

Green Human Resource Management practices’ an evaluation of relevant practices in selected commercial banks of Pakistan

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Abstract- It is important to look at environmental issues for the banking sector as well as for all the business sectors in Pakistan as a large population nation. The purpose of study to assess GHRM best practices in the Banking sector, GHRM policy barriers/obstacles in the banking sector in Pakistan and the foremost variables/factors that are enhancing the implementation of GHRM. This Paper attempts to Green Human Resource Management in the banking sector. An exploratory study investigation will be used in this research to define and examine best practices applicable to GHRM. The quantitative methodology will be used in this study to provide a deeper view of the issue of research than using a single method (Creswell, 2014). As data collection instruments, semi-structured interviews and questionnaires were used. One private bank will be selected for this study. The managers have been chosen according to the method of sampling. The managers had keypad knowledge on facets of the practice of Green Banking in banks and hence found it necessary to provide the 100 workers with a questionnaire on the understanding and processes of Green HRM activities to a variety of relevant variables such as HR recruiting, pay, training, performance evaluation, etc. in UBL bank. In the data collection process, this study will be enriched by a mixture of primary and secondary data. The primary data will be obtained from semi-structured questionnaires. The secondary data type will be collected from articles, journals, books, and internet sources.

Index terms: GHRM, Bank, Banking Performance, Training and Development, Recruitment, Employee relation, organization culture



1. INTRODUCTION

In Pakistan, it is important to look at environmental issues for the banking sector as well as for all the business sectors as a large population nation. Green initiatives are also applied every day in every industry to reduce environmental concerns. Green strategies have been developed in the area of human resources management to conserve their resources for the potential expansion of the banking sector and even humanity. Pakistan banking sector now recognizes that they have a common social morality and a green intellect of reliability as the banking sector is not only a medium to create brands, but has grown to form a fundamental instrument of banking.

HR functions extend to environmental protection in the banking sector through their activities and strategies following eco-focused sustainability targets. The policy on human resources shall replicate and inspire the ambitions of HR teams and other staff in line with bank policy, the values and civilization, problem sustainable assets to investors, meets the needs of customers, identify emerging social trends and respond. Green HR uses HR policies to have trust in and generally encourage the sustainable usage of capital within the banking industry. Green management is a method through which the banking sector deals with the environment by creating a strategy on environmental management (Lee, 2009), below which banking has to strike the balance among compulsory banking development and environmental safety for generation to come.

Green HRM is the verification of the functional dimension of HRM, including job description, performance appraisal, recruitment, training, selection, efficiency, and awards. Green HRM agrees on the use of any staff boundary to encourage sustainable activities and improve staff understanding and sustainability commitments. The bank industry is focusing on the optimum operation of time-consuming resources, based on cost efficiency while initiating new practices. While implementing green-business initiatives, employees require a high level of management and technical skills to develop innovation-oriented environmental initiatives and programmers.

Green management has gained a global concern and is regarded as the topmost agenda of the organizations and businesses to make efforts in the forwards thinking process. It includes encouraging employees and empowering them to adopt eco-friendly or conscious methods to support and pursue green functions within the workings of the firm (Tariq, 2016). In today's world,

organizations such as private and public banks have become more concerned about their survival in the competitive world which has increased the responsibility of employees to take up green management tasks so that banking organizations sustain themselves for a longer duration of time. As a result, the entire working of the firm has changed and introduced new job titles such as environmental job titles to attract recruits (Jackson et al. 2011). Such changes are necessary to be incorporated by the business so that there is the fulfillment of the diverse demand of consumers in a customized way. It will help to empower the employees and will encourage them to accomplish tasks using green initiatives which can be called Green Employee Empowerment (Renwick et al. 2013b).

