



# **Challenges and Impact of Green HRM Practices on Environmental Organizational Performance Sustainability**

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## **Abstract**

Due to environmental concerns, businesses are being forced to adopt green human resource management (GHRM) procedures and activities that address climate change. In the association, GHRM has the power to advance green initiatives that result in improved environmental performance and financial success. This study seeks to ascertain whether there is any correlation between the Indian Wellness Administration Association's environmental performance and green human resource management (HRM) practices, such as green recruiting and selection, green training and promotion, and green rewards. We strategically chose to concentrate on a particular

subject in order to lessen the perplexing effects of non-controllable variables in our evaluation study, such as regulatory, cultural, and ethical settings. The findings show that Green HRM is only moderately used in Indian medical clinics; the most secure relationships were those involving recruiting and resolution, while the relationships involving planning and improvement were the weakest. It supports the development of Green HRM and climate assurance, two fields that are underdeveloped in developing countries like India.

**Keywords:** Green HRM, Practices, Environmental Organizational, Performance Sustainability, Human Resource Management, GHRM

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## **1. Introduction**

The concept of "green HRM" refers to the use of human resource management techniques to promote efficient resource usage inside commercial organizations and, more importantly, to advance the cause of environmental sustainability. Utilizing equipment and techniques that won't contaminate or exhaust natural resources in a way that would be harmful to the environment is the aim of environmental safety. Thus, Green HRM entails environmentally responsible human resource strategies and practices that, from one angle, will assist associations in reaching their financial objectives through environmental marking and, from another angle, will safeguard the climate from any adverse effects that the associations' techniques and activities may have. The actual human resource initiatives, cycles, and procedures that are really carried out in the association or speciality unit are known as HRM practices. Additionally, green HRM practices are the real green HRM initiatives, cycles, and plans that are in fact implemented in associations to lessen adverse environmental effects or enhance advantageous environmental effects of the associations.

The creation of an association's sustainable culture should be a top priority for the human resources division of the company. Many creators, particularly those in the HRM field, have struggled with the fact that the caliber and effectiveness of their human resources are a crucial component of any management development. The term "green HRM" refers to the use of each representative to support and increase worker responsiveness and responsibility on sustainability-related concerns. Different people have different associations with green HRM. Ashok Ramachandran, Chief HR Officer at Vodafone Essar Ltd, defines green HR as using each

employee contact feature to embrace cost-saving measures and increase a representative level of mindfulness. Green HR is defined by Anjana Nath, Provincial Head of Human Resources at Fortis Medical Services Ltd, as HR initiatives that promote improved efficiencies, lower costs, and higher representative commitment levels.

Since the Earth's temperature is rising, there is a need for practical methods for managing the climate globally. Green HRM is a significant component of human resource management with the goal of enhancing financial, social, and biological benefits to achieve harmony between employees and the environment. Green HRM includes HR procedures that are geared toward being green and promoting climate sustainability. By encouraging representatives to be attentive of environmental challenges and solutions, green HRM refers to procedures that advance green practices inside an organization. The focus of green HRM is on how events play out, how many activities are carried out, and how they are kept up to keep staff members stable and focused on the association's manageable goals.

The idea of "green HRM" refers to the balance of the comparatively many carbon footprint reduction activities. Green HRM practices include green recruiting and selection, HR planning, green performance evaluation and training, green remuneration and reward, relationships amongst green representatives, and more.

In order to properly manage corporate environmental programs and overcome their challenges, green HRM is crucial. It provides climate-friendly products and activities. As a result of human activity, the environment is becoming increasingly uncomfortable day by day. Green HRM practices will free the environment from bothersome items.

Today, sustainability in a company's environmental, social, and financial performance is seen as a major social responsibility, particularly in initiatives aimed at preserving the environment. Superior firm performance is affected by how well GHRM practices are received. Green human resource management (GHRM) activities include green recruitment and selection, green improvement and preparedness, green performance management, and green compensation and reward. Businesses are increasingly using green human resource management as a basic framework for putting into practice green strategies that improve environmental performance and produce maintainable results. The relationship between GHRM practices and environmental

performance was found to be obviously hampered by the environmentally friendly corporate culture that GHRM practices encourage.

