

## GREEN HUMAN RESOURCE MANAGEMENT STRATEGIES IN HIGHER EDUCATION TO IMPROVE ENVIRONMENTAL PERFORMANCE

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### ABSTRACT

The Green HRM is one of the newest buzzword in our higher education system which aims towards improvising environmental performances. These practices are being implemented in order to promote different environmental management methods on sustainability. It has achieved a great significance over the past few decades as all countries across the world has realised the devastating impact of climate changes on all forms of life in terms of environmental issues. This paper also tries to explain reasons for saving our environment from hazards by adopting several green practices as it has attracted much attention all across the nation. The article also presents a structural overview to explore many green economic facets all over that, explains simplified meaning of Green Human Resource Management. We will also discuss through this research how these factors are getting significant in this current world to maintain its image by being eco-friendly. Therefore, unlike corporate sector, adoption of such methods in educational organisations is still in its infancy stage. Higher educational institutions are to ensure with sustainable GHRM practices from these strategies aspect perspective from various procedural viewpoint in its adoption. The study had chosen 229 people from institute of higher education (respondents) to conduct the survey and know how environmental performance is improved through green human resource management strategies in higher education. The study concludes that there is significant effect of green human resource management strategies on environmental performance in higher education.

**KEY WORDS:** Environmental, Sustainability, Management, Organisations, Adoption

### INTRODUCTION

GHRM or Green human resource management can be described as a cluster of strategies, policies, practices and systems which tends to stimulate the functioning of a institution in order to create an environmentally sensitive, resource-efficient as well as together a socially responsible organisation(Cooke, et.al, 2020). Green HRM is being considered as an innovative perception in this hypothetical domain(Bangwal, et.al, 2017). It often means to encourage students to get involved and encourage themselves to participate in these social as well as environmental initiatives that eventually help build a sustainability culture. The last two decades has also noticed a need for a practical environmental management strategy, people of all sections in society are trained to raise different forms of environmental awareness.Each and every country around the world is now seriously concerned about damages related to various forms of chemical and industrial waste materials. This concept is considered as a noble cause and a crucial part of HRM. Increase in environmental pollution has also urged different companies and higher institutions to implement such strategies as an element of their social responsibility. Therefore, this perhaps includes how such elements are becoming an eminent topic among these organisations and in their academics. Yet, these strategies are in its infancy

stage to achieve greater environmental performances. These actions also help them to focus on efficient or systematic utilization of energy, proper handling of resources, management of recycled products whereas, applying numerous environmental-friendly procedures in order to become green. The strategies enable that as there has been depletion and deterioration of natural resources at such an accelerated rate, it has become important to conduct these environment management plans globally. This concept will also help students or HR practitioners to be agile, transformative needed by the current trends which will ensure them with business sustainability as well as profitably(Ichsan, et.al, 2020). We will also discuss the several units of organisation like marketing, IT, Finance and many more who are involved to work together whereas, put forth a positive effort about these issues in endorsing greenery. GHRM is one of the most important factions of these management practices that encourage institutions to deal with various valuable assets of a higher institution which are human resources(Alsaadat, 2019). These institutions have also led to find out many exercises that help them to motivate each and every employee which develops a sense of pride within them by being a part of environmental program. Through the years, it is being expanded rapidly among different corners in several organisations because these initiatives are being one of the most important environmental programmes today as the corporate world is undergoing a drastic change from business oriented financial perspective to an efficient and green economy. This study definitely aims to measure its impact at the forefront in higher education of a developing nation like India through a theoretical aspect of ever changing business ecosystem towards economic, environmental and social performance. Education system is an integral part of our society and it has some responsibility and concern to take care of environment, do some optimum utilization of resources though, do not create pollution. Government of India as well as many NGOs has set up many policies and laws which ensures different institutions, organisations and industries in their business process for sustainability. The mentioned actions delivered will definitely help them to realize how crucial it is for each individual to protect their environmenthence, exploitation of resources is also reduced. Throughout, this research we will easily understand these concepts of GHRM and also understand our responsibility for creating a workforce that is green workforce of different green practices to improve performance of natural habitat. Numerous lessons will be covered below which have concentrated on HRM and human capital on the way to ecological concerns. At the end we will also cover how it positively impacts higher education system and influence student's performance as well as institutions commitment. It has become high time that GHRM is one of the most important elements for the organisations sustainability. This study will definitely help and make the employees to be sustainable in their day to day life which ensure them not to disturb the natural harmony for achieving any short term gain(Sheikh, et.al, 2019). Therefore, it is true that without facilitating green HRM, friendly rules and regulations thus, going and being green would be very difficult for our nation. So, it is imperative to develop numerous strategies which are compatible for higher education and help them to get implemented in a very minimum cost.