However, the concept is new, it has co-existed in the firms with the practices of greening by the different departments such as human resources, retail, accounts, and others. Hence, it can be said that there was a gap in the previous literature and less emphasis had been given to the greening concept. Thus, the current examine the HR functions connect into the environmental sustainability by incorporating its practices and policies with sustainability goals reflecting an eco-focus. It includes that the HR policies that are responsible for creating of green atmosphere, emphasizing sustainable use of resources, and encourage the reason of environmentalism. The study further discusses the origin of GHRM, the concept of GHRM, and the GHRM practices that are conducted in an organization. The facts related to existing policies in the GHRM challenges faced while implementing GHRM in an organization, and others have also been included in the study.

1.3 AIMS AND OBJECTIVES

The particular objectives of this study are as follows:

- To assess GHRM best practices in the Banking sector
- To study the GHRM policy barriers/obstacles in the banking sector in Pakistan
- To study the foremost variables/factors that are enhancing the implementation of GHRM

2. Literature Review

Green Management of Human Capital (GHRM) is a critical management field (Mehta & Chugan, 2015). It is described as maintaining an ecological balance and an environmentally sound management system operates in

an organisation (Kapil, 2015). Although there is no variation there are several of the meanings of GHRM by numerous writers. The primary emphasis of this conception is on representing 'green' in describing HRM activity as an environmental framework.

Opatha, for instance, defines GHRM as procedures, mechanisms, and channels that protect workers of the agency for the good of individuals, culture, the natural world, the corporation, and the organisation. Likewise, GHRM in Rana and Jain (2014) from a model perspective has been understood as a job model to aid trade professionals in maintaining, withdrawing, cultivating, and increasing skills needed to allow possible market policies and initiatives to be met. GHRM, in the Prasad (2013) declaration, is also used to reference HR strategies and processes as they have led to a wider business climate program of energy resources sustainable use.

Opatha (2013) and Opatha and Arulrajah (2014) endorsed this concept as the authors note that GHRM involves organising the policies, procedures, and processes that render green and operational workers, for the benefit of individuals, community, the natural environment as well as the business. We are leading to an undertaking announcing and monitoring GHRM into incorporating operational environmental management in HRM. It refers to the support of human resources management regulations and services to the organization's strategies' objectives (Chowdhury, 2017).

2.1 Green Recruitment

Green hire means a paperless recruiting process and low environmental effect. Green hiring represents a process that focuses on the nature of the environment and makes it a relevant force within the sector. Encouraged and certain to act excited about working with a green banking sector that is environmentally sustainable, these hires are also complimentary. It is easy for bankers to educate experts who are receptive to successful processes and are currently conscious of basics, such as recycling, reuse, and building a more rational climate, to attract applicants with a green twist. We will conclude by making assumptions on which the workers have the potential to attract the student later, attract and maintain it more for the individuals after having finished this operation. The green solution makes the recruiting latest environmentally conscious problems. The hiring's make workers safe in accomplishing the social aims and how they view their work and the stakes of sustainability as they said. The recruiting will be carried out, for example, on paper as fewer surveys, climate sustainable sites, and other activities within the

recruitment portfolio as well. Green policies and corporate governance in management should be pursued and implemented by employees through green policies to attain the target of the banking sector.

The company needs to select and keep a decent person-friendly with the environment, to build and preserve a green workplace (Renwick et al., 2012). Shift on management of skills is particularly relevant since many manufacturing businesses have good talent management for their next generations and play their role with the best qualifications (Muniandi and Nasruddin, 2015). Green career seekers are using a wide range of skilled experts to set green job applicants criteria and green employers are willing to hire good talent (Kapil, 2015b).

Before the organisation begins the recruitment process, it needs to label itself as Green to maximise its preference appeal to an increasingly environmentally aware young generation (Ehnert, 2009). I display of brand brands can be encouraged primarily by the understanding that they are environmentally friendly (Kapil, 2015a). According to Renwick et al. (2012), jobseekers recognised various partnerships preferring organisations that have a clear connection with their convictions and institutions by which to improve the efficiency of the recruiting firm. They also showed that employee firms are more accustomed to hire such companies.

