

Challenges and Opportunities in Implementing Green HRM Practices in Chennai's Automobile Sector

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KEYWORDS	ABSTRACT
Green Human Resource Management, Automobile Industry, Sustainability, Employee Engagement, Challenges, Opportunities, Chennai.	The automobile industry is a significant contributor to environmental degradation due to its high energy consumption and carbon emissions. Green Human Resource Management (GHRM) has emerged as a strategic approach to integrating sustainable practices within organizations. This study examines the challenges and opportunities in implementing Green HRM practices in Chennai's automobile sector by analyzing key HR functions such as recruitment, training, performance management, and employee engagement in sustainability initiatives. Despite the growing awareness of environmental responsibility, several challenges hinder the successful adoption of GHRM in Chennai's automobile industry. Lack of management commitment, limited financial resources, resistance to change, and inadequate employee awareness are significant barriers. Many organizations struggle to integrate sustainability into HR policies due to a lack of proper training programs and insufficient incentives for employees to adopt eco-friendly practices. Additionally, the absence of a standardized regulatory framework and weak enforcement of environmental policies further complicate the effective implementation of GHRM. On the other hand, there are substantial opportunities for organizations that successfully integrate Green HRM. The adoption of green recruitment and selection policies can help attract environmentally conscious employees, while green training programs can enhance employee awareness and engagement in sustainability initiatives. Companies that invest in eco-friendly workplace practices, such as paperless operations, energy-efficient systems, and waste reduction strategies, can improve their brand reputation and gain a competitive advantage. Moreover, government policies and incentives supporting sustainability initiatives provide an

opportunity for organizations to align their HR strategies with environmental goals.

This study employs a mixed-methods approach, combining quantitative surveys and qualitative interviews with HR professionals, employees, and industry experts from Chennai's automobile sector. The findings will help identify best practices and recommend strategies for overcoming barriers to Green HRM adoption. By fostering an environmentally responsible workforce, the automobile industry in Chennai can move towards a more sustainable future, aligning with global sustainability standards and corporate social responsibility (CSR) initiatives.

The study concludes that while challenges exist, the benefits of implementing Green HRM outweigh the obstacles, making it a crucial strategy for the automobile industry's long-term environmental and economic sustainability.

INTRODUCTION

The automobile industry is a key economic driver in Chennai, contributing significantly to the city's industrial growth. However, it also stands as one of the largest contributors to environmental degradation, primarily through carbon emissions, energy consumption, and resource depletion. As environmental concerns rise globally, organizations are increasingly under pressure to adopt sustainable practices that reduce their ecological footprint. Green Human Resource Management (GHRM) has emerged as an effective strategy to integrate environmental sustainability into organizational practices, aligning human resources with eco-friendly objectives. The concept of GHRM revolves around embedding environmental goals into HR practices, ranging from recruitment and training to employee engagement and performance management.

Despite the growing recognition of sustainability in the corporate world, the implementation of GHRM practices within Chennai's automobile sector remains a challenging endeavor. Organizations face numerous barriers, including limited awareness of green HRM practices, resistance to change among employees, and financial constraints associated with the implementation of eco-friendly initiatives. Furthermore, the absence of clear regulatory frameworks and government incentives in the Indian context adds to the complexity of adopting sustainable HR practices in the automobile industry. However, these challenges are counterbalanced by numerous opportunities that GHRM practices present. The potential benefits of implementing green HRM practices include increased employee satisfaction, improved retention rates, and enhanced corporate reputation. Moreover, with a growing demand for eco-conscious consumers, businesses in the automobile sector can gain a competitive advantage by showcasing their commitment to environmental sustainability. Additionally, the rising importance of corporate social responsibility (CSR) offers a strategic incentive for companies to adopt green HRM, aligning business operations with the broader goal of environmental conservation.

This study aims to explore the challenges and opportunities associated with implementing GHRM practices in Chennai's automobile sector. By understanding these factors, the research will provide valuable insights into how the industry can overcome barriers and capitalize on opportunities to integrate sustainability into HR practices, ensuring long-term environmental and organizational success.

