

Executive Summary

Introduction:

Green human resource management (GHRM) practices help an organization to develop environment-friendly procedures and strategies. Perceived Corporate Social Responsibility (CSR) facilitates the prosocial and positive image of the organization and plays an important role in employee branding. It is fact that human activities (industrialization and transports) are approximate to have already caused about 1.08C of global warming (United Nations Environment Programme, 2019). Green HRM plays a significant role in sustainable development so that GHRM is essential to conduct research related to green HRM practices and their influence on the organization (Yu et al., 2020 and Ren et al., 2018). According to Du et al., (2011), Corporate Social Responsibility (CSR) is an organization's discretionary participation in organizational practices that show to further economic, societal and environmental well-being. CSR is concerned with treating the stakeholders of the firm and society at large ethically or in a responsible manner. Green human resource management (GHRM) and corporate social responsibility (CSR) are valuable and responsible human resource practices and work as means to achieve the future sustainability of the organization. Perceived corporate social responsibility refers to how employees perceive their organizational CSR practices or activities. Employee's perceived corporate social responsibility a positive influence on employee's attitudes and behaviour at the workplace. GHRM practices significantly and positively influence employees' attitudes and behaviours; enhance employee engagement, facilitate OCB, increase employee retention, attract talented potential employees; and create a positive impression of the organization among internal and external stakeholders.

Kahn (1990) defined employee engagement at the organization as connecting employees to their organizational roles. In employee engagement, employees utilize and demonstrate themselves physically, cognitively, and psychologically (emotional) during organization working time. Employee engagement is the level of commitment and involvement an employee has towards their organization and its values. Employee engagement positively influences employees' performance which helps organization to achieve its goals. An engaged employee is aware of the organizational context and works with colleagues to enhance behaviours within the job for the benefit of the organization. Employees, who have

higher engagement, are more involved in organizational citizenship behaviour. Organ (1988) defined organizational citizenship behaviour (OCB) as a voluntary employee behavior, not directly, formally, or clearly acknowledged by the organizational compensation management system, and in the contributes to organization efficient and effective. Organizational citizenship behaviour (OCB) refers to anything that employees choose to do, spontaneously and on their own accord (voluntary), which often lies outside of their specified contractual obligations.

Retaining skilful and talented human resources within the organization is a major challenge for the organization. Employee Retention plays a significant role for organization effectiveness. It is a desire of the employee to stay within organization. Organization citizenship behaviour and employee engagement plays decisive roles in employee retention. Employee retention is an important procedure to maintain quality products and services in origination. In the 21st century, there is a lot of competition in the market due to globalization and new technology. Employee retention is crucial to retaining talented and skillful employees within an organization. In the globalized world, the organization facing challenges of VUCA environment (Volatility, Uncertainty, Complexity, and Ambiguity), organizations for sustainable effectiveness need to promote employee engagement, organization citizenship behaviour, and employee retention. Ethical values are practices have been seen as an important procedure to an effective organization. Both CSR and GHRM have been found as beneficial practices which have positively contributed to the high-performing organization and employee engagement, organization citizenship behaviour, and employee retention.

Objectives:

The objective of the research is to investigate whether green human resource management practices and perceived corporate social responsibility significantly predict employee engagement, organization citizenship behaviour and employee retention. The research also explores whether employee's gender and the types of sector influences green human resource management practices and perceived corporate social responsibility, employee engagement, organization citizenship behaviour and employee retention. The research also studies the influence of employees' age, education, and years of experience on green human resource management practices and perceived corporate social responsibility, employee engagement, organization citizenship behaviour and employee retention.

Hypothesis:

The first hypothesis of the research is green human resource management practices will significantly predict and affect Employee Engagement, Organizational Citizenship Behaviour and Employee Retention. Second hypothesis of the research is perceived corporate social responsibility will significantly predict and affect employee engagement, organizational citizenship behaviour and employee retention. The third hypothesis of the research is there will be no significant difference between male employees and female employee in terms of green human resource management practices, perceived CSR, employee engagement, organizational citizenship behaviour and employee retention. Another hypothesis of the research related to employees' age, education, and years of experience and the researcher also proposed the conceptual model of studied variables.

