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THE IMPACT OF GREEN HUMAN RESOURCE MANAGEMENT ON EMPLOYEE'S OUTCOME: DOES ENVIRONMENTAL VALUES MODERATE ?

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Abstract:

Green Human Resource Management (GHRM) is considered as an emerging field of management that evaluate and ensure the green performance and outcomes in organizations. Based on Ability, Motivation, and Opportunity (AMO) theory, this study aims to investigate the impact of GHRM on employee's outcome in the banking sector of UAE. In doing so, the present study introduced independent, dependent and moderating (buffering effect) variables to explain the underlying mechanisms in GHRM and its impact on employee's outcome. This study has adopted a quantitative method, under a cross sectional survey technique. Data was gathered by structured questionnaires via convenience sampling technique to ensure appropriate and maximum representation. The data was analyzed through SPSS which facilitates descriptive statistics, correlation, and multiple regressions. The findings of the study revealed that an organization needs to find a match or congruency between GHRM practices via intervening role of environmental values in order to achieve a positive effect on employees' outcome. The general GHRM practices show a tangible similarity between the task-related and voluntary green behavior of employees. GHRM practices should be aligned with the organization's sustainable performance, employee's ought to understand environmental values and more involved in order to create green culture in the banking sector of UAE.

1.1 Introduction

The rapid change in the society and increasing orientation towards industrialization across the world is significantly observed. Industrialization and related-activities are widely considered beneficial for humanity since they widely improve efficiency that facilitates humans to attain the considerable level of comfort and also leads to strengthen the economy. However at the same time the industrialization cause harm to the environment in various aspect e.g., causing major ecological problems. Hence, organizations needs to initiate certain specific steps that would ensure the protection of the environment as well as sustain their business ventures.. Sustaining an eco-friendly ecosystem has always been the most difficult trail for any organization and economies including the global banking sector., Banks, which are largely labor intensive sector, poits considerable influence on the environment. However, it may be reduced by employing certain measures in work place that includes formulating green policies. The use of energy (fuel) in banks across various departments has been rose across the world, and the carbon footprint has increased due to a lack of concentration on in-house green strategies. To mitigate the adverse influences e.g. carbon trail, the banking sector has been given the mandate to create the “Green Banking” concept. This would be a strategy through which the sector would go paperless and would henceforth rely upon the internet and electronic devices for their daily transactions. Banks have over time proven to be the supreme source of financing for other industries in any economy. So, having the intention of safeguarding the environment, they encourage companies and industries to safeguard the environment by giving special consideration to companies that employ environment-friendly methods to achieve their daily day to day tasks as opposed to companies that indiscriminately spread the carbon footprint.

A change from previous carbon-polluting practices to practices that are less harmful to the environment (going green) has been applauded as the first solution to the numerous risks that the industrial and banking sectors create daily. This process means different things to different persons, but for one who is interested in safeguarding the ecosystem, the term would refer to pursuing strategies and practices that help when it comes to taking environment-friendly decisions that, in turn, lead to a healthy life. This proposed concept of going green would be help to protect the atmosphere from the adverse effect of industrialization and modernization. In present times, the need for sustainable development and the necessity for environmental issues has escalated. This is primarily why improving the international standard parameter when it comes to ecological management had spurred entrepreneurs to opt for safer practices that are favorable to the environment, and it is referred to as *going green*. This new concept has spread to a lot of places and regions. The impicaation of “green” concept is diverse for example, it eating, retailing, marketing or management. Another term has just recently been coined named ‘green management’ with the word ‘human resource’ which then gives the compound word, Green Human Resource Management (GHRM). GHRM provides the necessary human resource policies which have proven through careful tests and studies to enhance the proper utilization of resources of which are available for the smooth functioning of any business. Ultimately, the reason for which GHRM was first discovered is to foster ecological sustainability. This idea also borders on some basic foundations which are similarly eco-friendly: Human resource practices and the protection of knowledge capital. Knowledge capital can be explained as follows: (Pallavi & Bhanu, 2016, p.44) “*Knowledge capital, commonly known as intellectual capital, is defined as the intangible ability of an organization that mainly focuses on precious ideas and valuable methods*

which help the organization in getting a competitive advantage over the rest of the crowd in the market”.

