

Factors Influencing Green HRM Practices and Their Organizational Implications in the IT Industry

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ABSTRACT

The study investigates the factors influencing Green Human Resource Management (GHRM) practices in the IT sector of Haryana NCR, using a sample size of 600 employees. Exploratory Factor Analysis (EFA) was employed to reduce twenty statements into four meaningful factors: Green HR Integration, Green Operations, Green Rewards & Recognition, and Green Recruitment & Branding. The results highlight that organizations are embedding sustainability into HR processes, operational practices, reward systems, and employer branding, with operational practices receiving the highest employee recognition. The findings provide empirical evidence that GHRM is multidimensional and that different factors contribute uniquely to shaping sustainable workplace practices. This research contributes to the growing literature on sustainable HRM by offering a structured framework for understanding how IT organizations in Haryana NCR adopt and implement green initiatives.

Keywords: Green HRM Practice, Work Life Balance, Job Satisfaction, IT Sector etc.

1. INTRODUCTION

Green Human Resource Management (GHRM) has emerged as a critical approach in aligning organizational practices with sustainability goals. In the IT industry, where operations are heavily dependent on technology and resource utilization, integrating eco-friendly practices into HR functions provides both environmental and organizational benefits. GHRM encompasses recruitment, training, performance evaluation, and reward systems designed to promote sustainable values among employees. By embedding green practices into HR policies, organizations not only reduce their ecological footprint but also enhance their reputation as socially responsible employers [1].

The IT sector in Haryana NCR represents a rapidly growing hub of technological innovation and employment opportunities. With increasing awareness of environmental challenges, organizations in this region are under pressure to adopt sustainable practices that balance economic growth with ecological responsibility. Employees in the IT sector often face high workloads and stress, making it essential for HR policies to incorporate initiatives that improve work-life balance while fostering a culture of sustainability. GHRM practices serve as a bridge between organizational goals and employee well-being, ensuring that sustainability is not limited to infrastructure but extends to human capital management [2].

Exploratory Factor Analysis (EFA) was applied to a sample of 600 employees to identify the underlying dimensions of GHRM practices in the IT sector of Haryana NCR. The analysis revealed four distinct factors: Green HR Integration, Green Operations, Green Rewards & Recognition, and Green Recruitment & Branding. These factors highlight the multidimensional nature of GHRM, where strategic HR processes, operational initiatives, incentive mechanisms, and external branding collectively shape sustainable organizational practices. Each factor contributes uniquely to embedding sustainability into the workplace, reflecting both internal and external organizational priorities [3].

The identification of these factors provides a structured framework for understanding how IT organizations in Haryana NCR implement GHRM. The findings emphasize that sustainability in HR is not a single initiative but a combination of integrated practices that influence employee perceptions, organizational culture, and long-term competitiveness.

This study contributes to the literature by offering empirical evidence on the drivers of GHRM adoption and by highlighting the organizational implications of embedding sustainability into HR functions.

2. REVIEW OF LITERATURE

Arora et al. (2025) [4] proposed that green human resource management practices significantly affected corporate performance. The study reviewed literature highlighting the integration of sustainability into HR strategies. Findings revealed that eco-friendly HR initiatives enhanced organizational reputation, employee engagement, and operational efficiency. The research examined barriers to implementation, including lack of awareness and resource constraints. Evidence suggested that leadership commitment and training programs were essential for success. The study analyzed prior works linking environmental responsibility with long-term competitiveness. Results demonstrated that organizations adopting green HRM achieved improved stakeholder trust and performance outcomes. The investigation concluded that sustainable HR practices were critical for aligning corporate goals with environmental responsibility.

Belaid et al. (2025) [5] investigated remote work and job satisfaction using a bibliometric lens over a decade of insights. The study reviewed literature analyzing the evolution of remote work practices and their impact on employee satisfaction. Findings revealed that remote work offered flexibility and autonomy but also introduced challenges such as isolation and blurred boundaries. The research highlighted that technological advancements facilitated remote work adoption across industries. Evidence suggested that satisfaction levels varied depending on organizational support and work regime. The study examined prior works linking remote work with productivity, engagement, and retention. Results demonstrated that effective remote work policies enhanced satisfaction and organizational performance. The investigation concluded that remote work required balanced strategies to sustain employee well-being and efficiency.