Importance of Green Human Resource Management (GHRM) in the Automobile Industry

Green Human Resource Management (GHRM) plays a crucial role in the automobile industry, particularly in the context of growing environmental concerns and regulatory pressures. The automobile sector, known for its significant environmental footprint, is under increasing scrutiny to reduce its carbon emissions, energy consumption, and overall environmental impact. GHRM provides a strategic

approach to integrate sustainable practices within an organization's HR policies, thus fostering a culture of environmental responsibility among employees.

The adoption of GHRM in the automobile industry is essential for several reasons. First, it aligns the organization's HR practices with corporate sustainability goals, contributing to the overall environmental objectives of the company. By incorporating green practices into recruitment, training, and performance management, GHRM ensures that employees are not only aware of the environmental challenges but are also motivated and equipped to adopt sustainable behaviors in their professional roles. This helps create an environmentally-conscious workforce, which is increasingly valuable in a sector under scrutiny for its environmental impact.

Second, green recruitment and selection practices enable the automobile industry to attract candidates who are passionate about sustainability. By prioritizing eco-conscious candidates, organizations can foster innovation and bring fresh perspectives to the implementation of green practices. Additionally, green training programs enhance employees' understanding of sustainability principles, teaching them how to implement energy-saving measures, reduce waste, and engage in environmentally-friendly practices within their roles.

Third, GHRM practices can contribute to employee retention and motivation. Companies that integrate green values into their organizational culture often experience higher employee satisfaction, as employees feel more aligned with the company's ethical values. This sense of purpose can boost morale, increase productivity, and reduce turnover. Moreover, GHRM plays a role in enhancing the brand image of companies in the automobile sector, attracting environmentally-conscious consumers and stakeholders who prioritize sustainability.

Objectives of the Study

1. To examine the role and significance of Green Human Resource Management (GHRM) practices in promoting environmental sustainability within the automobile industry in Chennai.
2. To identify the challenges faced by automobile companies in Chennai while implementing GHRM practices.
3. To evaluate the opportunities and benefits of adopting GHRM practices in enhancing employee engagement, performance, and organizational competitiveness in the Chennai automobile sector.

Statement of the Problem

The automobile industry is one of the largest contributors to environmental pollution, with its substantial carbon emissions, energy consumption, and resource depletion. As the global focus shifts towards sustainability, organizations are increasingly expected to implement eco-friendly practices across all levels of their operations. However, the integration of sustainability practices in the workplace, particularly through human resource management (HRM), remains a challenge. Green Human Resource Management (GHRM) presents a potential solution by aligning HR practices with environmental goals, but its adoption in the automobile sector, especially in Chennai, faces several hurdles. The problem lies in the lack of a systematic and cohesive approach to incorporating GHRM practices within the automobile industry. Many companies in Chennai still operate using traditional HR practices that fail to emphasize sustainability. This results in low employee engagement in environmental initiatives and missed opportunities to leverage HR as a tool for achieving environmental objectives. Additionally, the resistance to adopting green policies, limited awareness, and insufficient training on sustainable practices further hinder the effective integration of GHRM. Despite the growing recognition of the importance of sustainability, the automobile industry in Chennai has yet to fully embrace GHRM, leaving room for improvement. Furthermore, there is a lack of comprehensive research on how GHRM practices are being implemented in the sector and the challenges and opportunities associated with them. This study, therefore, seeks to explore the current state of GHRM in Chennai's automobile industry,

identify the challenges faced during its implementation, and assess the opportunities for promoting sustainable practices through HRM strategies. Understanding these aspects will enable companies to align their human resource policies with environmental sustainability, enhancing both organizational performance and corporate social responsibility.

Data collection

Analysis, and testing of the research model utilised in this study all used a descriptive research approach. The population for the study was chosen to be the Automobile Company Employees in Chennai. Employees from the automobile industry made up the frame. The practical sampling technique was used. Then, in each stratum, random sampling was used. 200 people were included in the sample, which was gathered both personally and via Google Form & directly. Surveys were the major data collecting strategy, and structured questionnaires were the key data collection devices. Websites, online journals, published reports, and literature reviews from published publications made up the secondary data collecting approach. Analytical techniques for evaluating hypotheses, such the Chi square test, are the primary instruments used in statistical analysis. Only 200 people participated in the sample research. Only employees working for the automobile industry are the focus of the study. The research employs preset structured questions. This research is impartial.