Regardless of the size of a business venture, GHRM practices have a vital role to play in almost every business across the world. Certainly, the growing interest and inclination towards green concept makes necessary for organizations to initiate, and the efficient use of eco-friendly sustainable business practices to influence positively in the environment to attain long-term sustainability.

2.0 Literature Review

2.1 Green Human Resource

In the contemporary environment, humanity has encountered various obstacles where we strive towards creating a balance between the two paths before us. First, economic development and second sustainable development. GHRM is thought to be the solution to answering this enigma. EHRM (Ecological Human Resource Management) takes notes from some of the prominent features of human resource management. One of its sole purposes is to stress the influence of HRM in helping to avoid contamination while a firm carries out its operational processes. It showcases the orientation of an organization towards ensuring the protection and wellbeing of the environment. This then prompts the said organizations to adopt several environment-friendly practices. This strategy also helps to showcase the benefits it could provide to firms in the terms of business proficiency and better organization. When businesses choose to adopt HRM practices, they tend to make less use of harmful resources which in the end turn out to be of benefit to the environment. Proficiency in business always leads to a reduction in wastage as well. By adopting green HRM practices, the organizations or businesses can further bring about minimization to the employees' carbon footprint. Professionals in Human Resources are extremely important for ensuring the employees are encouraged to preserve their environment. Indeed, having the aim to sustain one's environment as well as being conscious of our effects on our environment can be said to be the necessary promoters of which human resource management is all about.

HRM is responsible for a payment and reward system. This process is a way of encouraging employees who have performed exceedingly well. The main reason why an organization would need to set up a rewards system is to identify the performance of employees and spur them into doing better. Once an appropriate rewarding system has been put in place, individuals would naturally be prompted into developing a superior interest in the aims and goals of the organization. Therefore, an increasing interest in the green concept would further increase the value of the pay and rewards system. Giving out bonuses in monetary terms or just a simple recognition towards an employee's contributions in going green is also a form of green reward. What is important to note on green compensation is that it encourages employees to become active in the activities of the organization as it tries to establish an ecofriendly environment. To encourage them in attaining ecological initiatives, it is imperative for the organization to regularly evaluate the reward system by matching suitable reward packages with each employee. These rewards, be it financial or not, help in creating an impact that sparks positivity in the staff and leads to a stronger acceptance of the eco-initiatives that the organization intends to introduce.

This then brings to light a subject known as GRS (Green Selection & Recruitment). Green Selection and Recruitment can be defined as the most integral component of Human Resource Management. Ensuring that only the right individual which is suitable for a certain job position gets hired is the best possible way by which one can ensure that the organization has that advantage over the rest of the crowd, competition-wise. It has been proven over time that selection and staffing are two different and separate stages while hiring. While recruitment would focus on the employees with regard to their application or certain jobs, selection refers to picking suitable candidates. This process directly affects the organizational outputs as it would only be improved if the recruitment and selection processes are accurately carried out. With environmental protection being one of the world's topmost agenda, the concept of green recruitment and selection has gotten a higher rate of acceptance. The process for which individuals who have certain knowledge and capabilities necessary to protect the environment are contracted is known as the green selection and recruitment process. The participants are requested to participate in an interview, making use of the internet and other electronic media, after which the participants who meet the criteria necessary to achieve the organization's goals are then selected. This helps in conserving certain resources that would have otherwise been necessary for the interview where it not virtual.