Pinheiro et al. (2025) [6] examined the relationship between job satisfaction, perceived performance, and work regime. The study reviewed literature emphasizing how different work regimes influenced employee perceptions and organizational outcomes. Findings revealed that satisfaction was closely linked to perceived performance, with flexible regimes enhancing both. The research highlighted that rigid structures often reduced satisfaction and hindered productivity. Evidence suggested that supportive organizational cultures mediated the relationship between work regime and performance. The study analyzed prior works connecting job satisfaction with retention and motivation. Results demonstrated that balanced work regimes contributed to higher satisfaction and improved performance outcomes. The investigation concluded that organizations needed to adopt flexible policies to sustain employee engagement and efficiency.

Barbu et al. (2025) [7] explored employee perspectives on workplace technology, focusing on usage, roles, and implications for satisfaction and performance. The study reviewed literature analyzing how technological tools reshaped workplace dynamics. Findings revealed that technology enhanced efficiency and collaboration but also introduced challenges such as digital fatigue and role ambiguity. The research highlighted that satisfaction depended on effective integration of technology into organizational processes. Evidence suggested that training and support systems were essential for maximizing benefits. The study examined prior works linking technology adoption with productivity and employee engagement. Results demonstrated that workplace technology played a dual role, offering opportunities while complicating work-life boundaries. The investigation concluded that organizations needed to balance technological innovation with employee well-being.

Housheya et al. (2025) [8] investigated the role of Green HRM in fostering green innovation through mediating effects of corporate environmental strategy and green work climate. The study examined how organizational practices aligned with sustainability enhanced innovation outcomes. Artificial intelligence was analyzed as a moderating factor influencing the relationship between HRM and innovation. Findings highlighted that corporate environmental strategy significantly mediated the impact of HRM on innovation. Green work climate was found to strengthen employee engagement in sustainable practices. Artificial intelligence moderated the relationship by amplifying efficiency and innovative potential. The research emphasized the integration of HRM, environmental strategy, and technology for sustainable organizational transformation.

Hatipoğlu et al. (2025) [9] examined the mediating role of sustainable leadership in the relationship between Green HRM practices and organizational commitment. The study focused on a case in Turkey to highlight contextual influences. Sustainable leadership was found to enhance the effectiveness of HRM practices in driving employee commitment. Organizational commitment was strengthened when leadership emphasized environmental

responsibility. The research demonstrated that leadership acted as a crucial mediator between HRM and organizational sustainability. Findings suggested that sustainable leadership created a culture of responsibility and long-term orientation. The study contributed to understanding leadership's role in embedding sustainability within HRM practices.

Singh et al. (2025) [10] proposed a framework integrating Industry 4.0, circular economy, and Green HRM for sustainable transformation. The study examined how technological advancements and circular practices aligned with HRM strategies. Industry 4.0 technologies were analyzed as enablers of sustainable HRM practices. Circular economic principles were found to complement HRM in reducing resource dependency. The framework emphasized synergy between digitalization, sustainability, and workforce management. Findings highlighted that integration promoted resilience and long-term competitiveness. The research contributed to literature by linking technological innovation with HRM for sustainable organizational transformation.

Li et al. (2025) [11] investigated the role of Green HRM in enhancing pro-environmental behavior through mediating effects of green mindfulness and knowledge sharing. The study examined how HRM practices encouraged employees to adopt sustainable behaviors. Green mindfulness was found to increase awareness and responsibility toward environmental issues. Knowledge sharing acted as a mediator by facilitating collective learning and sustainable outcomes. Findings demonstrated that HRM practices indirectly influenced pro-environmental behavior through these mediators. The research emphasized the importance of psychological and social mechanisms in sustainability. The study contributed to understanding HRM's role in shaping employee behavior for environmental responsibility.