#### **LITERATURE OF REVIEW**

Recently, within a few years we have noticed a need to include awareness towards environmental affairs and sustainable development on our higher education system for better environmental performance(Darnall, et.al, 2008). From few decades, it has become a new concept and is also getting popular because the main purpose of this management strategy is

towards reducing negative impact of different energy consumption and pollution which is being created on our environment(Alshuwaikhat& Abubakar, 2008). Every organisation and institution is indebted to our environment because it is able to provide various types of raw materials, natural resources like water, air and many human resources. Increase in awareness is also been noticed within our business world on the significance of going green as well as to adapt several kinds of environmental management strategies. So, as a responsible citizen it becomes necessary for each and every to participate towards environmental conservation and its protection.Rapid development in the field of industries and technology has led to increase in pollution level to a great extent if continued will definitely become difficult for our future generations to survive on this planet. Humans and their unsuitable demands are constantly degrading our natural resources in the name of development and industrialisation. These impacts are observed each and every year as thousands of lives are taken away by different types of natural disasters like flood, tsunamis, landslides and many more. So, to control such affects and its depletion green human resource management strategies are in a new trend towards a broader corporate environmental agenda of its protection as well as preservation of these natural resources.The concept of Green HRM was emerged during the initiation of green movement and its rapid growth was seen during the years 2000-2010 in almost all industries across the nation(Bose & Gupta, 2017).Though, majority of HR scholars and HR practitioners are going to play a very significant and central role in creating such culture of sustainability within higher education organisations. Green Human Resource Management or considered as GHRM are directly responsible for developing such strategies for a greener workforce that helps to recognise values and also tend to implement green policies(Saeed, et.al, 2019). Nowadays, every higher education institutions are using green practise in their manufacturing process with environmental management to create different forms of nature friendly product or services for their society. They are aligned with organised strategy that is to live with culture and educational goals. Such management actions result to provide us with a positive effect on organisations that leads the institution to compete with others. Main objective of these green HRM are to initiate and make students, employees aware of several intricacies of resource management and enable us to develop a sense of pride and help our environment(Fawehinmi, et.al, 2020). It also possesses a prime importance towards achievement of many broader objectives which are as follows: cost saving, employer branding wise and social responsibility practices. The concept of Green HRM has achieved numerous successes and it is being regarded as an emerging field in management especially in HR management. Green human resource management has undergone many changes and many higher education institutes are formulating numerous environmental protection measures to help students as well as their faculty members who are directly responsible for protecting our nature. These features are directly helping such organisations or institutions and it was also found that many initiatives are being taken by institutes in higher education system for saving energy and water to make a positive contribution in their environmental sustainability as well as organisational social responsibility. In all adding an environmental friendly approach in education will benefit all of us. Students or employers will be able to deliver strong leadership skills, care for their colleagues, helps them to offer opportunities for their professional growth with no extra cost. Therefore, GHRM in education institutes is directly related with protection of our nature by laying down many strategies, rules and regulations, policies and practices that helps to assist

each and every individual like students, staffs, members of management, parents and society(Khan, et.al, 2019).The implementation and maintenance of these activities helps at making them more supportive and committed towards sustainable goals. Around the world many scholars are analysing several managerial strategies that are going to facilitate numerous achievements of the goals of Green human resource management thus, allow them to increase the likelihood and attract new talents(Roscoe, et.al, 2019). In higher education they are capable of playing a significant role and maintain its green objectives all throughout with its different strategies that are as follows:

**GREEN TRAINING AND DEVELOPMENT:** The training and development is a practise that immensely focuses on students skill-sets, knowledge and their attitude that are helpful because it helps to prevent deterioration of environmental related learning's and skills(Chittoor & Mishra, 2012). Primary goal of these methods are mainly to develop skills regarding conservation of resources,reduce waste and help them for developing an attitude on being environment friendly.It also allows students to know the value of nature and its resources to train themselves in a way that is needed to conserve energy, reduce exploitation of natural resources, diffuse environmental; awareness and also reduce waste produce. This strategy is one of the basic actions which lead each and every individual towards environmental problem solving skills. Green training also helps to sharpen their skills and enable them to deal with any kind of environmental issues(Pearlman, 2010). They also help to embrace them with different methods of conserving resources that includes waste management within an institution and organisation(Babiak & Trendafilova, 2011). On the other hand, it also encourages developing eco-friendly managers who can offer leadership in achieving a sustainable culture without any kind of hesitation. There is a need of the hour where we need to train and include these training for educating each and everyone on becoming more earth-friendly. Eventually these learning will eventually lead to find ways that will help their organisation to become successful.