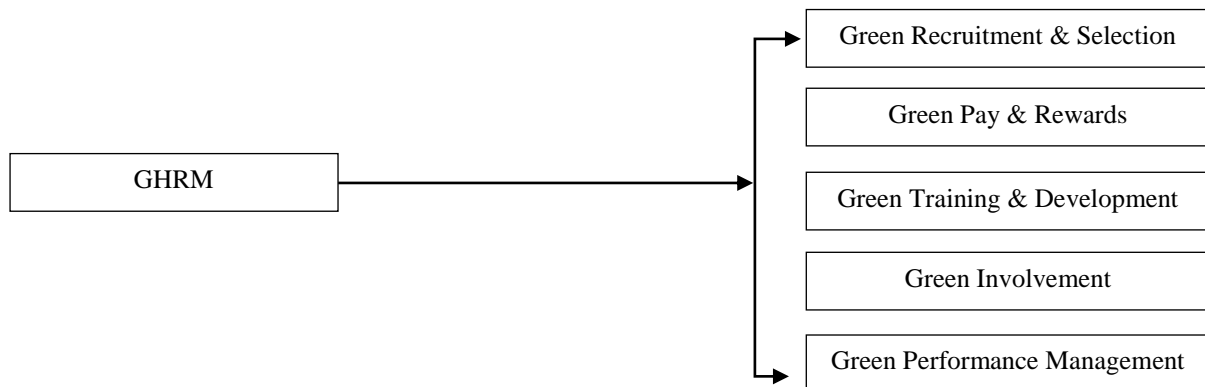
Another way in which organizations can utilize the green concept is in their training and development of staff. This is known as Green Training and Development. It is crucial to the enhancement of the working abilities of the staff as they are technically fundamental to any human resource practice. While training, the utmost concern should be to educate the employees on the regulations as well as the technical standards that are to be adopted and also to help as they develop the necessary skills required to perform their tasks. Training is beneficial for both the employee and employer, therefore summing up in a win-win situation. Green training and development helps in creating ecological awareness among the workers. The awareness is developed between the workforce by piloting workshops and seminars both at personal and organizational level this helps the employees in achieving their targeted ecological goals. The success of green management at organizational level primarily depends upon ecological training and development, since it stimulates individuals consideration and understanding for ecological concerns besides this the notion of green training and development helps in emerging positive attitude, proactive approach for green initiatives which helps in reducing waste and saving energy.

Another aspect to note is that the Green Performance Management (GPM) which is concerned with the administrative efficiency of an organization. In other words, performance management is geared towards helping the employees polish and enhance their skills which would end up being of extreme importance to the organization's desire to achieving its agenda. As other human resource practices, green human resource is also connected to the performance management of an organization. For example, green performance management the performance of the staff with regards to managing the environment. Moreover, once an organization is centered on ecological protection, the firm generally exhibits higher performance results. Most firms possess certain indicators by which they monitor their green performance. This way, they set certain milestones or benchmarks for assessing all employees working within their organization. The necessary parameters are set in tandem

with the environmental incidents which include but are not limited to carbon emission reduction, as well as communication regarding environmental changes or incidents and strategies. It has been mentioned that Green Performance Management is most important towards the evaluation of both the employee and the manager, as it helps subsequent reward and compensation procedures.

Green Involvement, on the other hand, is the process of promoting the concept of going green within the business venture. The management is expected to create an environment that motivates the staff to participate in policies that are geared towards ecological protection. After all, the green concept would inevitably fail if the green involvement of the staff is not significant enough to be justifiable. Green involvement then plays a vital role in bringing focus to the adaptation of ecological organizational programs, which can include minimization in the amount of waste and pollution in the environment. Getting members of staff to involve in green activities would coerce them into participating in ecofriendly managerial opportunities. In the end, there would be a drastic reduction in the pollution level and also help in the identification of potentially harmful environmental issues. Green Involvement is crucial to the development of Green Human Resource Management processes.

Figure 1: Green HRM



2.2 Environmental Values as a Moderator

Values are often refer as “how much” a person or group of people are in need of something they (values) are grounded on utility goals or wants satisfaction. Values are frequently a part of conversation for the purpose of developing a sustainable affiliation with the environment. Specifcially in this particular aspect values are defined as level of prefereance that an individual state for a certain ecological outcome. It has been witnessed that staff work behavior has been greatly influenced by their norms and personal values. Personal ecological values plays encouraging role in creating an impact over the individual green behaviours. The previous literature identified that individual values are important in understanding people’s attitude and behavior for the purpose of filling psychological needs, people wish to associate themselves with social entities that are having alike values and qualities. It is anticipated to see positive and stronger organizational identification, satisfactory attitude and behaviours only when both the personal and organizational values are one same level. A favorable working envrionement with in the organization helps in developing individual values and when workforce ecological values are in accordance with business values the staff is positively inclined in demonstrating green working behavior. The green values are mainly connected with the green HRM pratices and organizations sustainable working policies and strategies. The employees are able to follow these policies and strtagies

only when they are properly communicated to them on the basis of regular intervals. The clear and deep understanding regarding organization's ecological guidelines and procedures helps the employees in achieving green goals. Thus, when people and organizational green values are mutually interconnected then employees are showing strong signs of green attitude and behaviours.