Gul et al. (2025) [12] examined the impact of Green HRM practices on sustainability through organizational resilience and organizational learning in Pakistan's banking sector. The study investigated how HRM practices contributed to resilience in dynamic environments. Organizational learning was analyzed as a mediator enhancing adaptability and sustainability. Findings revealed that HRM practices fostered resilience by equipping employees with sustainable skills. Organizational learning strengthened the link between HRM and sustainability outcomes. The research highlighted the importance of HRM in building resilient and adaptive organizations. The study contributed to literature by contextualizing HRM practices within the banking sector.

Lee et al. (2025) [13] analyzed factors affecting job satisfaction for sustainable workforce development using insights from IT industry employee reviews. The study examined how workplace conditions influenced satisfaction and sustainability. Employee reviews were utilized to identify critical determinants of satisfaction. Findings revealed that organizational culture, career development, and work-life balance significantly impacted satisfaction. Sustainable workforce development was linked to improved retention and productivity. The research emphasized the role of HRM in addressing employee needs for long-term sustainability. The study contributed to literature by providing empirical insights from IT industry contexts.

A. Research Gap

Existing literature on Green Human Resource Management (GHRM) [14] has largely focused on its conceptual development, environmental benefits, and broad organizational outcomes, but limited empirical evidence is available on how these practices are structured and perceived within specific industries and regions. Most prior studies emphasize manufacturing or multinational corporations, leaving a gap in understanding the IT sector, which operates under unique pressures such as high employee turnover, digitalization, and work-life balance challenges. Furthermore, while sustainability initiatives are often discussed at a strategic level, there is insufficient exploration of the underlying factors that drive the adoption of GHRM practices at the operational and employee level. This study addresses that gap by applying Exploratory Factor Analysis (EFA) to a large sample of 600 employees in Haryana NCR, identifying four distinct factors; Green HR Integration, Green Operations, Green Rewards & Recognition, and Green Recruitment & Branding. By doing so, the research provides a structured framework that not only validates the multidimensional nature of GHRM but also highlights sector-specific insights that have been underexplored in previous scholarship [15].

3. RESEARCH OBJECTIVE

The primary objective of this research is to identify and analyze the underlying factors that influence the adoption and implementation of Green Human Resource Management (GHRM) [16] practices in the IT sector of Haryana NCR. Using a sample size of 600 employees and applying Exploratory Factor Analysis (EFA), the study aims to reduce a

broad set of GHRM-related statements into meaningful dimensions that capture the essence of sustainable HR practices. The objective is to uncover how organizations embed environmental values into HR processes, operational practices, reward systems, and recruitment strategies, and to evaluate the extent to which these factors contribute to organizational effectiveness and employee perceptions.

4. RESEARCH METHODOLOGY

Research methodology refers to the systematic framework of principles, procedures, and techniques used to conduct a study and achieve its objectives. It provides a structured approach for identifying the research problem, formulating objectives, selecting an appropriate design, determining the population and sample, and choosing suitable methods for data collection and analysis.

A. Research Design: Descriptive

The study adopts a descriptive research design, which is appropriate for examining and analyzing the existing practices of Green Human Resource Management (GHRM) in the IT [17] sector. Descriptive design enables systematic collection and interpretation of data to identify patterns and relationships without manipulating variables. This approach is particularly suitable for understanding how GHRM practices are perceived by employees and how these practices influence organizational outcomes. The use of Exploratory Factor Analysis (EFA) [18] further strengthens the design by reducing a large set of observed variables into meaningful factors, thereby providing clarity on the dimensions of GHRM.

B. Population

The population for this study consists of employees working in IT companies located in the Haryana NCR region. This population was chosen because the IT sector is a rapidly growing industry in this area, characterized by high employment levels, technological innovation, and increasing emphasis on sustainability. Employees in this sector are directly exposed to organizational policies and practices, making them suitable respondents for evaluating the effectiveness and impact of GHRM initiatives [19].

C. Regional Focus: Haryana (NCR)

The regional focus of the study is Haryana NCR, which includes major IT hubs such as Gurugram and Faridabad. This region has witnessed significant growth in the IT industry, attracting both national and international firms. The choice of this region allows for an in-depth analysis of how organizations in a competitive and urbanized environment integrate sustainability into HR practices. Haryana NCR provides a relevant context where environmental concerns intersect with organizational growth, making it an ideal setting for studying GHRM [20,21].