**TEAM WORK AND OPEN COMMUNICATION:** In any field team works is essential for achieving goals and bring benefits to an organisation.Team work helps them to ensure and get higher success those are critical for any institution. Best teams are mentally very healthy as well as physically very active though they are able to think differently. This strategy also prevents negative conversation as each of them thinks differently to work towards a common objective. This creates an opportunity for each individual to contribute and influence decisions for achieving better environmental performance as well as also gain useful data on environmental performance(Melnyk, et.al, 2003). Being aware of their surroundings and clear understanding of what's happening in their environment remains an integral part of their education. It will eventually help each employee to get motivated and perform tasks or obey green rules and regulations of the organisation. Effective communication between them will enhance their performance on different environmental dimensions.

**GREEN PERFORMANCE MANAGEMENT:** It is a process where students are inculcated with professional skills that will help them to deliver good organisational goals related to environmental concerns in a better way(Dubey & Gupta, 2018). They also help to reduce carbon footprints of each student in higher education by providing them with healthy and motivated work culture. These management strategy processes to involve setting up of various environmental goals as well as targets on education and measure their performance according to their set targets. Such goals and targets are specified in their educational subjects as they are

also linked with their performance evaluation system. This will definitely improve their productivity and also their commitment towards greening the environment. Students are felicitated who are able to introduce innovative solutions and applauded with a certificate and gift. The managerial department creates activities and workshops that also help them in motivating students to be green conscious and set green goals. Performance appraisal in GHRM is a very crucial tool because this helps them to contribute and mould their attitude as well as performance towards green strategies (Al Mamun, 2019).

**GREEN RECRUITMENT:** Online tests, web-based and telephonic interviews, admission and job recruitments are being done through online websites or other online platforms to reduce usage of paper during these processes (Sharma, 2014). This shift from traditional method has helped many of them to a significant contribution towards minimising these resources. Though traditional methods included recruitment through test paper, CV and their certificates and these are being neglected through the introduction of green objectives. The cooperate world play a very significant role and the HR department has a crucial role for establishing these green culture through these processes of recruitment, selection and training. It has become totally paper free recruitment with minimum damage to environmental resources. These processes often require less cost, time and energy during their hiring process. Students are also asked environment related questions. It is regarded as a systematic way to learn making decisions that help to reduce usage of paper and a lot of hazard for maintaining paper files. These practices also make sure that these new entrants are familiar with the environmental culture of related organisation and are also capable for maintaining their environmental values. The major focus of India is on Green growth and green jobs to achieve net zero carbon emissions in our surroundings by the year 2070 (Schreyer, et.al, 2020). They will also help to maintain equilibrium with our nature so that, no obstacle is created towards the quest of ease living conditions and also ease of doing businesses. Demand for green jobs also increased due to its green and sustainable practices by 31% in May 2022 (Freire & Pieta, 2022).

**GREEN EMPLOYEE RELATIONS:** For better sustainable development and better productivity, this is one of the most important aspects that are to be maintained in higher education (Cherian & Jacob, 2012). They are taught how employees should be responsible in taking decisions in environment management system. It is the responsibility of HR managers to deliver and create better working environment between them though, they are also able to come up with various new ideas for better green management system. These actions help to build a strong image of the employer which leads to increase their business opportunities by building a competitive advantage in this business world (Aggarwal & Sharma, 2015). Good relations also benefit them to learn, improve and help them to acquire expertise in resource management as well as green skills.

Throughout, the research work we had also come across many studies that are related to Green HRM practices which are being adopted by both product and service based industries. Numerous organisations and higher education institutes all over the world are also increasingly choosing to build green buildings as their offices and workplaces for reducing exploitation of natural resources (Ahmad, et.al, 2022). Advancement in Information and communication technology has also transformed their workplace practices into a paperless office. Reduction in usage of paper is directly helping to conserve natural resources, preventing emissions as well as also deduce water and energy wastage. Therefore, many initiatives are

being taken and alternative actions are being undertaken for protecting our planet earth and our coming generations. Each and everyone is a part of society and they have some responsibility and concern for their environment and also they do not create pollution. Environmental sustainability must be made mandatory in the higher education mission statement as a part of their responsibility as an effective goal. The present government of our country has also emphasised to have a proactive and integrated approach to create awareness about our biodiversity by our environment ministries. Countries like China, Brazil, United States and European Union are some of the nations that generated huge number of green jobs during recent years. India was one of the leading countries on the year 2021 to generate 8.63 lakh employments in green jobs. Plantation of trees is being encouraged during higher education to maintain greenery in our surroundings and also implement new eco-friendly systems at their work place. GHRM has an ability to increase everyone's well-being which automatically helps them in both its environmental and financial performance (Tariq, et.al, 2016). Although, the research conducted finally supported number of views that all over the world there are many financial benefits of going green moreover, higher education system are continuously trying to pursue "the green" human resource management strategy for making the work environment green and yield productivity.