DATA ANALYSIS AND FINDINGS

From the below table and chart, it is inferred that Majority (60%) are agree to the statement that Top Management Clarify Information And Aloes Of Environmental Management Throughout Organization. Majority (55%)are strongly agreed to the statement that Develop Punishment System And Penalties For Non Compliance In Environmental Practices. Majority (51%) are strongly agreed to the statement that Top Management Activity Support Environmental Practices. Majority (48%) disagreed to the statement that Team Budgets Cover Environmental Impact. Majority (53%) are strongly agreed to the statement that Organization Vision And Mission Include Environmental Concern.

TABLE.1. TABLE INDICATING THE STATEMENTS OF GREEN ORGANIZATION CULTURE

GREEN ORGANIZATION CULTURE	STRONGLY AGREE		AGREE		NEUTRAL		DISAGREE		STRONGLY DISAGREE		TOTAL	
	F	P	F	P	F	P	F	P	F	P	F	P
Top Management Clarify Information And Alues Of Environmental Management Throughout Organization	40	20	120	60	10	5	16	8	14	7	200	100
Develop Punishment System And Penalties For Non Compliance In Environmental Practices	110	55	38	19	28	14	16	8	8	4	200	100
Top Management Activity Support Environmental Practices	102	51	40	20	32	16	14	7	12	6	200	100
Team Budgets Cover Environmental Impact	46	23	22	11	18	9	96	48	18	9	200	100
Organization Vision And Mission Include Environmental Concern	106	53	46	23	26	13	12	6	10	5	200	100

Source: Primary Data

CHART.1. CHART REPRESENTING STATEMENTS OF GREEN ORGANIZATION CULTURE

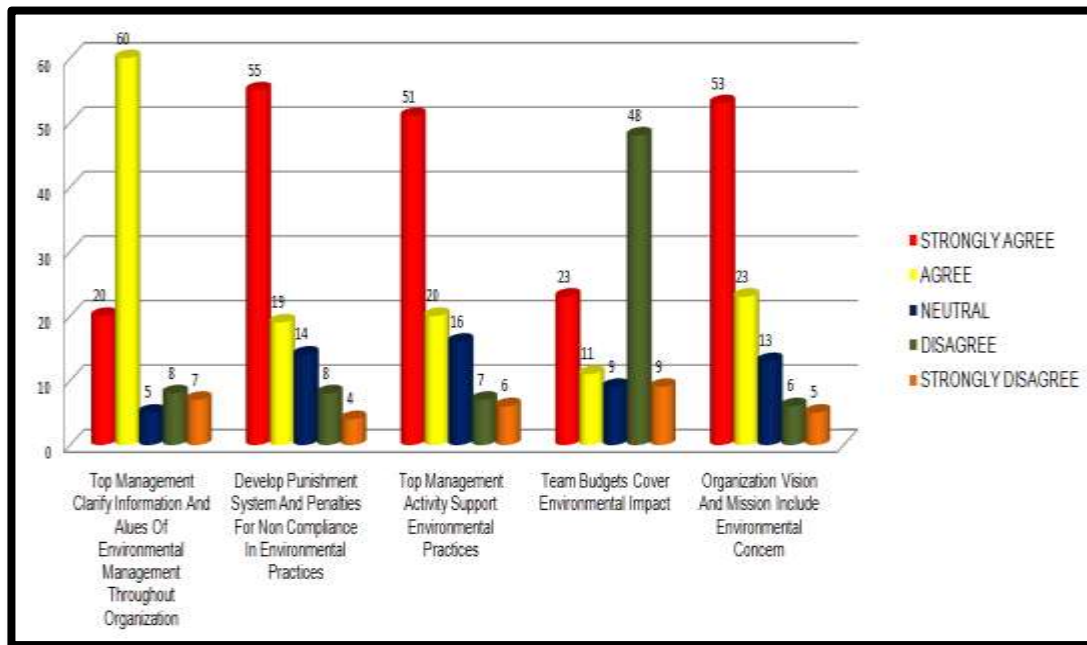
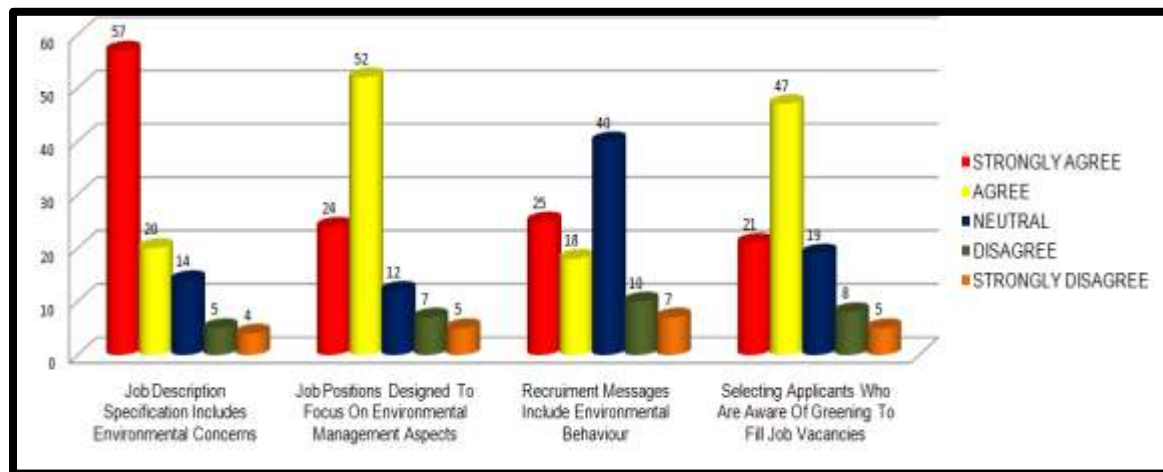