In the final year of M.B.A., at four MBA universities in the North of Italy in Guerci studied a group of 180 people, whose surveys showed the influence of 'green reputation on the Pickering of the nominators is attributed to the answers they received, but this does not impact data on the recruiting site.

Recruiting practices would promote efficient management of sustainability by guaranteeing that new contractors embrace an organization's healthy ethos and share environmental principles (Jackson and Seo, 2010). Nevertheless, tests are utilised to identify the environmental respect, ethics, and morals of candidates (Renwick et al., 2012). Generally speaking, the company's EP is used whenever this strategy involves the climate, it' (Jabbour, 2011). Recruitment correspondence shall provide sustainability standards (Arulraja et al., 2015).

2.2 Green Training and Development

Green preparation and growth is a method aimed at improving the abilities, expertise, and habits of employees. Green skills and development education workers can also have ecological duty and training to provide staff with education both for the supply of electricity and energy, for

waste prevention, and understanding of the environmental consciousness of Banking as a whole. This green creation and success allows employers to offer an incentive to join the personnel to address environmental challenges. Define behaviour and growth practices that decide green education make workers aware of various facets and concepts of environmental governance. Green teaching involves unique conservation strategies that involve waste management inside the banking system. The best management exercises are called environmental preparation and schooling alongside the establishment, where workers believe they are part of banking institutions, of a conducive cultural group for employees. In reality, the renewable capital programs draw on the skills of a person to reward the various economic problems. This paper includes the role of human resources approaches to promote leadership through trainings and the management experience and collaboration strategies between these. Via this training session, green managers are developed so that supervised staff could reach them without delay. Via this research, we can prove that through natural initiatives we can teach workers on proper business practice. This will thus improve the organisation and thus enrich the company directly. Employees, however, will advise their clients about the benefits of being grounds and sales of green products.

For Ivancevich (1995) preparation may be viewed as a structured approach to guide staff to accomplish the set of organizational objectives. This is thus considered an essential aspect of active organisations. It's the biggest solution to enhance handling and not managing practitioners' experience, experience, and behaviour (Patel, 2014).

Training and improvement schemes, from technological health and safety issues on the factory floor to strategic sustainability challenges on the Executive and Board levels, can include social and environmental questions (Mandip, 2012). The environmental sophistication of businesses is growing with the improvement and intensification of environmental preparation (Teixeira et al., 2012). Similarly, the preparation for the respective staff was important and sufficient (Margaretha & Saragih, 2013). The creation of environmental programming based on training requirements was crucial, according to Cherian and Jacob (2012), so that the training can have maximum advantages. Skilled workers in the EM systems and other fields of an organisation (Fernández et al., 2003) should also be incorporated into the identification and participation of senior management (Jabbour and Santos, 2008a).

2.3 Green Employee Relations

As one critical faction to create an enthusiastic partnership between employers and workers employed in the banking industry, the management of human resources, the employee's activities as well as banks' experiences are. The employee's and employer's good partnership extending the inspiration and morality of a worker increases empowerment programmes. The administration of green human capital also aims to handle well and overcome the gaps that can affect the efforts in the workplace. The constant increased profit and the basis of development of the organisation of banking was hopeful partnerships. Customer and staff contributions in implementing activities for Green Human Resource Management are essential issues. We could not achieve the desired results in Green HRM without the benefit of these two.

It is possible for an increase in the likelihood of better green leadership in comparison with the worker's priorities, roles, and interpretations as the green management and leadership schemes. The capacity of working ties among banks should be improved by developing and enforcing a structure in the banking business, where all employees can do more to improve their scheme, from the highest level. Green Human Resources management practices can be helped by the growth of know-how and emerging principles on green banking activities.

This provides incentives to inspire workers and their parents to be involved with environmental mission limited. Those banking policies in all banking organisations that safeguard workers even supervisors have earned some vision that helps staffers to green behaviour at home. The Government and the Remembers Sector Sentient should obtain funding for embracing Green HRM as a financial entity. Green management helps attitudes towards workers with commitment and helps staff to create new solutions to environmental issues. Green management inspires employees to get deeper into the actions of employees. The perfection of the workforce's organisation is its health and the welfare of its workers, as well as the creation of green employees. We say that in the middle of introducing the proposals, long-term trust between the boss and staff can be established, which offers employees an ability to share their different ideas on the job.