Method:

Sample:

The sample comprises 405 managers, executives, and supervisors from private and public sectors of Gujarat which consists of 251 (62%) male employees and 154 (38%) female employees. A total of 178 (44%) employees belong manufacturing sector and 227 (56%) employees belong to the service sector. Minimum one-year work experience in the current organization as full-time employees was considered as an inclusive criterion.

Tools:

Green Human Resource Management practices were measured by a scale developed by the researcher based on parameters of green human resource management practices. The scale has two sub-scales to collected information related barriers and outcomes of GRHM and five points Likert's scale was used to collect quantitative information related to the same. The perceived corporate social responsibility scale was developed by Turker (2009). There were 10 items of the scale used to measure perceived corporate social responsibility. The Utrecht Work Engagement Scale (UWES) is developed by Schaufeli & Bakker (2003) and the scale has three dimensions namely vigour, dedication and absorption. Organizational Citizenship Behaviour (OCB) scale used in the study was developed by Williams and Anderson (1991) and the scale has two dimensions namely OCB-individual level and OCB- organizational

level. Employee retention scale was developed by Egan, Yang & Bartlett (2004). Reliability of all scales (of questionnaire) was checked for the current sample and was found satisfactory. The survey questionnaire was prepared in English, translated into Gujarati and back-translated into English to establish transliteral equivalence.

Research Design:

2 X 2 factorial design was used where one factor is types of the sector (manufacturing sector and service sector) and the second factor is gender (male and female). Permission for data collection was taken from the concerned manufacturing- and service-sector organizations. The survey questionnaire was then passed on to those employees who met the selection criteria and the data were collected. Informed consent was taken from the sample before collecting data. The participants were assured of data privacy and confidentiality. Normative research ethics were followed.

Statistical Evaluation:

A conceptual model was developed according to the conjectual hypothesis. Structural Equation Modelling (SEM) was used to study whether green human resource management practices and perceived corporate social responsibility significantly predict or affect workplace behaviour of employees (organizational citizenship behaviour, employee engagement, and employee retention). Pearson product-moment correlation was used to study correlation among studied variables. Regression analysis was used to study whether green human resource management practices and perceived corporate social responsibility significantly predict or affect workplace behaviour of employees. Two ways analysis of variance (Two ways ANOVA) was used to explore the main and interaction effect of employee's gender, age, sector, and employee's education on green human resource management practices perceived corporate social responsibility, employee engagement, organizational citizenship behavior, and employee retention.

Result:

The result shows that green human resource management practices and perceived corporate social responsibility significantly contribute to employee engagement, organization citizenship behaviour and employee retention. Employees who had higher ratings of GHRM

practices were more engaged in the organization and reported a higher willingness to remain with the organization. Employees, who perceived higher CSR in the organization, reported more employee engagement and a higher willingness to remain with the organization. Employees who had higher ratings of GHRM practices and previewed high CSR were more engaged in organization citizenship behaviour. There is neither any significant difference between employees of manufacturing sector and employees of the service sector nor among male employees and female employees in terms of employee engagement, organization citizenship behaviour and employee retention. Employees from manufacturing sectors reported higher GHRM practices and Perceived CSR in comparison with the employees from service sectors. Employees with different age groups (categorized into groups of those aged 18–30, 31–40, and more than 41 years) reported no difference in terms of perception of GHRM practices, perceived CSR, employee engagement, OCB, and employee retention. Employees with 2–5 years of experience reported higher perception of GHRM practices as compared to employees with 6 or more years of experience. There was no significant interaction effect of gender and sector on perceived CSR, employee engagement, OCB, and employee retention.