Recently discovered that having a green organizational culture has strong advantages for green development. Developments in product or cycle innovation that have an impact on environmental management are referred to as "green advancement." Environmental concerns and unequal resource distribution are altering environmental management associations. Organizations that are still operating should focus on activities that include environmental management exercises that are innovative and doable to create improvements and environmental performance. The HR capability can support the environmental reasonable turn of events; green innovative methods can successfully reduce contamination and increase resource efficiency. In the current environmental era, green development has been an important green practice of businesses.

## **2. Literature Review**

Dr. Kulshrestha S. Shweta and Srivastava Shruti (2018) studied the concept of "green human resource management," which is a great idea that supports our current state of affairs and assumes handled that have a remarkable potential to serve initially the individual them to the general public and to a great extent on the environment along with the business. The research focuses on examining the value of green HRM and providing rationale for environmental activism.

Bangwal Deepak The 2015 study Green HRM - An Approach to Greening the Climate by Tiwari Prakash. The focus of the essay is on GHRM, various green human resource processes that help organizations go green. It also makes social recommendations for GHRM practices.

Dr. Mishra K. and Rani Sushma (2014) examined the association's Green HRM-Practices and essential implementation. An effort has been made to promote the significance of a "Green Hr," which consists of two essential elements: the protection of information capital and HR practices that are climate-friendly. In order to create sound strategic goals, this study focuses on green human resource management as a critical company activity.

Wehrmeyer (1996) concentrated on the usefulness of the association's environmental awareness, responsibilities, and consideration of climate concern approach in the performance evaluation.

According to him, preparation plays a crucial role in the protection of the environment and reduction of waste.

According to Day to Day and Huang (2011), eco-accommodating associations can achieve great success if they have the suitable labor force with the necessary skills and opportunities.

Mandip (2012) explained that the practices of green HR should influence and shape people's abilities, mentalities, and conduct to take care of their responsibilities and conform to the manageable climate and improvement objective. Collins and Clark (2003) also made sense that successful GHRM objective is accomplished by providing training to the employees by the extraordinary officials who have concern for climate insurance and that ought to be agreed to the manageable climate and improvement objective.

According to Lee (2009), in the 2000s, green human resource management became a major global initiative. Additionally, he defines green HRM as the cycle by which businesses address the sustainability of the climate by fostering their management practices.

Day to Day and Huang (2001) said that in order for future eras to go without a hitch, organizations must strike a balance between the development of the association and the preservation and sustainability of the climate.

### **3. What Green HRM?**

In order to effectively exploit resources within enterprises and, more crucially, to promote the climatic sustainability, green HRM uses HRM practices. The term "green HRM" is most usually used to refer to the concern of individual management approaches and practices toward the more expansive corporate environmental program. Common green exercises involve using video enlisting or online and video interviewing to reduce the need for travel. Green incentives could involve the utilization of work environment and way of life advantages, ranging from free bikes to carbon credit payments, in order to keep individuals in the green program and continue to acknowledge their achievements. Although many representatives generally believe it is not their responsibility to help the environment while they are at work, the new labor forces of the millennial generation are featuring environmental acknowledgment as they favor their managers. There is also more potential to connect with coworkers because an increasing number of people

look for meaning and self-realization in their work. Another easy green endeavor is to reduce the number of written words used in pay appraisals, performance monitoring, and other similar processes. There are still many options, even though there is a lot of "green washing" when it comes to lowering trash. However, since developing HR processes will always have a big impact on a business; it is preferable to incorporate HR into the enterprise's overall green program.

### **3.1. Green Management**

An office setting that is socially capable, resource-efficient, and open to the environment is known as a "green association." Various definitions exist for "green management" in the context of environmental composition, all of which frequently seek to explain the expectation for balance between organizational growth for abundance plan and security of the common habitat with the goal of future making success. Prior to now, associations and its investors used to evaluate the financial performance of the organization in terms of undertaking corporate accomplishment. However, this is no longer reasonable; instead, productive and financial results should be pursued by minimizing environmental impressions and further developing attention to social and environmental stages.