2.4 Organization Culture

Organizational culture can be defined as a set of elementary goals that a group created, formed, or

discovered during its training phase to solve problems of internal changes and internal integration (Jabbour et al., 2008). Harris and Crane (2002) recognises the environmentally-organizational community as a combination of attitudes, thoughts, signs, and items that represent a need or have to be one of the environmental organisations.

In reality organisations, with solid EM structures backed by an organization’s community that supports the environment, strive to recruit more highly engaged and skilled employees, thus becoming more powerful when a business has a network of partners Ferná’ndez et al. (2003). The corporate culture of Govindarajulu and Daily (2004) can be seen as a promotional or an inhibitive element in employee incentive and readiness to follow responsible environmental actions and employee engagement in EM change in businesses (Rothenberg, 2003; Ones, 2012; Paillé et al., 2013a; Ramus, 2000; Paillé, 2015). Basing both on the poor corporate culture and the inefficiency in HRM, the main obstacles for environmental action processes are perceived to be (Brio et al., 2008).

Johnson and Walck (2004) claimed that the environmental component could be combined with the principles that effectively build an organisational culture through five steps:

- (1) Top management identifies and expands environmental dimensions into the new importance of an enterprise;
- (2) Top management recognises and disseminates the effect of environmental practices on a company’s routines;
- (3) Top management shows how environmental principles have to help the different phases of the EMS.

3: RESEARCH METHODOLOGY

3.1 RESEARCH TYPE

This Paper attempts to Green Human Resource Management in the banking sector. An exploratory study investigation will be used in this research to define and examine best practices applicable to GHRM.

3.2 RESEARCH APPROACH

The quantitative methodology will be used in this study to provide a deeper view of the issue of research than using a single method (Creswell, 2014). As data collection instruments, semi-structured interviews and questionnaires were used.

3.3 RESEARCH POPULATION AND SAMPLE SIZE

One private bank will be selected for this study. The managers have been chosen according to the method of sampling. The managers had keypad knowledge on facets of the practice of Green Banking in banks and hence found it necessary to provide the 100 workers with a questionnaire on the understanding and processes of Green HRM activities to a variety of relevant variables such as HR recruiting, pay, training, performance evaluation, etc. in UBL bank.

3.4 DATA COLLECTION

In the data collection process, this study will be enriched by a mixture of primary and secondary data. The primary data will be obtained from semi-structured questionnaires. The secondary data type will be collected from articles, journals, books, and internet sources.

3.6 DATA ANALYSIS APPROACH

To analyse the different collected data and investigate the linkages between questionnaire items, quantitative data resulting from a research questionnaire was analyzed through the software program “SPSS, version 23.

4. DATA ANALYSIS AND INTERPRETATION

The study was targeted at a sample size of 100 respondents. To collect responses, well-designed questionnaires were distributed among the employees of UBL bank.

4.1 DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS

The case study analysed participant age demography, gender, marital status, educational qualifications, and work experience. This helps to consider the demographic information of the UBL workers.

Table.1: Participant Age

Respondents Age	Numbers	Percentage
20-30	25	25.0
31-41	45	45.0
41-51	18	18.0
51-60	8	8.0
60 above	4	4.0
Total	100	100.0

Total	100	100.0
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Source: Survey, N= 100 Respondents

The age distribution of the UBL bank is listed in Table 1. The majority of respondents, i.e. 45.0% of respondents belong to 31 to 40 years of age, 18% to 41-50 years of age, 25.0% to 20 - 30 years of age, 8.0% to 51-60 years of age, and 4.0% only of respondents are over 60 years of age, is considered to be in the age range.