D. Sample Size and Sampling Technique

The study uses a sample size of 600 employees drawn from six IT companies in Haryana NCR. A purposive sampling technique was employed to ensure that respondents were directly involved in or affected by HR practices within their organizations. This technique allows for targeted selection of participants who can provide meaningful insights into GHRM practices. By focusing on six companies, the study captures diversity in organizational approaches while maintaining manageability in data collection. The sample size of 600 ensures statistical reliability and validity, enabling robust factor analysis and generalization of findings within the IT sector of the region.

E. Data Collection Method

Data will be collected through a structured survey questionnaire, designed to capture employee perceptions of Green HRM practices. The survey includes both closed-ended questions (Likert scale items) and a few open-ended questions to allow employees to share qualitative insights. This method ensures comprehensive data collection, combining quantitative rigor with qualitative depth.

5. DATA ANALYSIS

To identify the factors influencing Green Human Resource Management (GHRM) practices in the IT sector of Haryana NCR, the analysis generally focuses on organizational, employee, and environmental drivers that shape the adoption of sustainable HR policies. At the organizational level, leadership commitment to sustainability, corporate social responsibility and competitive employer branding play a major role. Companies that emphasize eco-conscious values in recruitment, training, and performance management are more likely to integrate GHRM practices effectively. Additionally, external pressures such as government regulations, industry standards, and stakeholder expectations also act as significant motivators for IT firms to embed green practices into HR functions.

Exploratory Factor Analysis (EFA) is used in this type of study because it helps to identify and group underlying dimensions within a large set of observed variables. In this case, it has multiple statements measuring Green Human Resource Management (GHRM) practices, Work-Life Balance (WLB), and Job Satisfaction (JS). Since these statements may overlap or measure similar aspects, EFA reduces them into meaningful factors by detecting patterns of correlation among items. This ensures that instead of analyzing each statement individually, it can work with a smaller set of latent constructions (e.g., green recruitment, green training, green rewards), which makes the analysis more structured and interpretable.

Table 1: KMO Analysis

| | | |
|---|---------------------------|-----------------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .816 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 5373.265 |
| | df | 190 |
| | Sig. | .000 |

Source: SPSS Tool

The Kaiser-Meyer-Olkin (KMO) value of 0.816 indicates that the sample is adequate for factor analysis, as values above 0.80 are considered meritorious. Bartlett’s Test of Sphericity is highly significant (Chi-Square = 5373.265, df = 190, Sig. = .000), confirming that correlations among the items are sufficiently large to justify the use of Exploratory Factor Analysis (EFA). Together, these results validate that the dataset is suitable for uncovering underlying dimensions of Green Human Resource Management practices in the IT sector of Haryana NCR.



Source: SPSS Tool

Fig 1: Scree Plot

The scree plot visually supports the results of the eigenvalue table by showing a steep decline in eigenvalues from Component 1 to Component 2, followed by a gradual tapering. This pattern indicates that the first few components capture most of the variance in the dataset, while subsequent components contribute progressively less. The "elbow" point where the curve begins to flatten is typically used to determine the optimal number of components to retain. In this case, the elbow appears around Component 3 or 4, suggesting that these components are the most meaningful for summarizing the data structure.

Green HR Integration (GHR-INT) represents the embedding of sustainability into core HR processes such as recruitment, training, development, and performance evaluation. High loadings on statements like environmental goals in appraisals (0.909) and integration of green skills (0.887) show that organizations are aligning HR functions with eco-conscious values. The average mean of 3.62 indicates moderate agreement among employees, suggesting that while these practices are visible, there is scope for deeper institutionalization. This factor highlights the strategic role of HR in shaping a sustainability-oriented workforce culture.