It is predicted that employees will show optimistic green behavior only when the ecological values are resembling with the organizational environmental values. The environmental values playing the role of bridge between employees green behavior and GHRM. The relationship is considered to be strong when environmental values are high and will be considered weak when ecological values are low.

2.3 Employee's Outcome

Study conducted in 2017 discovered that implementation of green human resource management policies and strategies are playing important role in running the business successfully. The implementation of green HRM predominantly relies on workers inclination and commitment towards the environmental practices, having a deep understanding and knowledge regarding the performance of the employees is getting very crucial day by day and this is because of the radical structural changes stringing up within the business entity. With the passage of time the organizations and business structures are getting global and transforming from traditional setups to decentralized setups due to this reorganization of formats in organization structures the employees are going through anxiety and discomfort which is creating a negative impact on the employees performance. It has been seen that the discomfort among the employees can be reduced when the firms are able to assimilate the traditional HRM practices with green HRM strategies and because of reduction in distress the workers are able to show positive outcome in their performance. The individuals are able to execute their work in more efficient and effective way if they are fully aware about the green culture of their organization this helps the firms in achieving competitive advantage, increase in workers output, and reduction in staff turnover rate. The individual performance level, attitude, and competencies can be shaped and reshaped by applying ecological practices within the business.

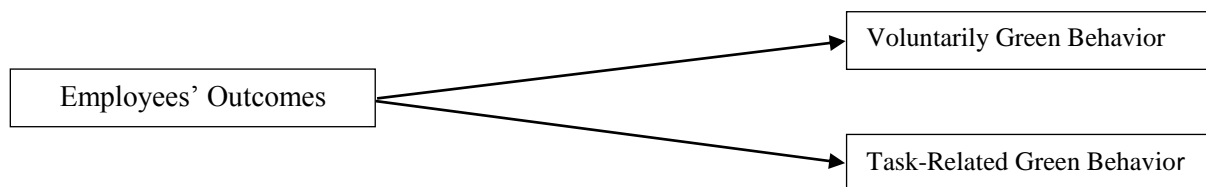
2.3 (a) Task-Related Green Behavior

Task-related environmental or green behavior is in most cases carried out by the organization however it is also connected to the relative tasks of people. Idea behind the mission of green performance is seen as actions that are officially accepted and approved, belonging to the functions of the individual. Task-related ecological green behavior seeks to ascertain to what degree a person performs the relevant duties in a way that is environment-friendly. Bissing-Olson *et al.* (2013), stated that the main issue pertaining to task-related green behavior is the comprehensive undertaking of basic duties involving the protection of nature and its environment. As an example, a marketing executive who prints the draft of a marketing plan on a double side of paper rather than a single side shows their high-task-related green behavior. Differentially, if the executive uses the single side, this shows their low-task related green behavior.

3.2 (b) Voluntarily Green Behavior

Voluntary green behavior is defined as environmental or green behavior that embraces individual discretion and also surpasses the organization's expectations. Voluntarily green behavior envelopes a person's fascinations and intrigues concerning ecological policies and programs, including their involvement in environmental protection movements, lobbying, and activism. While doing this, they also prevail upon others to take part in green ecological schemes. Norton *et al.* (2015) defines voluntary ecological behavior as the basic idea that involves individuals taking the initiatives of their own accord to participate in environmentally friendly behavior that is not a function of work-related task. This brings the individual closer to "Ecopreneurship," being that the foundations of ecopreneurship drive from personal engagement in green behavior rather than an employee's job description or the organization's obligations.

