

Green HRM Practices at Various Companies**Dr.Kalpna Agrawal****Assistant Professor,Prestige Institute of Management,Indore**

Abstract: *In the present situation of global warning the organizations also find out ways and techniques to deal with reduction in ecological footprints besides dealing with the economic issues. In order to attain success within the corporate community and to facilitate attainment of profit by the shareholders, organizations nowadays have to concentrate on social and environmental factors along with economical and financial factors. In the last few years ,the human resources department has undergone tremendous changes. HR leaders today are charged with adapting to today's changing workforce, becoming increasingly strategic and using technology and contributing tremendously to improve human capital management functions. Organizations are implementing and integrating green initiatives in their agenda with the help of their human resource. Managers make sure that their HR is utilizing green human resource practices in appropriate manner. The successful implementation of these sustainable corporate strategies within an organization requires both strong leadership and a concrete process. The sustainability issue is fast moving up on the list of priorities of the leaders of corporate world as the awareness on incorporating "green" into the corporate strategy is making its way in business, but still it is not comfortable with most practitioners in the current HR environment, still there are companies where HR Babu culture is prevailing where one man only constitutes entire HR department who would not have even heard of Green HRM, but at the same time from western countries Green HRM has spreaded its wing in Big brands of India where professionalism in HR department is in their root still it is in nascent stage in India. This paper is literature review based and discusses current practices of green HRM at few companies.*

Introduction

Green Human Resource Management has become the most significant element of sustainability as both companies and employees expect a lot from HR department. Owing to the harmful consequences of industrial pollution and waste materials, including toxic chemicals, governments and NGOs round the globe promoted regulations and policies with effect of slowing down and to some extent even reverse the destruction of natural resources and its negative effect on the mankind and the society as a whole (Christmann & Taylor, 2002; Shrivastava & Berger,2010).There has been observed an increasing awareness within business communities on the significance of going green and adopting various environment management techniques. As the corporate world is going global, the business is experiencing a shift from a conventional financial structure to a modern capacity-based economy which is ready to explore green economic facets of business. Today, Green Human Resource Management (GHRM) ,green marketing, green retailing, green accounting has become key business strategies for the significant organizations where Human Resource Departments play an active part in going green at the office. In the present situation the organizations have also to find out ways and techniques to deal with reduction in ecological footprints besides dealing with the economic issues. The topic Green Human Resource Management (GHRM) is the one where the Human Resource Management (HRM) is engaged in managing the environment within an organization. Mampra,2013 defined Green HRM as the use of HRM policies to encourage the sustainable use of resources within business enterprises and promote the cause of environmentalism which further boosts up employee morale and satisfaction. Others describe Green HRM as the use of HRM policies, philosophies, and practices to promote sustainable use of business resources and thwart any untoward harm arising from environmental concerns in organizations (Zoogah,2011).

The objective of this paper is to indicate significant work on Green HRM research, and to group them so as to identify gaps, issues, and scope for further research which will help in building a reliable knowledge base in this field and will structure and direct further research.

Review of Literature

Green HR is the use of HRM policies to promote the sustainable use of resources within business organizations and, more generally, promotes the cause of environmental sustainability. Green HR involves two essential elements: 1. Environmentally-friendly HR practices 2. The preservation of knowledge capital.

It involves undertaking environment-friendly HR initiatives resulting in: 1. greater efficiencies 2. lower costs and better employee engagement and retention. Now a days one can observe electronic filing, car-sharing, job- sharing, teleconferencing and virtual interviews, recycling, telecommuting, online training, energy-efficient office spaces etc. Survey data in the United Kingdom show that high achieving graduates judge the environmental performance and reputation of a company as a criterion for decision-making when applying for jobs. Anthony, S.,⁸ Environmental Training Needs Analysis, Training Officer, 29(9), (1993) A survey by the British Carbon Trust shows over} 75% of 1,018 employees considering working for a firm see it as important that they have an active policy to reduce carbon emissions. Brio, J.A.D., Fernandez, E., and Junquera, B.,

This table research comprehends how corporations are taking initiatives to endorse environment management program by developing human resource policies and ascertain different processes involved in green HRM on the basis of review of literature in this domain.