Table.2: Gender Distribution of the Respondents

Respondent Gender	Numbers	Percentage
Male	70	70.0
Female	30	30.0
Total	100	100.0

The gender composition of the UBL bank respondents is presented in Table 2. Much of the respondents are male, 70.0% of the total respondents, and the other 30.0% are female.

Table.3: Marital status of Participants

Marital status	Numbers	Percentage
Married	63	63.0
Unmarried	37	37.0
Total	100	100.0

Table 3 above indicates the marital status of the UBL bank respondents. In other words, 63.0% of the participants are married, and only 37.0% are unmarried.

Table.4: Educational Qualification of the Respondents

Qualification	Numbers	Percentage
Graduation	45	45.0
Post-Graduation	50	50.0
Others	5	5.0

The above Table 4 signifies the educational qualification of UBL bank. The majority of the participants i.e., 50.0% of total respondents have post-graduation 45.0 % are graduations whereas only 5.0 % have other degrees.

4.2 Drivers, Barriers, Excepted benefits of GHRM

Many variables can either help or impede the introduction of GHRM activities. The second goal of this research is to also provide a good picture of the variables that support or avoid the introduction of GHRM in Pakistan.

4.4.1 Drivers of GHRM

The respondents were asked, based on their consensus on the impact on the incentive of Pakistan Manufacturing Company to use GHR Process, to determine possible five-point variables, with five of these being 'strongly agreed' and one being 'strongly disagree.' Table 4-4 shows the overall scores in a descending order of possible drivers for GHRM activities.

Based on the responses, the mean value of all drivers is more than 3 on a five-point scale, but the mean value is quite narrow. The most critical aspect with an 83.4 percent figure was 'environmental considerations.' The 'contribution to culture' is closely matched by an 82.3% percent. The third-place 'business edge' of 84.7 percent fell in fourth with 75.6 percent at the time 'Economic considerations' were retained. The last two positions were with a 71.2 percent "low pressure," preceded by a 70.2 percent "Community pressure."

Table (4.4): Drivers of GHRM

Drivers of Green HRM	Std. Deviation	Pct. %	Rank
Environmental considerations	.71679	83.4%	1
Contribution to society	.83506	82.3%	2
Competitive advantage	.72704	84.7%	3
Economic considerations	.85185	75.6%	4
Legal pressure	.83277	71.2%	5
Community pressure on companies	1.0644	70.2%	6

Benefits of GHRM	Std. Deviation	Pct. %	Rank
Promote social responsibility toward Environment	.73717	80.7%	1
better environmental performance of the organization	.62148	80.6%	2
Creating a competitive advantage	.89789	82.5%	3
Increased employee loyalty and Retention	.85363	78.7%	4
Attract and retain green top talent	.93292	79.8%	5
Increase profitability and reduce cost	.87004	75.2%	6

'Complexity and challenge in renewable technologies' with a 76.2 percent share and 'Green policy confusion' with a 75.2% third position figure. As seen in the table (4-6), "Managing support lack" in fourth position at the 74.6 percent percentage. "Staff resistance" was also fifth with 75.3 percent the lowest mean ranking.

4.4.3 Benefits of GHRM

In the form of their agreement on its effects on the establishment of GHRM activities in Pakistan manufactory organizations, respondents were asked to rate possible variables on a five-point scale, with "strongly agree" and "strongly disagree" in 5 situations. Table (4-6) displays the mean assessments and rating of future good effects in a descending order for GHRM procedures to be adopted.

Table (4.6): Benefits of GHRM

As seen in Table (4-6), respondents showed that "promoting social responsibility for the environment" (80.7%) was the key advantage for the environmentally-friendly policy of their organisations. Closely followed by the organization's "better environmental performance" of 80.6 percent. Nonetheless, the others are close behind it is fascinating to remember. Third, "Expanding competitive benefit" (78.7%), led by "Enhancing loyalty and retention of employees."

As shown in Table (4-7), "Attract and retain green top talent" was in fifth place with a percentage of (79.8%) followed finally by "Increase profitability and reduce cost" with a percentage of (75.2%).