TABLE.2.TABLE INDICATING THE STATEMENTS OF GREEN RECRUITMENT AND SELECTION

GREEN RECRUITMENT AND SELECTION	STRONGLY AGREE		AGREE		NEUTRAL		DISAGREE		STRONGLY DISAGREE		TOTAL	
	F	P	F	P	F	P	F	P	F	P	F	P
Job Description Specification Includes Environmental Concerns	114	57	40	20	28	14	10	5	8	4	200	100
Job Positions Designed To Focus On Environmental Management Aspects	48	24	104	52	24	12	14	7	10	5	200	100
Recruitment Messages Include Environmental Behaviour	50	25	36	18	80	40	20	10	14	7	200	100
Selecting Applicants Who Are Aware Of Greening To Fill Job Vacancies	42	21	94	47	38	19	16	8	10	5	200	100

Source: Primary Data

CHART.2. CHART REPRESENTING THE STATEMENTS OF GREEN RECRUITMENT AND SELECTION



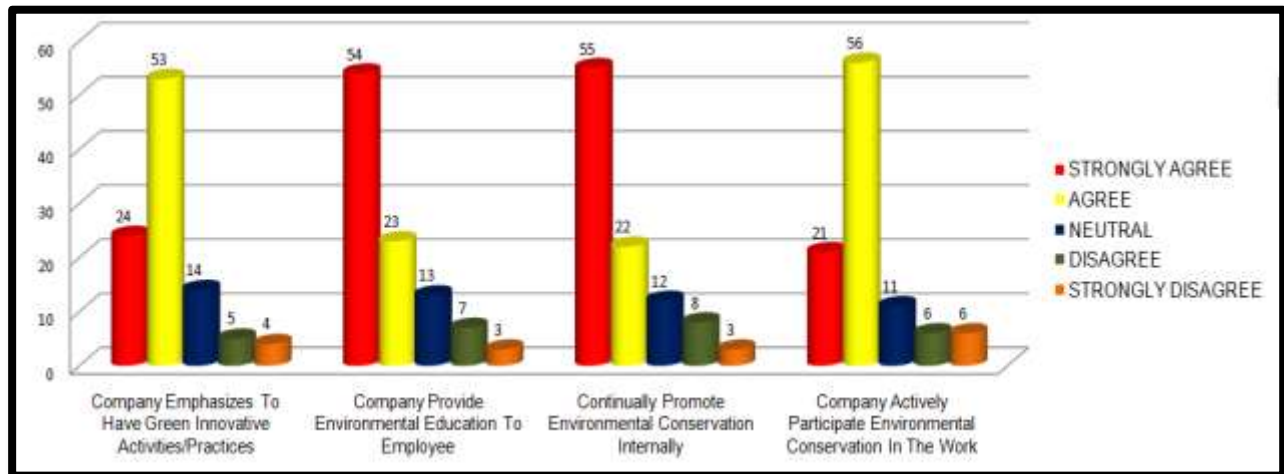
From the above table and chart, it is inferred that Majority (57%) are strongly agreed to the statement that Job Description Specification Includes Environmental Concerns, Majority (52%) are agreed to the statement that Job Positions Designed To Focus On Environmental Management Aspects, Majority (40%) are neutral to the statement that Recruitment Messages Include Environmental Behaviour, Majority (47%) are agreed to the statement that Selecting Applicants Who Are Aware Of Greening To Fill Job Vacancies.