Green Operations (GHR-OPS) captures the implementation of eco-friendly practices in day-to-day organizational functioning. Strong loadings from recycling systems (0.911), paperless operations (0.775), and remote work models (0.737) emphasize operational sustainability. The average mean of 3.68 is the highest among all factors, reflecting stronger employee recognition of these practices. This dimension shows that IT organizations in Haryana NCR are actively adopting operational measures that reduce environmental impact, thereby reinforcing their green identity through tangible workplace practices.

Green Rewards & Recognition (GHR-RWR) focuses on incentive mechanisms and acknowledgment of employee contributions toward sustainability. Items such as rewarding employees for green initiatives (0.962) and tracking progress on green indicators (0.875) load strongly here. The average mean of 3.39 is relatively lower, suggesting limited emphasis on reward systems compared to operational practices. This factor highlights the need for organizations to strengthen recognition and incentive structures to motivate employees toward consistent eco-friendly behaviour.

Green Recruitment & Branding (GHR-RRB) reflects the external-facing dimension of GHRM, where sustainability is emphasized in employer branding and candidate selection. Job postings highlighting sustainability (0.902) and preference for environmentally conscious candidates (0.876) form this factor. With an average mean of 3.56, employees acknowledge that organizations project sustainability as part of their identity. This factor underscores the role of recruitment and branding in attracting talent aligned with environmental values, thereby enhancing organizational reputation in the IT sector.

Table 2: Factors Influencing Green Human Resource Management Practice

| Factor Name | Short Name | Key Statements (High Loadings) | Average Mean |
|------------------------------|------------|---|--------------|
| Green HR Integration | GHR-INT | Environmental goals in performance evaluations, green skills in development, managerial encouragement, recruitment values, employer branding, workshops, training | 3.62 |
| Green Operations | GHR-OPS | Recycling systems, paperless operations, remote/hybrid work, incentives for green practices, recognition programs | 3.68 |
| Green Rewards & Recognition | GHR-RWR | Rewards for sustainability initiatives, tracking green indicators, celebrating achievements, eco-linked benefits | 3.39 |
| Green Recruitment & Branding | GHR-RRB | Job postings highlighting sustainability, preference for environmentally conscious candidates | 3.56 |

Source: SPSS Tool

The factor analysis groups Green Human Resource Management practices into four distinct dimensions. Green HR Integration (GHR-INT) emphasizes embedding sustainability into HR processes such as performance evaluations, training, workshops, and recruitment. With an average mean of 3.62, this factor shows moderate employee agreement, reflecting that organizations are making visible efforts to align HR functions with environmental goals. Green Operations (GHR-OPS) focuses on practical workplace initiatives like recycling, paperless operations, hybrid work models, and recognition programs. This factor has the highest average mean of 3.68, indicating stronger adoption and visibility of operational sustainability practices within IT organizations in Haryana NCR.

6. CONCLUSION

The analysis confirms that GHRM practices in the IT sector are not limited to symbolic initiatives but extend to operational and strategic dimensions. Four distinct factors emerged, each representing a critical area of sustainability integration within HR functions. Green HR Integration emphasizes embedding eco-conscious values into recruitment, training, and performance evaluation, while Green Operations reflects tangible workplace practices such as recycling and paperless systems. Green Rewards & Recognition highlights the importance of incentives and acknowledgment, whereas Green Recruitment & Branding underscores the external projection of sustainability in attracting talent. Together, these factors explain a significant portion of the variance in employee perceptions, demonstrating that GHRM is a comprehensive approach that influences organizational culture and employee outcomes.

7. FUTURE IMPLICATIONS

Future research can expand this study by exploring the impact of each GHRM factor on specific employee outcomes such as work-life balance, job satisfaction, and organizational commitment. Longitudinal studies could assess how sustained implementation of green practices influences employee retention and organizational performance over time. Comparative studies across different sectors beyond IT may also provide insights into sector-specific drivers of GHRM adoption. For practitioners, the findings suggest that strengthening reward systems and recognition programs, alongside operational initiatives, can enhance employee engagement with sustainability. Policymakers and HR leaders in Haryana NCR can use these insights to design targeted interventions that align environmental goals with human resource strategies, thereby fostering both ecological responsibility and organizational effectiveness.

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