4.4.4 Environmental performance

Environmental success (EP) 'refers to the good effects to organisations for natural environment' (Daily et al., 2012). To assess current environmental performance stance, respondents were asked to rank on a scale of five the

Table (4.8): Environmental performance

4.4.2 Barriers of GHRM

In the form of their agreement on its effects on the establishment of GHRM activities in Pakistan manufactory organizations, respondents were asked to rate possible variables on a five-point scale, with "strongly agree" and "strongly disagree" in 5 situations. Table (4-5) provides a descending order of the overall ratings and the ranking of possible obstacles to the GHRM activity.

Based on the data study, respondents viewed "the expense of introducing GHRM services" as the major hurdle with a percentage of 81.61 percent to avoid GHRM activities" as the most significant aspect. The second hurdle was

production of eight environmental performance affirmative current emphasis on their contribution to environmental maintenance; with five to be much better and one to be much worse. Table (4-8) shows in a downstream order the cumulative scores and the ranking of the possible environmental effects achieved in the operation of the GHRM practices.

Based on data analysis in Table (4-8), overall respondents chose "Improvement of corporate reputation" as the top environmental performance affirmative outcome of commitment to environmental sustainability with the percentage of 80.4%. Followed by "Reduce emissions of toxic chemicals in air and water", "Resulted in improved product quality", "Reduced waste and recycling of the materials during the production process", "Improved plant performance", "Reductions in the consumption of electric energy", "Helped our company design/develop better products". Finally, the lowest environmental performance affirmative outcomes were "Increased use of renewable energy and sustainable fuels" with a percentage of 73.5%.

5. CONCLUSIONS

The primary purpose of this analysis is to examine best practices for GHRM in Pakistan. First, it investigated the degree to which GHRM practices manufacturing firms use in Pakistan and, second, the similarities between GHRM and EP practice have been checked and the best practice of GHRM for environmental enhancement is identified.

The second aim of the study was to define factors, which could impact adoption, either by encouraging or hindering the GHRM practices or to analyses, for these organizations, the expected benefits of GHRM practices.

In conclusion, companies have found that they use GHRM activities to a modest degree to facilitate their workforce's pro-environmental behaviour. The analytical results suggest that "green management of the organizational culture" is the chosen method used to improve staff participation and environmental consciousness. Followed by Green Performance Monitoring and Evaluation, green recruitment and selection, green training and development, empowerment and engagement of employees." While "Green Reward and compensation" was the least used procedure.

It has been found that six GHRM practices and EPs have a positive correlation. "Green Recruitment and Selection" was the most critical activity. "Green Training and development" is the weakest. This finding reinforces the

Environmental performance	Std. Deviation	Pct. %	Rank
Improvement of corporate reputation	.73012	80.4%	1
Reduce emissions of toxic chemicals in air and water	.72770	79.5%	2
improved product quality	.70028	78.8%	3
Reduced waste and recycling of the materials during the production process	.76075	77.9%	4
Improved plant performance	.60406	77.1%	5
Reductions in the consumption of electric energy	.71937	75.2%	6
Helped our company design/develop better products	.66981	75.2%	7
Increased use of renewable energy and sustainable fuels	.63406	73.5%	8

suggestion that the GHRM policies and environmental efficiency of the businesses have a potentially favourable correlation.

In this study, the assessment and discussion of GHRM activities in a developed world contributes to the existing literature. Research findings help businesses consider their existing GHRM level to explain their strengths and limitations and boost their environmental efficiency afterward.

The research is one of the latest studies analyzing and focusing on GHRM's key environmental success drivers. This research was undertaken by trying a model reflecting these relationships in the sense of WB production organizations. The study offers a quantitative model of best practices GHRM that can explain how best practices

GHRM are applied and allow organizations to consider how their environmental efficiency can be improved by human resources functions. These studies have also potentially led by the focus on the key challenges, drivers, and advantages of GHRM in the sense of a developing world. In other developed nations, this is applicable.

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