TABLE.3. TABLE INDICATING THE STATEMENTS OF GREEN TRAINING AND DEVELOPMENT

GREEN TRAINING AND DEVELOPMENT	STRONGLY AGREE		AGREE		NEUTRAL		DISAGREE		STRONGLY DISAGREE		TOTAL	
	F	P	F	P	F	P	F	P	F	P	F	P
Company Emphasizes To Have Green Innovative Activities/Practices	48	24	106	53	28	14	10	5	8	4	200	100
Company Provide Environmental Education To Employee	108	54	46	23	26	13	14	7	6	3	200	100
Continually Promote Environmental Conservation Internally	110	55	44	22	24	12	16	8	6	3	200	100
Company Actively Participate Environmental Conservation In The Work	42	21	112	56	22	11	12	6	12	6	200	100

Source: Primary Data

CHART.3. CHART REPRESENTING THE STATEMENTS OF GREEN TRAINING AND DEVELOPMENT



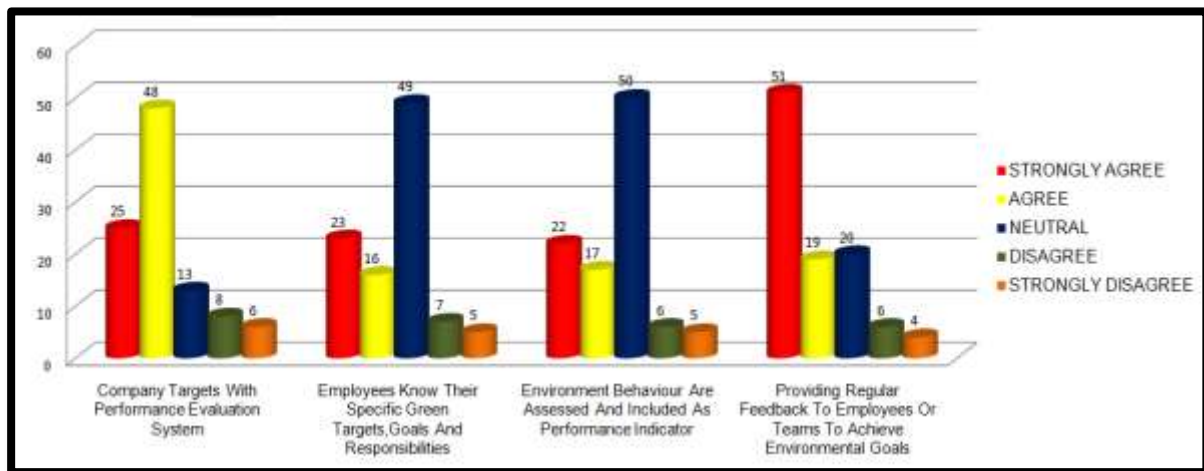
From the above table and chart, it is inferred that Majority (53%) are agreed to the statement that Company Emphasizes To Have Green Innovative Activities/Practices, Majority (54%) are strongly agreed to the statement that Company Provide Environmental Education To Employee, Majority (55%) are strongly agreed to the statement that Continually Promote Environmental Conservation Internally, Majority (56%) are agreed to the statement that. Company Actively Participate Environmental Conservation In The Work.