Employees with a graduate degree had higher perception of GHRM practices, perceived higher CSR, and employee engagement compared to employees with a diploma/ITI certificate and below. Male employees in the manufacturing sector engaged more in GHRM practices as compared to male employees in the service sector and female employees in the manufacturing and service sectors. Female employees in the manufacturing sector engaged more in GHRM practices as compared to male employees in the service sector and female employees in the service sector. There was no significant interaction effect of gender and sector on perceived CSR, employee engagement, OCB, and employee retention. Participants reported two major barriers to GHRM practices: resistance to change (psychological fear) and lack of support by management (proper training and communication). There was a significant interaction effect of employee's gender and education on GHRM practices, perceived CSR, employee engagement, and OCB-I, and no significant effect on OCB-O and employee retention. Participants reported two major positive outcomes of GHRM practices: competitive advantages to the organizations (marketing, company image, and attractiveness to investors) and attracting potential talent to and retaining existing talent in the organization. There was no effect of interaction between employee's age and sector on GHRM practices, perceived CSR, employee engagement, OCB, and employee retention. The finding from this research

concluded that GHRM practices and perceived CSR help organizations enhance employee engagement, OCB, and employee retention.

Major Findings

The following are the major findings of the present research:

- Green HRM practices positively contribute and enhance employee engagement. Employees reported higher green HRM practices, have a more engagement in organization.
- GHRM practices positively contribute and enhance organizational citizenship behaviour (OCB). Employees reported higher green HRM practices, have a more engage in OCB.
- GHRM practices positively contribute and enhance employee retention. Employees reported higher green HRM practices, have a more desire to retain with the organization.
- Perceived CSR positively contributes and enhances employee engagement. Employees perceived higher CSR, have a more engagement in organization.
- Perceived CSR positively contributes and enhances organizational citizenship behaviour (OCB). Employees perceived higher CSR, have a more engage in OCB.
- Perceived CSR positively contributes and enhances employee retention. Employees perceived higher CSR, have a more desire to retain with the organization.
- Male employees and female employees reported no difference in term of perception of GHRM practices, perceived CSR, vigour, OCB, and employee retention.
- Female employees rated higher on dedication and absorption as compared to male employees.
- Employees with different age groups (categorized into groups of those aged 18–30, 31–40, and more than 41 years) reported no difference in terms of perception of GHRM practices, perceived CSR, employee engagement, OCB, and employee retention.
- Employees in the manufacturing sector had higher ratings for GHRM practices as compared to employees in the service sector.

- Employees in the manufacturing sector and employees in the service sector reported no difference in terms of perceived CSR, employee engagement, OCB, and employee retention.
- Employees with 2–5 years of experience reported higher GHRM practices as compared to employees with 6 or more years of experience.
- Employees with 2–5 years of experience and employees with 6 or more years of experience reported no difference in terms of perceived CSR, employee engagement, OCB, and employee retention.
- Employees with a graduate degree had higher ratings of GHRM practices, perceived higher CSR, and employee engagement compared to employees with a diploma/ITI certificate and below.
- Employees having with a post-graduate degree and above had higher OCB-I scores as compared to employees with a diploma/ITI certificate and below. There was no significant difference among employees with different education levels in terms of OCB-O and employee retention.
- There was no effect of interaction between gender and age on GHRM practices, perceived CSR, employee engagement, OCB, and employee retention.
- Male employees in the manufacturing sector engaged more in GHRM practices as compared to male employees in the service sector and female employees in the manufacturing and service sectors. Female employees in the manufacturing sector engaged more in GHRM practices as compared to male employees in the service sector and female employees in the service sector. There was no significant interaction effect of gender and sector on perceived CSR, employee engagement, OCB, and employee retention.
- There was no effect of interaction between employee's age and sector on GHRM practices, perceived CSR, employee engagement, OCB, and employee retention.
- There was an effect of the interaction between gender and education on GHRM practices, perceived CSR, employee engagement, and OCB-I, and no significant effect on OCB-O and employee retention.
- Participants reported two major barriers to GHRM practices: resistance to change (psychological fear) and lack of support by management (proper training and communication).

- Participants reported two major positive outcomes of GHRM practices: competitive advantages to the organizations (marketing, company image, and attractiveness to investors) and attracting potential talent to and retaining existing talent in the organization.