Green HRM not only includes awareness toward environmental affairs, but also stands for the social as well as economical well-being of both the organization and the employees within a broader prospect. GHRM is directly responsible in creating green workforce that understands, appreciates, and practices green initiative and maintains its green objectives all throughout the HRM process of recruiting, hiring, training, compensating, developing, and advancing the firms human capital (Mathapati, 2013, p. 2). It refers to the policies, practices, and systems that make employees of the organization green for the benefit of the individual, society, natural environment, and the business (Opatha & Arulrajah, 2014, p. 104). The modern HR managers have been assigned with additional responsibility of incorporating the Green HR philosophy in corporate mission statement along with HR policies. Changes in corporate perspectives related to the environmental initiatives can be seen in written policy statements, environmental job titles, marketing strategies, capital investments, auditing practices, new product design and development, and production processes (Molina-Azorín, Claver-Cortés, Pereira-Moliner, & Tarí, 2009; Sharfman & Fernando, 2008).

Various contemporary scholars have augmented the understanding and studies on Green HRM in recent years (Berrone & Gomez-Mejia, 2009; Jabbour, Santos, & Nagano, 2010; Massoud, Daily, & Bishop, 2008; Renwick, 2008; Stringer, 2009). Green HRM depends on the unique and identifiable patterns of green decisions and behaviors of HR managers (green signatures; Jackson, Renwick, Jabbour, & Muller-Camen, 2011). Distinguished policies in the field of recruitment, performance and appraisal management, training and personnel development, employee relations, and reward systems are considered powerful tools for aligning employees with a company's environmental strategy (Renwick, 2008).

Green businesses care for their workers.

Green businesses ensure they don't use sweatshop or child labor. Everyone who works directly for them or their suppliers earns a living wage and works in healthy conditions. They create jobs that empower workers and honor their humanity. They also serve as models for the role businesses can play in the transformation of our society to one that is socially just and environmentally sustainable.

Green Building

Organizations start green HRM from green buildings or offices. The business world has become increasingly aware of the significant role played by green buildings or offices while dealing with environmental issues. Green buildings also serve as a platform for financial savings for organizations as their construction and engineering involve low cost. Business giants like **Ford, Pepsico**, etc. are committed to sustainability and have included green building design principles into their buildings. Fortune 1000 companies are adopting company-wide sustainability policies that have increased the demand for work space in Green or sustainable buildings. The HR department at the UK arm of Sky has started a campaign where the employees are asked to turn off PCs, TVs, and lights when leaving, to use 100% renewable energy, and introduced solar lighting (Davies & Smith, 2007), Whereas the HR department of other British organizations is emphasizing upon their travel policy which promotes car sharing and the increased use of public transport (Simms, 2007). In addition, HR systems such as e-HR are seen to be able to help management and employees track their own carbon emissions (Beechinor, 2007). The Greening HRM involves specific human resource policies and practices aligned with the three sustainability pillars—environment, social, and economic balance (Yusliza, Ramayah, & Othman, 2015, p. 1)

Recruitment

General job descriptions can be used to specify a number of environmental aspects. These include environmental reporting roles and health and safety tasks, which staff are exposed to harmful substances/potential emissions (and their extent), and matching personal attributes to needed environmental competencies, i.e. buying-in specialist competencies via new hires or investing in training. Induction for new recruits is seen to be needed to ensure they understand and approach their corporate environmental culture in a serious way (Wehrmeyer, 1996: 14). The U.K. Chartered Institute of Personnel and Development (CIPD) reveals that 49% of their respondents take environmental credentials into account when deciding whether to take a job or not, with firms like Boots viewing the 'green job candidate' as influencing thinking in this area (Brockett, 2006: 18). In the United Kingdom (U.K.) environmental issues have an impact on recruitment, as survey data show that high-achieving graduates judge the environmental performance and reputation of a company as a criterion for decision-making when applying for jobs (Wehrmeyer, 1996: 18-19; Oates, 1996:127). A survey by the British Carbon Trust shows over 75% of 1,018 employees considering working for a firm see it as important that they have an active policy to reduce carbon emissions (Clarke, 2006: 40).

The HR department should develop green job descriptions and green KRAs and goals should be included in job descriptions especially for managerial positions as they have to take the responsibility for creating green workplace. Preference in selection should be given to candidates who are green aware. Also the green practices adopted by an organization enhances the brand image of the organization thus

Induction

Induction program even highlight in HCL technologies and especially in other IT companies an organization's concern for green issues of employees like how to keep workplace green, employees' health safety and green working condition.