TABLE.4. TABLE INDICATING THE STATEMENTS OF GREEN PERFORMANCE APPRAISAL MANAGEMENT

GREEN PERFORMANCE APPRAISAL MANAGEMENT	STRONGLY AGREE		AGREE		NEUTRAL		DISAGREE		STRONGLY DISAGREE		TOTAL	
	F	P	F	P	F	P	F	P	F	P	F	P
Company Targets With Performance Evaluation System	50	25	96	48	26	13	16	8	12	6	200	100
Employees Know Their Specific Green Targets, Goals And Responsibilities	46	23	32	16	98	49	14	7	10	5	200	100
Environment Behavior Are Assessed And Included As Performance Indicator	44	22	34	17	100	50	12	6	10	5	200	100
Providing Regular Feedback To Employees Or Teams To Achieve Environmental Goals	102	51	38	19	40	20	12	6	8	4	200	100

Source: Primary Data

CHART.4. CHART REPRESENTING THE STATEMENTS OF GREEN PERFORMANCE APPRAISAL MANAGEMENT



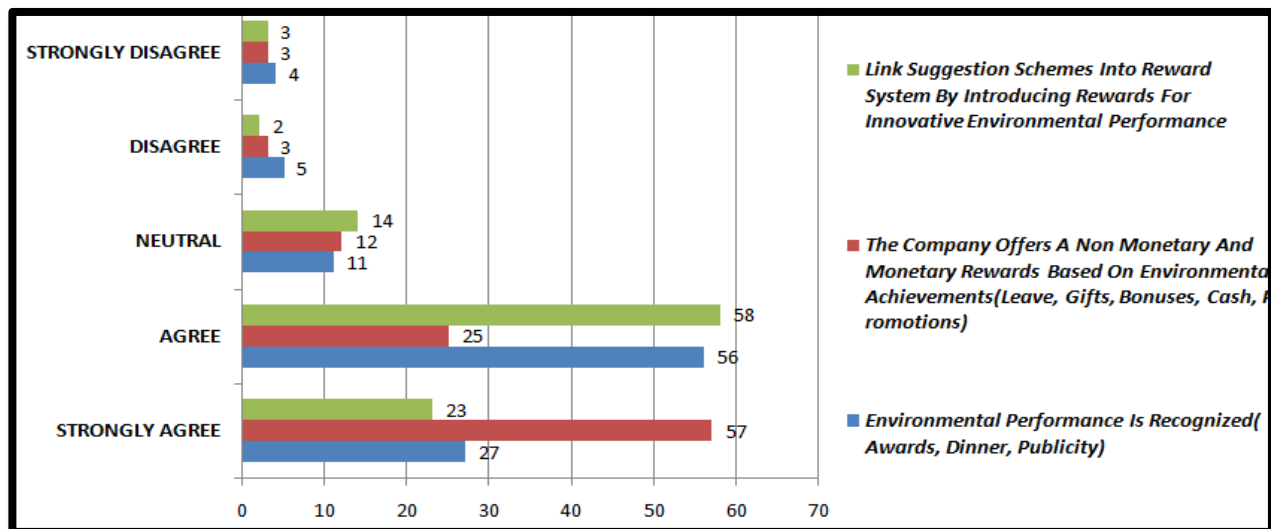
From the above table and chart, it is inferred that Majority (48%) are agreed to the statement that Company Targets With Performance Evaluation System, Majority (49%) are neutral to the statement that Employees Know Their Specific Green Targets, Goals And Responsibilities, Majority (50%) are neutral to the statement that Environment Behaviour Are Assessed And Included As Performance Indicator, Majority (51%) are strongly agreed to the statement that Providing Regular Feedback To Employees Or Teams To Achieve Environmental Goals.