Figure 2: Employees' Outcomes



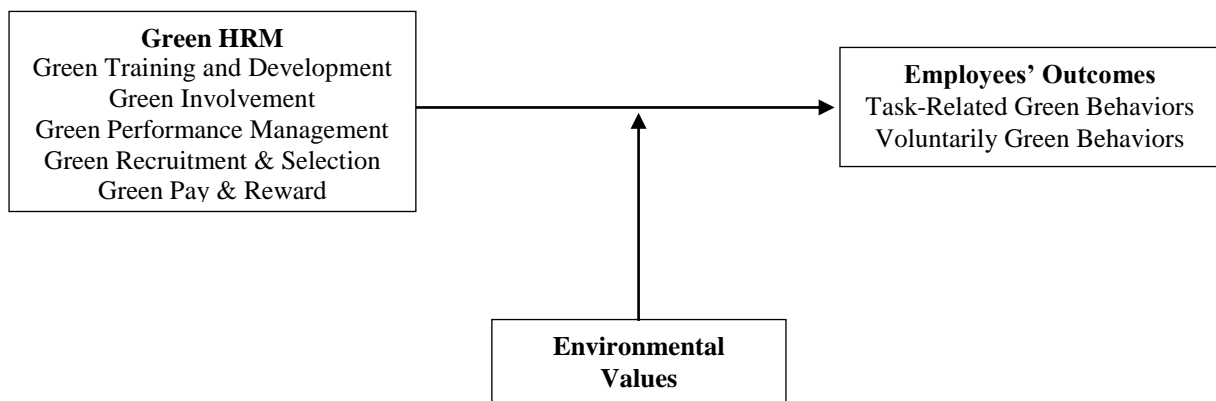
Theoretical Framework

The Ability, Motivation, and Opportunity (AMO) theory are seen as actionable theoretical patterns in the HRM literature. The fact that it centers on HR systems on overall individual performance inside an organization is a core reason why it is regarded as important in the HRM literature. The result coming out from an organization relies heavily upon the HR system: how the system can provide for the employees in the best possible manner. AMO philosophy accentuates that staff's abilities, motivation, and opportunities play a vital role in the organizational engagements if their abilities are gratuitously recognized. Further, if the management gives them the required opportunity to further their professional career, organizational performance will have a positive impact and vice versa.

Subsequently ability motivation opportunity theory is diligently associated with human resource management systems, therefore the GHRM is withdrawn from the manner of conduct of tactical HRM. This highlights that, underneath the auspices of HRM projects, well-detailed HR assignments and engagements help the organization to reach its environmental objectives. For instance, if the organization gives appropriate teaching to the individuals and assesses their ecological or green performances the organization will not only improve its environmental performance but will also gain a well-desired superiority over its competitors. In 2016, a study believed that the environmental potential of the organization could not improve until the management and employees work together. Definitely, both elements require the support of one another to accomplish the organizational aim of going green. The company and the individual, then, are both key players in discovering potential quality upgrades and new concepts for a sustainable working culture.

Research Model

Figure 3: Conceptual Model



(This research model gives a clear view of how Green HRM is a variable devoid of external influence, while Environmental Values is not as it plays the role of the moderating variable, and Employee Outcomes is the dependent variable (task-related green behaviors and voluntarily green behavior).

Hypothesis

H1 Green Human Resource Management (GHRM) has a positive impact on the task-related green behaviors of employees (ETR).

H2 Employee Voluntary Related green behavior is positively impacted by the GHRM.

H3a Environmental Values is responsible for the moderation between Green Human Resource Management (GHRM) and Task-Related green behaviors.

H3b Environmental Values moderate the relationship between Green Human Resource Management (GHRM) and Employee Voluntary related green behaviors.

3.0 Methodology

3.1 Procedures

The data was collected from 350 employees who were associated with the banks in Dubai, UAE through structured questionnaire. To access the respondents, respective HR department was contacted through E.mail and landline.. Few of the HR heads of the respective banks invited and allowed the author to visit the banks personally get the questionnaire filled. However, few asked to sent the questionnaire through e.mail.. Out of 350 questionnaires, 240 were obtained by personal visits and remaining 110 were via email.

The demographics of the collected questionnaires shows that 82% of respondents were male and 18 % were female, with regards to education approximately 43%of respondents were falling in to the category of undergraduate workers and 40% were having masters degree and the remaining 17 % were having professional certifications like ACCA, CIMA. Similarly, 66% of respondents are associated with their present organization for less then 5 years and 34 \% are associated with the current organization for more then 5 years.