Training

When green HRM and training is talked about training in EM aspects of safety, energy efficiency, waste management and recycling is given. Training seems to be one area where the role of HRM in environmental management has been recognised for some time (as job rotation provides a useful way to train Green executives or future Board members in EM, and is seen as a crucial part of successful environmental programmes (Wehrmeyer, 1996: 15). For example, many firms in the U.S. have begun training initiatives like the one at Polaroid, where training objectives are linked to their vision regarding regulatory compliance (Milliman and Clair, 1996: 53). Training by U.S. organisations in EM often involves regulatory requirements, employee awareness, and Training on Environmental Quality Management (TQEM)(Milliman and Clair, 1996; Weise, 1992). In the U.S., issues surrounding the future use of environmental training practices include the need to counter employee cynicism associated with such programmes; to evaluate their effectiveness; to communicate with and gain feedback from external regulatory stakeholders; and how to deliver such training in terms of cost and learning objectives (Milliman and Clair). Job rotation is also done to train green managers for future.

Performance Management

To develop green performance indicators for performance management system and appraisals, like green targets, goals and responsibilities are set green ideas are written and integrated, appraisals, green schemes are communicated to all levels through performance management scheme, dialogs are established on green matters, environmental policy are communicated. Even penalties are put on non-compliance of environmental issues on staff and managers. Performance Appraisal (PA) can cover such topics as environmental incidents, usage of environmental responsibilities, and the communication of environmental concerns and policy (Wehrmeyer, 1996: 15). Issues involved in environmental PA's concern the need for managers to be held accountable, so that they familiarize themselves with compliance issues. However, several of the existing PA systems in use in the U.S. seem limited to plant and division managers and executives only (for example at EG&G and Kodak), with only Browning-Ferris Industries (BFI) developing a sophisticated one for their regional and facility managers (Milliman and Clair, 1996:60).

Employee involvement using Performance Management (PM) in Environmental Management (EM) presents the challenges of how to measure environmental performance standards across different units of the firm, and gaining useful data on the environmental performance of managers. Firms like Amoco in the United States (U.S.) have tackled them by installing corporate-wide environmental performance standards (which cover on-site use, waste management, environmental audits, and the reduction of waste) to measure environmental performance standards, and developing green information systems and audits (to gain useful data on managerial environmental performance), as seen at Union Carbide, who include a green audit programme that contains field audits –which are seen as important, as they can give employees a mechanism by which they can raise any recurring problems, and gain information and feedback on past and future environmental performance of their firm (Milliman and Clair, 1996: 61-63).

One way in which PM systems can be successfully initiated in an organisation is to develop performance indicators for each risk area in environmental awareness and education, as per the British example (TUSDAC, 2005: 42).

In the U.S., more work is seen to be needed to develop measures of Green performance baselines so organisations can compare managerial environmental performance more accurately across different plants/units, and to work out how to set goals for supervisors and employees (like assembly and manufacturing staff). There is also a need to bridge any differences in corporate rhetoric and action, and develop HR systems in PA and reward so that environmental management initiatives are not seen simply as a management 'fad' (Milliman and Clair, 1996: 52, 63-64). Overall, the above literature suggests that if environmental criteria are integrated into the process of staff appraisal (by writing such responsibilities into all staff action plans), then a learning culture in EM can be encouraged (Rees, 1996: 371).

Relationship building with Trade Unions

Green process and policies are now making their way through within the HR space even in maintaining good relations with trade unions. Ideas and suggestions are sought on green from workers also they are given freedom to experiment with green ideas thus they are involved in green initiatives and policies. Early trade union initiatives in EM in Britain saw unions engage in conflicts and later co-operation with green groups (Greenpeace, 1989), with subsequent union campaigns in EM related to health and safety concerns of the relevant union, on hazardous and environmentally-damaging substances (pesticides and asbestos), and a refusal to handle nuclear waste for disposal in the North Sea. Examples of union-employer co-operation in the U.K. are seen in six public-sector environmental committees, 23 workplaces in the private and public sector engaging in joint management/union environmental auditing, and 12 employers conducting training and education on environmental issues. Examples here include initiatives at West Wiltshire District Council, Dunlop Ltd, and the Institute of Professionals, Managers, and Specialists (IPMS). Workplaces involving green/community groups in the implementation of environmental improvements include SCM Chemicals in Humberside (where the T&G and GMB negotiated improvements in their waste disposal methods), and at Amerlite Diagnostics, where local community groups hold local site liaison committees (Oates, 1996: 124-125). Trade unions are trained for green maintenance and they also negotiate upon maintaining green workplace.