#### **OBJECTIVE**

1. To know how environmental performance is improved through green human resource management strategies in higher education.
2. To know the effect of green human resource management strategies on environmental performance in higher education.

#### **METHODOLOGY**

The study had chosen 229 people from institute of higher education (respondents) to conduct the survey and know how environmental performance is improved through green human resource management strategies in higher education. The data of this study was collected through "convenient sampling method." The data was analysed by "Explanatory Factor Analysis (EFA)" to get the results.

#### **FINDINGS**

Table below is sharing respondent's general details. In 229 respondents 73.8% are male and 26.2% are female. 31.0% are below 40 yrs of age, 40.2% are between 40-50 yrs of age and rest 28.8% are above 50 years of age group. 39.7% of the respondents are from private institutes, 38.9% are working in public sector institutes of higher education and rest 21.4% are from other institutes.

**Table 1 General Details**

| <b>Variable</b> | <b>Respondent</b> | <b>Percentage</b> |
|-----------------|-------------------|-------------------|
| <b>Gender</b>   |                   |                   |
| Male            | 169               | 73.8              |
| Female          | 60                | 26.2              |

|                          |            |            |
|--------------------------|------------|------------|
| <b>Total</b>             | <b>229</b> | <b>100</b> |
| <b>Age (years)</b>       |            |            |
| Below 40                 | 71         | 31.0       |
| 40-50                    | 92         | 40.2       |
| Above 50                 | 66         | 28.8       |
| <b>Total</b>             | <b>229</b> | <b>100</b> |
| <b>Kind of Institute</b> |            |            |
| Private                  | 91         | 39.7       |
| Public                   | 89         | 38.9       |
| Others                   | 49         | 21.4       |
| <b>Total</b>             | <b>229</b> | <b>100</b> |

**EFA**

The value for “Kaiser-Meyer-Olkin Measure of Sampling Adequacy” found is .891.

**Table 2 “Total Variance Explained”**

| “Component” | “Initial Eigenvalues” |                 |                | “Rotation Sums of Squared Loadings” |                 |                |
|-------------|-----------------------|-----------------|----------------|-------------------------------------|-----------------|----------------|
|             | “Total”               | “% Of Variance” | “Cumulative %” | “Total”                             | “% Of Variance” | “Cumulative %” |
| 1           | 7.720                 | 48.251          | 48.251         | 3.490                               | <b>21.814</b>   | 21.814         |
| 2           | 2.221                 | 13.881          | 62.131         | 3.310                               | <b>20.690</b>   | 42.505         |
| 3           | 1.911                 | 11.941          | 74.072         | 3.115                               | <b>19.470</b>   | 61.975         |
| 4           | 1.173                 | 7.329           | 81.401         | 3.108                               | <b>19.426</b>   | <b>81.401</b>  |
| 5           | .556                  | 3.472           | 84.873         |                                     |                 |                |
| 6           | .480                  | 3.001           | 87.874         |                                     |                 |                |
| 7           | .355                  | 2.219           | 90.093         |                                     |                 |                |
| 8           | .298                  | 1.865           | 91.958         |                                     |                 |                |
| 9           | .255                  | 1.595           | 93.553         |                                     |                 |                |
| 10          | .240                  | 1.499           | 95.052         |                                     |                 |                |
| 11          | .215                  | 1.341           | 96.394         |                                     |                 |                |
| 12          | .179                  | 1.121           | 97.515         |                                     |                 |                |
| 13          | .140                  | .876            | 98.391         |                                     |                 |                |
| 14          | .118                  | .736            | 99.127         |                                     |                 |                |
| 15          | .070                  | .440            | 99.567         |                                     |                 |                |
| 16          | .069                  | .433            | 100.000        |                                     |                 |                |

All the 4 factors explain total 81% of the variance. The 1<sup>st</sup> Factor explains 21.814% of the variance followed by other Factors with 20.690%, 19.470% 19.426% of the total variance respectively.