3.2 Measures

. Close-ended queries were employed to obtain the respondents' feedback. The questionnaire instrument was produced using a five-point Likert scale (1= Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree).

The scale for GHRM (independent variable) was the 21 items taken from Tang *et al.* (2018) and Dumont *et al.* (2017). Ecological Morals have been determined by adopting 3 items (Chou, 2014). Moreover, task-related green behavior and voluntarily green behavior were ascertained by adopting the scale from Bissing *et al.* (2019).

4.0 Results

Descriptive statistics and inter-correlations are shown in Table 1. The GHRM correlates significantly with the environmental values of workers, task-related green behaviors, and voluntary green behaviors, according to this table. Using SPSS 25, the data was analyzed, and the implementation of GHRM practices was calculated using descriptive statistics. Analysis of associations was conducted in order to determine the degree of association between different GHRM activities, regression was carried out to test the proposed direct and moderation theories. Preacher and Hayes method completed the moderation.

Table 1: Correlations, Reliability, and Descriptive Statistics

		Mean	SD	1	2	3	4
1	GHRM	3.36	0.71	(.79)	0.428**	0.455**	0.766**
2	TRGB	3.60	0.69		(.79)	0.435**	0.516**
3	VGB	3.72	0.72			(.71)	0.591**
4	EV	3.84	0.60				(.75)

***. Correlation is significant at the 0.01 level (2-tailed). N = 350*

Table 1

The descriptive statistics and correlations between all the variables in the sample are shown. It was found that all five GHRM activities were associated. An significant association with individual task-related green behavior and voluntary green behavior is shown by overall GHRM activities. While GHRM practices and techniques were found to be impressively linked to green performance behaviors of employees, a regression analysis was used to verify their predicted ability. Firstly, overall GHRM is assessed as a determinant of employee green behaviors.

4.1 Hierarchal Regression

The entire and direct effect of the hypothesis was verified by adopting Preacher and Hayes process. The impact on the organizational hierarchy of gender , age , education, tenure, and role was regulated by entering them as covariates in the model. The overall impact of model indicates a strong constructive correlation between GHRM and task-related (0.54, $p < .01$) and voluntary green behaviors (0.43, $p < .01$) Thus, H1 and H2 are supported.

Table 2: Hierarchal Regression

Variable	TGB			VGB		
	M1	M2	M3	M4	M5	M6
Intercept	4.76**	2.765**		4.32**	2.20**	
Gender	.029	.145		.207**	.187**	
Age	-.086	-.080		-.058	-.162 *	
Experience	-.071	-.078		-.044	-.193 *	
Education	-0.149	-0.137		-.077	-.66	
GHRM		.148***			.198***	
EV			.311**			.288***
R2	.346	.267		.345		.398
^Δ R2	.234	.245		.056		.385
F	19.078**	27.145**		38.765**		65.321**

*N= 350; ***p < .001; ** p<0.01; * p<0.05 (two-tail test) Unstandardized regression coefficients were reported.*

4.2 Moderation

Using multiple regression analysis, the moderation effect of ecological and green values was confirmed. GHRM was documented along with environmental values in the first phase of the model. The interaction terms (GHRM * EV), which were determined by multiplying the predictor (mean-centered) and moderator variables values, were entered in the second phase.

Table 3: Moderation Analysis

Variable	Task-related Green Behaviors			Voluntarily Green Behaviors		
	M1			M2		
	B	SE	t	B	SE	t
Intercept	4.76**	0.31	18.4	4.12	0.16	20.1
Gender	0.04	0.08	0.34	0.17	0.08	2.78
Age	-0.06	0.03	-1.45	0.06	0.03	-1.98
Education	-0.21	0.07	-4.12	-.04	0.05	-2.65
Experience	-0.27	0.04	-3.72	-.06	0.06	-2.85
GHRM				.45***	0.02	4.7
EV				0.23	0.05	9.34
GHRM x EV				.18**	0.04	2.34
R2	0.511			0.56		
^Δ R2	0.491			0.36		
F	23.488**			55.89**		

*N= 350; ***p < .001; ** p<0.01; * p<0.05*

H3a: Environmental Value moderates the relationship between GHRM and Task-related Green Behaviors.