As green process and policies are now making their way through within every vertical of HR Green HR efforts have resulted in increased efficiencies, cost reduction, employee retention, and improved productivity, besides other tangible benefits. Though the green movement and Green HR are still in the stages of infancy, growing awareness within organizations of the significance of green issues have compelled them to embrace environment-friendly HR practices with a specific focus on waste management, recycling, reducing the carbon footprint, and using and producing green products. Clearly, a majority of the employees feel strongly about the environment and, exhibit greater commitment and job satisfaction toward an organization that is ever ready to go "Green." The effects of GHRM practices are multifaceted and require constant monitoring to recognize their potential impact on HRM issues. The responsibility of the present generations, HR managers are to create awareness among the youngsters and among the people working for the organization about the Green HRM, Green movement, utilization of natural resources and helping the corporate to maintain proper environment, and retain the natural resources for our future generation i.e. sustainable development (Mathapati, 2013 p. 2).

Google's Environmental Innovations

Google is also leading the way to a greener future with its environmental sustainability and green supply chain management practices as it is widely known as business innovator. The company has demonstrated a commitment to existing in concert with the environment rather than at odds with it. Initiatives such as powering its facilities with renewable energy sources, bringing in goats to trim the grass, and hosting farmer's markets and sustainable-cooking seminars, Google has established an environmentally aware corporate culture and solidified its reputation as one of the world's most forward-thinking companies.

Green practices at HCL Technologies Ltd.

Amid rising awareness of the impact businesses can have on the environment, companies of every size and type have begun implementing environmental sustainability initiatives. Many organizations have introduced recycling programs and made efforts to reduce their carbon emissions as a way to mitigate the adverse effects of their business processes. For example, implementing environmentally sustainable practices and green supply chain management has the potential to eliminate waste and generate cost savings, leading to a stronger bottom line. In addition, with many consumers committed to "going green," eco-friendly businesses often benefit from favorable public opinion and greater customer loyalty.

HCL Technologies Limited is an Indian global IT services company. It offers services including Software Consulting, Enterprise Transformation, Remote Infrastructure Management, Engineering and R&D services, and Business Process Outsourcing. HCL has offices in 31 countries to provide services across industry. HCL Technologies has "Employees First, Customers Second" strategy. HCL Technologies has "Employees First, Customers Second" strategy. It runs a multi-layered corporate program "Go Green" to drive its sustainability initiatives. It has green processes across facilities & in the areas of travel, IT and events. The company commits to compliance with ISO 14001 standards. It runs campaigns to initiate individual action towards environmental issues. HCL views Green initiatives enterprise wide and understands that Green goals can be set at an organization strategy level and then top down approach could be adopted for its implementation, which would create green business processes and Green workplace for employees. Recently HCL has been honored with the 'Global Sustainability Leadership Awards 2014' under the category 'Best Community Action' at the World CSR Congress. This award is given for Best Practices & Outstanding Individuals engaged in Corporate & Social Responsibility. The supply-chain community including security, housekeeping, cafeteria, transport and other support staff are educated and empowered in managing the environmental goals. Employees participate in benchmarking efforts of various agencies and understand the required environmental targets for the Information and Communications (ICT) industry. The efforts to educate various stakeholders across the globe have helped HCL to monitor and report data pertaining to 'Responsible Operations', from the 4 Global Development centers (GDCs) to 14 GDCs in 2013. The data includes environment and employee health aspects: energy, water, waste, incident/accident rates, and disaster/ emergency response and best practices.

Eco-Initiatives at eBay

Another example of a company which has built environmental sustainability focus right into its business plan is eBay. The online retail and auction site makes it easy for people all over the world to exchange and reuse goods rather than throwing them away, thereby lengthening the lifespan of these products so they don't wind up as trash. The company also introduced an eBay Classifieds section, where individuals can buy and sell used household appliances, furniture and other hard-to-ship items within their local community, eliminating the need for shipping and packaging, and keeping functional items out of landfills. Because most of the environmental impact of eBay business occurs when one user ships something to another, the company targeted the logistics and delivery aspects of green supply chain management by partnering with the United States Postal Service (USPS). Together, eBay and the USPS created a co-branded line of environmentally friendly Priority Mail packaging that has earned Cradle-to-Cradle certification.

ITC's Commitment to Green Paper

ITC is one of India's foremost private sector companies with a strong commitment to the triple bottom line. It has been a frontrunner in adopting eco-responsible processes, much ahead of legislation. It has a market capitalization of over US \$ 22 billion and a turnover of over US \$ 5 billion with a diversified presence in cigarettes, hotels, paper boards and specialty papers, packaging, agribusiness, packaged foods and a whole range of other services. ITC PSPD, the Paperboard and Specialty Papers Division has 4 manufacturing units. All four manufacturing units are ISO 9001, ISO 14001 and OHSAS 18001 certified. For the first time in India ITC has launched an environment friendly multipurpose paper "Paper Kraft Premium Business Paper", for office and home use using a new technology 'Ozone Treated Elemental Chlorine Free Technology' replacing Elemental Chlorine which was conventionally used in the bleaching process during paper manufacture.