TABLE.5.TABLE INDICATING THE STATEMENTS OF GREEN REWARDS AND COMPENSATION

GREEN REWARD AND COMPENSATION	STRONGLY AGREE		AGREE		NEUTRAL		DISAGREE		STRONGLY DISAGREE		TOTAL	
	F	P	F	P	F	P	F	P	F	P	F	P
Environmental Performance Is Recognized(Awards, Dinner, Publicity)	48	27	112	56	22	11	10	5	8	4	200	100
The Company Offers A Non Monetary And Monetary Rewards Based On Environmental Achievements (Leave, Gifts, Bonuses, Cash, Promotions)	114	57	50	25	24	12	6	3	6	3	200	100
Link Suggestion Schemes Into Reward System By Introducing Rewards For Innovative Environmental Performance	46	23	116	58	28	14	4	2	6	3	200	100

Source: Primary Data

CHART.5. CHART REPRESENTING THE STATEMENTS OF GREEN REWARDS AND COMPENSATION



From the above table and chart, it is inferred that Majority (56%) are agreed to the statement that Environmental Performance Is Recognized(Awards, Dinner, Publicity).Majority (57%) are strongly agreed to the statement that The Company Offers A Non Monetary And Monetary Rewards Based On Environmental Achievements (Leave, Gifts, Bonuses, Cash, Promotions).Majority (58%) are agreed to the statement that Link Suggestion Schemes Into Reward System By Introducing Rewards For Innovative Environmental Performance.

TABLE.6.TABLE INDICATING THE ONE WAY ANOVA

H₀(Null hypothesis) = There is no significant difference between the Age and the Green HRM Practices.

H₁(Alternate hypothesis) = There is no significant difference between the Age and the Green HRM Practices

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
GREEN ORGANIZATION CULTURE	Between Groups	354.171	4	118.057	762.038	.000
	Within Groups	53.603	196	.155		
	Total	407.774	200			
GREEN RECRUITMENT AND SELECTION	Between Groups	366.105	4	122.035	586.348	.000
	Within Groups	72.012	196	.208		
	Total	438.117	200			
GREEN TRAINING AND DEVELOPMENT	Between Groups	368.047	4	122.682	479.136	.000
	Within Groups	88.593	196	.256		
	Total	456.640	200			
GREEN PERFORMANCE APPRAISAL MANAGEMENT	Between Groups	340.883	4	113.628	689.851	.000
	Within Groups	56.991	196	.165		
	Total	397.874	200			
GREEN REWARD AND COMPENSATION	Between Groups	458.187	4	152.729	536.871	.000
	Within Groups	98.430	196	.284		
	Total	556.617	200			

It is inferred from table 6 that Since p value (0.000) is less than 0.05 at 5 percent level of significance we accept the alternate hypothesis and reject the null hypothesis. Hence there is a significant difference between the Age and Green HRM practices.

Challenges in Implementing Green HRM in Chennai's Automobile Sector

Implementing Green Human Resource Management (GHRM) in Chennai's automobile sector faces several key challenges that hinder its widespread adoption. One of the primary obstacles is the **lack of top management commitment** to sustainability goals. For GHRM to be successful, it requires strong leadership to prioritize environmental responsibility within the organization's HR practices. Without management's commitment, green initiatives may be perceived as secondary, and the allocation of resources to GHRM programs such as green recruitment, training, and employee engagement becomes limited. Another significant challenge is **financial constraints**. Implementing GHRM practices, such as energy-efficient workplace measures, sustainable recruitment processes, and green training programs, requires upfront investment. Many organizations in Chennai's automobile sector may not have the financial flexibility to dedicate funds to green HR initiatives, especially when short-term financial benefits are not immediately apparent. This makes sustainability efforts seem less appealing to businesses focused on minimizing costs.