Conclusions

GHRM practices and perceived CSR help organizations to develop a positive organizational identity among internal employees, which in turn leads to increased organizational prestige and reputation (Lindgreen & Swaen, 2010; Uddin & Islam, 2015; Wang et al., 2019). A review of the literature reveals that the relationship among GHRM practices, perceived CSR, employee engagement, OCB, and employee retention could be explained through social identity theory. In 1985, Tajfel and Turner presented a framework wherein employees (individuals) possess the need to classify themselves and others into social groups. According to this theory, individuals/employees derive part of their identity from the organization to which they belong. If an organization has good practices with regard to society and the environment, employee belongingness becomes stronger and employees' motivation, engagement, OCB, and employee retention is enhanced (Tajfel & Turner, 1985). GHRM practices and perceived CSR have a positive impact on workplace behaviour. Employees who had higher ratings of GHRM practices were more engaged in the organization. HRM practices enhance employee engagement, that is, they help enhance vigour, dedication, and absorption among employees (Gunawan & Putra, 2014; Hewitt Associates, 2009; Tariq, 2015). Employees who perceived higher CSR and had higher ratings of GHRM practices in their organization were also more engaged in the organization. Research shows that employees who perceive higher CSR in the organization engage more in OCB (Paruzel, Klug and Maier, 2021; Khaskheli, Raza, Khan & Salam, 2020; Farooq, 2015; Jones, 2010; Ong et al., 2018; Shen & Benson, 2016). Employees who had higher ratings of GHRM practices in the organization reported a higher willingness to remain in the organization and attracted the human resources of an organization (Renwick et al., 2013). Similarly, employees who perceived higher CSR in the organization reported a higher willingness to remain with the organization. Thus, GHRM practices and perceived CSR help organizations enhance employee engagement, OCB, and employee retention (Hosain & Rahman, 2016).

Male and female employees did not differ in terms of their perception of GHRM practices, perceived CSR, vigour, OCB, and employee retention whereas female employees rated higher on dedication and absorption as compared to male employees (Schaufeli et al., 2006). The present results also indicate that employees across different age groups have similar perceptions of GHRM practices, perceived CSR, employee engagement, OCB, and employee retention. Employees in the manufacturing sector reported higher GHRM practices as compared to employees in the service sector. Further, employees in both sectors had similar perceived CSR, employee engagement, OCB, and employee retention. Employees with 2–5 years of experience were engaged more in GHRM practices compared to employees with 6 or more years of experience. Employees with 2–5 years of experience and employees with 6 or more years of experience reported similar perceived CSR, employee engagement, OCB, and employee retention. Employees with a graduate had higher ratings of GHRM practices, perceived higher CSR, and employee engagement compared to employees with a diploma/ITI certificate and below. Employees having a post-graduate degree or higher exhibited higher OCB-I as compared to employees with a diploma/ITI certificate and below (Zhang et al., 2019). Employees had similar OCB-O and employee retention scores across different levels of education.

Male employees in the manufacturing sector engaged more in GHRM practices as compared to their counterparts in the service sector and female employees in the manufacturing and service sectors. Female employees in the manufacturing sector engaged more in GHRM practices compared to male and female employees in the service sector. There was no significant interaction effect of gender and sector on perceived CSR, employee engagement, OCB, and employee retention. Similarly, there was no significant interaction effect of gender and age and employee's age and sector on GHRM practices, perceived CSR, employee engagement, OCB, and employee retention, nor was there a significant interaction effect on OCB-O and employee retention.

Male employees with a graduate degree engaged more in GHRM practices compared to male employees with post-graduate degrees, male employees with a diploma/ITI certificate and below, and female employees across all levels of education. Female employees with post-graduate degrees engaged more in GHRM practices compared to male employees with a diploma/ITI certificate and below, female employees with a diploma/ITI certificate and below, and female employees with a graduate degree. Female employees with a graduate degree perceived higher CSR compared to male employees with a diploma/ITI certificate and

below, male employees with a graduate degree, female employees with a diploma/ITI certificate and below, and female employees with a graduate degree. Male employees with a graduate degree perceived higher CSR compared to male employees with a diploma/ITI certificate and below, male employees with a post-graduate degree and above, female employees with a diploma/ITI certificate and below, and female employees with a graduate degree.