Starbucks' Go Green Stores

Another company that has introduced principles of environmental sustainability and green supply chain management across the board is Starbucks. By focusing on creating "green" stores, Starbucks has been able to reduce both operating costs and the environmental impact of its business practices. The company's green building strategy includes adjusting the temperature in air-conditioned stores from the standard 72°F to 75°F, purchasing cabinetry made with 90% post-industrial material and incorporating low-flow water valves. It also purchases Fair Trade Certified and certified organic coffee, in addition to it the company is setting out to achieve LEED® certification for all new company-owned outlets.

Bonuses at Dupont

Du Pont base their executive compensation and bonus system for middle managers and senior officers in part on environmental stewardship practices, where bonuses can be over 10 per cent. They get the most commission money for pushing green products. Other things are paid vacations, time off, favored parking, and gift certificates with them all seen to encourage employees on environmental performance. Employee anniversaries are celebrated with eco-friendly gifts like gift certificates to local natural food store, free bus pass etc. build up points for positive behaviors regarding emissions reduction on a "carbon credit card" to earn extra benefits at Dupont.

Conclusion

Green HR strategy must reflect and inspire the ambitions of the HR team and other employees and it should align with company's strategy, values and culture. It should deliver sustainable returns to investors addressing customer needs identifying and responding to emerging societal trends while responding to governmental and regulatory expectations. Overall, being a green employer may help to increase employee motivation and engagement (through a shared set of values).can create competitive advantage from the opportunities presented by changing markets. Will reduce labor turnover because they will be the organization in which people want to work) It will also improve the health of the workforce (for example, by encouraging cycling to work, car sharing, public transport).At the same time it also presents the challenges of how to measure environmental performance standards across different units of the firm, and gaining useful data on the environmental performance of managers as happened with Tata Group of Companies. Tying the performance evaluations to the job} descriptions mentioning the specific green goals and tasks.

A key role for HR environmental executives is to guide line managers in terms of gaining full staff co-operation towards implementing environmental policies which means HR need to 'seek out allies, nurture supporters and create networks of problem-solvers willing to act to change the status quo'. Job rotation is done to train green managers for future. HR can link HRM and EM together in an integrated way, as seen in the case by HR foci like knowledge management, EI, EP, employment screening, training, redundancy, reducing status differentials, and management style have been integrated together to produce environmental improvements for the firm.

When an organization becomes green, employer will have other human resource benefits like increased staff motivation, more belongingness with the organization, reduction in labour turnover as workforce health will improve as it is generally observed and found from research that because of carbon emissions many fall sick, even in textiles yarn fibers create problem in lungs.HR systems such as e-HR should be seen to be able to help management and employees track their own carbon emissions. Organizations should also promote the extensive use of energy star-rated light bulbs and fixtures which undoubtedly consumes at least two-thirds less energy than regular ones.

The future of Green HRM appears promising for all the stakeholders of HRM, be it the employers, employees, practitioners, or academicians. It is expected that GHRM has substantial scope for research in management field but lacks behind in practice within academic arena; hence, there is a need to bridge the gap between professional GHRM practices and preaches in research and teaching environmental management. Pushing further, we look forward to see more research on this topic in near future, which can highlight the role of HRM activities in supporting green initiatives and to some extent even influencing environmental management strategies. Studies that observe the overall impact of GHRM systems rather than individual practices would be particularly helpful in this respect.

Organizational and social implications of the study

This study can help organizations to reduce degradation of the environment become healthier both physically and financially and, make the world a cleaner and safer place to live. On the concluding note, it can be said that HR is the major role player in implementing GHRM practices and policies. Apart from this, they have a crucial role to play in recruitment of new employees who are more responsible toward green business practices thus, indirectly saving the Earth. Also HR has significant opportunity to contribute to the organization's green movement and plays important role in enthusing, facilitating, and motivating employees for taking up green practices for greener business. Organisations have to invest in

the green agenda of the business as a whole as green HR initiatives to help creating a culture of having a concern for the well being and health of fellow workers, besides the concern for environment conservation and thus can build a good brand image especially in international markets.

Research Implications

More extant review of literature can be done and further research can be done on that. Also individually companies critical analysis of green hrm practices can be done. Further research can be done on of how to measure environmental performance standards across different units of the firm. Also Job descriptions of organizations practicing green hrm can be studied in detail and a comparative study can be done on that.

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