**Table 3 Factors and Variables**

| S. No. | Statement  | Factor Loading | Factor Reliability |
|--------|--|----------------|--------------------|
|        | <b>Green Training and Development</b>  |                | .941               |
| 1.     | Develop skills regarding conservation of resources   | .890           |                    |
| 2.     | Developing an attitude on being environment friendly   | .887           |                    |
| 3.     | Learn to value nature and its resources  | .872           |                    |
| 4.     | Learn to deal with all kind of environmental issues  | .868           |                    |
|        | <b>Green Performance Management</b>  |                | .955               |
| 5.     | Inculcating professional skills in students to deliver institutional goals related to environmental concerns | .843           |                    |
| 6.     | Encourage students in higher education to reduce carbon footprints   | .841           |                    |
| 7.     | Facilitate students to introduce innovative solutions to save environment                                    | .817           |                    |
| 8.     | Arrange activities and workshops to motivate students to be green conscious and set green goals              | .804           |                    |
|        | <b>Green Recruitment</b>   |                | .890               |
| 9.     | Asking students environment related questions during recruitment process                                     | .874           |                    |
| 10.    | Encouraging students to reduce usage of paper for CV and certificates  | .870           |                    |
| 11.    | Involving students in Online tests, web-based and telephonic interviews                                      | .846           |                    |
| 12.    | Make new entrants familiar with the environmental culture of related organisation                            | .685           |                    |
|        | <b>Green Employee Relations</b>  |                | .884               |



|     |  |      |  |
|-----|--|------|--|
| 13. | Helping employees to be responsible to take decisions in environment management system                     | .912 |  |
| 14. | HR managers needs to create better working environment to get new ideas for better green management system | .897 |  |
| 15. | Good relations help to acquire better resource management and green skills                                 | .757 |  |
| 16. | Build strong image of the employer which leads to implement green management strategies                    | .679 |  |

1<sup>st</sup> factor is Green Training and Development which includes the variables like Develop skills regarding conservation of resources, developing an attitude on being environment friendly, learn to value nature and its resources and learn to deal with all kind of environmental issues. 2<sup>nd</sup> factor is named as Green Performance Management and the associated variables are Inculcating professional skills in students to deliver institutional goals related to environmental concerns, encourage students in higher education to reduce carbon footprints, facilitate students to introduce innovative solutions to save environment and Arrange activities and workshops to motivate students to be green conscious and set green goals. 3<sup>rd</sup> factor is Green Recruitment which consist of variables like Asking students environment related questions during recruitment process, encouraging students to reduce usage of paper for CV and certificates, involving students in Online tests, web-based and telephonic interviews and make new entrants familiar with the environmental culture of related organisation. Last factor is Green Employee Relations which includes the variables like Helping employees to be responsible to take decisions in environment management system, HR managers needs to create better working environment to get new ideas for better green management system, good relations help to acquire better resource management and green skills and build strong image of the employer which leads to implement green management strategies.

**“Table 4 Reliability Statistics”**

| “Cronbach's Alpha” | “N of Items” |
|--------------------|--------------|
| .925               | 16           |

Table above is showing the reliability which is 0.925 of all the 16 items that includes all the variables related to Green Human Resource Management Strategies.

## **CONCLUSION**

Green Human resource management practices have made us realise how important it is to drive such environmental management practices all across the globe. We have also discussed why these efforts are being undertaken since the damaging effects of natural resources. The research also made us realise how these natural and human resources are an important asset of each organisation as they play an important role in managing the employees. Recently growing trends on greening the business have encouraged higher education with additional

responsibility for incorporating green HR philosophy along with different policies of management. Future of green HRM appears to be very promising in the near future as they suppose to be playing very important role in enthusing, facilitating and motivating employees towards taking up green practices for greener. Many educational institutions are implementing green HRM as it is very important in the current scenario to upgrade their HR practices aligned with different environment friendly practices (Amjad, et.al, 2021). Government should take more initiatives to motivate students and organisations to follow numerous forms of green practices at work places as well as homes. One of the major issues observed during this study was awareness among individual about different policies which directly indicates lack of information sharing among themselves and their top management. These executions have also brought many expanded efficiencies, cost-effectiveness, employee retention and improved profitability as well as many substantial advantages.

The study had analysed how environmental performance is improved through green human resource management strategies in higher education. It is found that Green Training and Development, Green Performance Management, Green Recruitment and Green Employee Relations are green human resource management strategies in higher education that improves environmental performance. The study concludes that there is significant effect of green human resource management strategies on environmental performance in higher education.

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