Female employees with a post-graduate degree and above exhibited higher vigour, delicately, absorptive and OCB-I compare to male with diploma/ITI certificate and below, graduate and post-graduation and female with diploma/ITI and below and graduation. Female with diploma/ITI certificate and below less behave vigour, dedication, absorption, and OCB-I compared to male employees across all education levels, female employees with a graduate degree, and female employees with a post-graduate degree. The first major barrier of GHRM practices is resistance to change (e.g. psychological fear) and the second major barrier is lack of support by management (e.g. lack of proper training). The first major positive outcome of GHRM practices is a competitive advantage for the organization in terms of marketing, company image, and attractiveness to investors and the second major positive outcome of GHRM practices is attracting potential talent to and retaining existing talent in the organization (Chaudhary, 2020 ; Das & Singh, 2016; Greening & Turban, 2000; Tiwari, 2017).

Implication:

These findings may be useful for researchers, practitioners, and managers in organizations in the Indian context. The present research found that GHRM practices and perceived CSR help organizations enhance employee engagement, OCB, and employee retention. The findings contribute to the literature on job design, of which one dimension emphasizes how the attributes of work tasks influence motivational and performance outcomes (employee engagement, organizational citizenship behavior, and employee retention) for employees. The green human resource management practices, perceived corporate social responsibility and behavioural outcomes model will contribute and add to current theoretical knowledge of organizational behaviour. The findings of the research provide new insights to policymakers in organization and help them better implement policies and strategies related to GHRM practice and CSR. GHRM practices and CSR enhance positive organizational behaviour,

thereby emphasizing the same for training and development. By making their GHRM practices and CSR initiatives visible to the public, organizations may be perceived positively and enjoy a more favorable reputation with key external stakeholders, such as customers and competitors.

This study found a positive effect of GHRM practices and perceived CSR on employee behaviour, and therefore, organizations should include GHRM practices and CSR as an aspect of performance appraisal. The green human resource management practices, perceived corporate social responsibility and Behavioural outcomes model will contribute and add to current theoretical knowledge of organizational behaviour. The research will imply attracting potential employees and retain talented human resources within the organization. The finding may be useful for the implication of GHRM policy by communicating to employees through the website, induction training, and performance management and make it regular monitoring and supervise GHRM practices among employees. The research will help to achieve a sustainable future of society and considering GRHM as an ethical value by making their GHRM practices and CSR initiatives observable to the communities. Organizations may be perceived positively and enjoy a more favorable with extreme importance external stakeholders, such as consumers and competitors. Hence, organizations should actively engage in their communications about GHRM practices and CSR initiatives via advertisements in media, promotions, and GHRM practices/CSR reports, which can help organizations, develop a positive branding and reputation among internal and external stakeholders.

Suggestions for the Future

It is recommended that future research be conducted taking into the account the following:

- Future research should be conducted with an equal number of participants from the service and manufacturing sectors.
- The same research can be conducted with an equal number of male and female participants. The present research focuses on the state of Gujarat and the data were collected only from Gujarat. Therefore, future research could collect data from other states/areas and regions of India, and consequently enhance the generalizability of the results.

- In the Indian context, comparative research can be conducted between organizations where the Companies Act, 2014 is applicable and organizations where it is not.
- Future research could compare micro, medium, and large (according to the new definition in 2020) organizations with regard to green human resource management practices, perceived corporate social responsibility, employee engagement, organizational citizenship behaviour, and employee retention.
- Future research could examine mediators or moderator variables such as occupational stress, job satisfaction, organizational justice, organizational identification, organizational support, organizational commitment, personality traits, and so on.
- Future research could be conducting taking into account more demographical variables such as the employee's designation, marital status, and working hours.
- Similar future research can be conducted in a cross-cultural context, wherein the studied variables could be compared across two different cultures.
- Future research could be conducted using qualitative or mixed methods and the data collected using multiple means such as interviews, focus group discussions, observation, and so on. It would also be interesting to expand the qualitative aspects of the present research in order to conduct a systematic analysis of the data.
- Future research could use a longitudinal study design to avoid uncertainty regarding causal relationships and temporary variables.
- Interventional research could be conducted using research variables namely green human resource management practices, perceived CSR, employee engagement, OCB and employee retention.
- Future research could be conducted to study effect of green human resource management practices on financial benefits, cost efficiency, attract investors etc.

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Full bibliography attached with the thesis