheng, Yan Liu and Jinyi Yan	MDPI	Study the relationship model between the green management of human resources and green creativity and the commitment of human resources management and the suitability of environmental regulations.
Effects of Green HRM and CEO ethical leadership on organizations' environmental performance(2020)	Ren, Shuang, Tang, Guiyao, Jackson, Susan E.	Emrald	It concluded that ethical leadership and GHRM positively correlate with green commitments and ultimately contribute to improving environmental performance.
Green Business: Sustainability within Saudi Vision 2030(2018)	Divya Rana, Ruba Suliman Alayed	IJASSRW	It determines that if the organization applies the strategy, it will help as a facilitator and is committed to better implementation of green human resource management.

Table 4 people and culture

People and culture	Authors	Publisher	Findings
Perceived corporate social responsibility's impact on the well-being and supportive green behaviors of hotel employees: The mediating role of the employee-corporate relationship(2020)	Lujun Su and Scott R. Swanson	Elsevier	Study the behavior of employees in terms of corporate social responsibility.
Green Human Resource Management and Employee Green Behavior: An Empirical Analysis(2019)	Richa Chaudhary	Wiley	Study the relationship between green human resource management and employees' green behaviors, gender and environmental values.
Green Human Resource Management, Green Organizational Culture, and Environmental Performance: An Empirical Study	Muhammad Icshan Hadjri, Badia Perizade,Zunaidah Wita Farla	Advances in Economics, Business and Management Research	It found that there is a positive correlation between GHRM's environmental performance and green organizational culture.
Green Human Resource Management for organizational citizenship behavior towards the environment and environmental performance on a university campus(2020)	Nosheen Anwar, Nik Hasana Nik Mahmood, Mohd. Yusoff Yusliza, T.Ramayah	Elsevier	Study the relationship between OCBE and environmental performance.
Sustainable HRM and Green HRM: The Role of Green HRM in Influencing Employee Pro-environmental Behavior at Work	Nailya Saifulina, Adolfo Carballo-Penela, Emilio Ruzo-Sanmartin	Hapres	Put forward a theoretical framework to analyze the role of green human resource management in promotion