Environmental Importance moderates the GHRM and Task-related Green Behaviors correlation. The relationship between GHRM and EV accounted for far more variation than GHRM and EV on their own, R2 change= .051, p= .000, indicating that on task-related Green Behaviors there is substantial moderation between GHRM and EV. Because GHRM β = .74 and moderation

$\beta = .544$, both positive values have a positive impact on the GHRM and Task-related Green Behaviors interaction.

H3b: Environmental Value moderates the relationship between GHRM and Voluntary Green Behaviors.

Ecological green value moderates the relationships between the GHRM and Voluntarily Green Behaviors. The relationship between the management of green human capital and environmental benefit accounted for far more variation than GHRM and EV alone, R^2 change = .030, $p = .000$, indicating that on task-related green behaviors there is substantial moderation between GHRM and EV. Because GHRM $\beta = .63$ and moderation $\beta = .433$, both positive values have a beneficial impact on the GHRM and Voluntary Gr relationship.

5.0 Discussion

The main objective of the study was to investigate the impact of GHRM practices and tactics on the task-related and voluntarily green behavior of the employees. Deliberating to the outcomes of this exploration the GHRM is holding a affirmative influence on both voluntarily and task related green behavior. In order to have in depth insight between the relation of GHRM and employee' outcome the role of environmental values has been evaluated as moderator. The literature shows a limited research to conceptualize the understanding association between green human resource practices and employee outcome. This study seeks to find out the impact of GHRM practices on employee task-related and voluntarily green behavior, though an accumulation has been completed into the existing literature. Previous studies identified the general HRM practices on employee green performance behavior or GHRM practices on employee general performance behavior. By emerging a hypothesis, the moderating impact of environmental values provides deeper knowledge into the relationship between GHRM and employee green behaviors. This study also provides an empirical test of the hypothesized research model using the sample of employee from the banking sector of the UAE.

5.1 Theoretical Contribution and Practical Implementation

The current study supports important implication in terms of theory. It stresses that research on green sustainability aims to provide empirical evidence regarding the pro-ecological attitude amongst staff and employees. Additionally, it centers on the fact that human resource practices of the organizations must get integrate with the environmental application. The following study indicates the role of human resource management in accomplishing ecological sustainability. By representing relationship between green human resource management and employee outcome this study helps in understanding the role of GHRM and its impact on the employee green behavior. The study also examine the role of GHRM as prognosticator in terms of task related and voluntary green behaviours as understating of these green behaviours contributes in achieving organizational green targets. The study also aids in fulfilling a major gap regarding lack of literature in terms of green human resource management with the employee outcome. Considering environmental values as moderator the study is supporting to strengthen the above relationship

The research is also carrying significant implications for the human resource strategy and policy makers as the study guides them to focus on green concept

for the future development of HR practices. The study encourages the policy makers for the adaptation of green human resource practices within the organization. In order to get efficient and effective execution of sustainable initiatives it is mandatory that companies must equip their employees with proper skills and training for the purpose of successful implementation of green duties. Proper training of employees is needed to help in achieving their green goals and targets successfully.

5.2 Limitations and Future Recommendations

This study has certain restrictions as well which will give direction to prospective scholars. The first restraint is related to the scope of the study, the present study only covers the employees associated with banking sector in the UAE, and the findings cannot be generalized in other sectors. Future scholars can conduct the study in other sectors like health, petroleum and hospitality. The other constraint about this research is regarding the mediating and moderating variables the future researchers can discover the impact of gender as a mediator and organizational identification as moderator in order to have in depth acknowledgement of relationship between green HRM and employee outcome.

5.4 Conclusion

Successful fulfillment of strategies geared towards establishing ecological sustainability will not receive full implementation if the management or organization isn't in the encouragement of green attitudes and behavior amongst staff and employees. This study accentuates that the concrete application of green human resource policies and approaches helps to elicit and promote green behavior at the workplace. The companies and administration therefore, must integrate the "go green" concept with the general HRM agenda to attain or accomplish green organization and performance goals.

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