Resistance to change is another hurdle in adopting GHRM practices. Employees and HR professionals may be hesitant to embrace green HR initiatives due to a lack of understanding or comfort with traditional ways of working. This resistance can stem from skepticism about the effectiveness of green practices or fear that implementing new systems might disrupt established workflows. Overcoming this requires a cultural shift within organizations,

emphasizing the importance of environmental responsibility and the long-term benefits of sustainable practices.

Furthermore, there is a **lack of adequate awareness and training** on the importance of GHRM among employees in the automobile sector. Without specialized green training programs, employees may lack the knowledge to incorporate sustainability into their daily tasks, which undermines the success of GHRM. Lastly, the **absence of consistent regulatory support** and clear environmental policies in the sector makes it challenging for companies to standardize and enforce green HR practices, limiting their effectiveness. These challenges, if not addressed, hinder the full potential of GHRM in driving sustainability within Chennai's automobile industry.

Opportunities for Green HRM in Chennai's Automobile Industry

The adoption of Green Human Resource Management (GHRM) in Chennai's automobile industry presents several significant opportunities that can drive both organizational growth and environmental sustainability. One of the primary opportunities is the ability to enhance **employee engagement and motivation** through the integration of sustainability into HR practices. As the workforce becomes increasingly environmentally conscious, employees are more likely to feel aligned with organizations that prioritize sustainability. By implementing green initiatives such as eco-friendly training programs, energy-efficient workplace practices, and promoting a culture of sustainability, companies can foster a sense of pride and purpose among employees, leading to higher job satisfaction and retention rates. Additionally, adopting GHRM practices offers **competitive advantages** in a market where consumers and investors are becoming more environmentally aware. Companies that integrate sustainability into their core HR policies can differentiate themselves from competitors, appealing to eco-conscious customers and gaining positive brand recognition. This can lead to improved market share and increased consumer loyalty, especially in an industry like automobiles, where environmental issues such as carbon emissions are central to consumer decision-making.

Attracting and retaining talent is another key opportunity provided by GHRM. The younger workforce, in particular, is increasingly motivated by values such as sustainability and corporate social responsibility (CSR). By embedding green values into recruitment and selection processes, organizations can attract top talent who are passionate about contributing to a sustainable future. Furthermore, employees with a strong commitment to sustainability are more likely to stay with organizations that align with their values, reducing turnover and the costs associated with recruitment and training. Moreover, GHRM practices can result in **cost savings** through more efficient use of resources. For instance, implementing energy-saving measures and reducing waste can lower operational costs in the long term. Furthermore, companies may benefit from **government incentives** or subsidies for adopting green practices, such as tax breaks or grants for implementing environmentally-friendly HR policies.

CONCLUSION

The implementation of Green Human Resource Management (GHRM) practices in Chennai's automobile sector presents both significant challenges and opportunities. While the sector faces several barriers in adopting green HR practices such as lack of top management commitment, financial constraints, resistance to change, inadequate training, and the absence of clear regulatory support the potential benefits far outweigh these obstacles. Overcoming these challenges requires a concerted effort from both industry leaders and employees to recognize the importance of sustainability and green practices in shaping the future of the automobile industry.

One of the most critical steps in overcoming the challenges is to secure strong leadership commitment at the top levels of management. This will ensure that green HR

practices are integrated into the core business strategy, providing the necessary resources, infrastructure, and support for successful implementation. Additionally, financial planning and long-term investment in green initiatives can help reduce the perceived cost barriers, as the benefits of adopting GHRM such as increased employee engagement, reduced operational costs, and improved brand image often result in significant returns on investment over time.

On the other hand, the opportunities provided by GHRM practices are manifold. By embracing sustainability through recruitment, training, and employee engagement, companies in Chennai's automobile sector can enhance employee satisfaction, improve retention rates, and attract top talent who are increasingly drawn to environmentally-conscious employers. Furthermore, organizations that adopt green HR practices can gain a competitive edge in the market, distinguishing themselves as leaders in sustainability and appealing to the growing consumer demand for environmentally responsible products. Moreover, the integration of GHRM offers a path to cost savings through resource optimization, waste reduction, and energy efficiency. With the added benefit of potential government incentives for adopting green practices, companies can reduce operational costs while improving their corporate social responsibility (CSR) profile.

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