**Figure 1:** Green Human Resource Management

#### **4. Challenges Green HRM in the Organization**

Any association's HR department is responsible for outlining the plans intended to create the environmentally friendly planned representatives. The HR division encounters a variety of challenges throughout the process of green human resource management. Specific challenges face the association's effective Green principles and practices. Every employee has their own unique discernment, demeanor, and accept, and they all behave accordingly.

- Establishing the crucial awareness of the climate among associations is the main critical test. The need to instill a green mindset in people at all stages of life is growing. The climate management framework shouldn't be implemented in an exclusive location or on a "as and when required" basis.
- Another crucial test that the associations are looking at in this cycle is increasing green awareness within the workforce and preparing the representatives to embrace a green balance between entertaining and serious activities. The organization has to raise awareness of the problem among its members and promote the adoption of ecologically friendly behaviors.
- Finding employees with green aptitude is a really challenging undertaking. Finding inventive and creative employees through green enlistment is a key HR issue.
- It is absurd that each employee is urged to finish the jobs that are in the green color.
- HR personnel are under pressure since they must choose and assign employees while also carrying out the Green HRM training.
- Seek out opportunities to adapt to a new environment.
- It is anticipated that resources like money and large workforce groups would be used to promote environmental awareness and provide training. payments to the individuals who have phoned for preparation, presenting presentations, and other services
- The structural foundation of every organization association isn't strong enough to handle the new, creative changes that are climate-friendly.

- The workforce's hesitancy and reserve is a significant test. Some workers feel it is not their duty to preserve the environment. They didn't have to be the ones to start putting sustainability into effect.
- The association's income and benefits are reduced by the initial arrangement cost for green practices. For instance, it would require a significant establishment cost to introduce a nearby planet group on the rooftop.

## **5. Method**

A survey conducted among health administration associations in India between April and May 2018 tested the examination hypotheses. Because we wanted to lessen the confusing effects of uncontrollable factors in our examination study, such as regulatory, cultural, and prudent settings, we decided to focus on a single area.

### **5.1. Hypothesis of the Study**

The analysis offers the following hypotheses in light of the discussion from earlier.

H1. In Indian health service companies, green recruiting and selection are more likely to have a favorable effect on environmental performance.

H2. In Indian health service organizations, green training and development is more likely to improve environmental performance.

H3. In Indian health service organizations, green reward and compensation are more likely to have a beneficial effect on environmental performance.

### **5.2. Sample**

This inquiry was located at the association level of investigation because medical care management accords a great deal of significance to climatic security in the ebb and flow time. As in previous comparative studies, the analyst identified the top key respondents for the poll. Because they were considered to be the most skilled responders in their associations and because they had a thorough understanding of ecoinitiatives, green HRM practices, and how employees reacted to them, directors of emergency rooms were chosen to participate in the review poll.

They had the duty to both monitor and improve employee behavior, including their obligation to take part in environmentally responsible activities. The annual report from the Indian Service of Climate contained details on 110 different green medical facilities. The clinic management received 108 questionnaires in total via email. For the remaining study, 91 replies were gathered in total. After careful consideration, 4 polls were found to be inappropriate for the process of factual investigation. The factual evaluation procedure, which was regarded as the review test, thus utilized 87 surveys in total, giving an extraordinary response rate of 80%. The sample size for the review exam was quite tiny. By applying the best significant factual procedures, such as means, standard deviation, and Cronbach's alphas, and managing such small example sizes, the analyst considerably changed the review information examination process.

### **5.3. Measure**

Recently distributed scales were adjusted to estimate each build. Three sections made up the survey. Information about the respondents' organizational residency, educational background, age, sexual orientation, and length of time working in the medical services industry was gathered in Portion A. Information about the free factor was acquired in Part B. Green HRM practices (green recruiting and selection that pays specific attention to five elements) Environmental concerns, choosing candidates who are sufficiently knowledgeable about sustainability to fill job openings, the organization's environmental performance attracting profoundly qualified representatives, positions intended to focus solely on environmental management components of the associations, and more are all part of the expected set of responsibilities. Announcements regarding enrolment contain information on environmental responsibility and conduct standards; Green preparation and improvement are specifically estimated by five factors: providing environmental preparation to organizational personnel to increase environmental awareness; making preparations in a way that considers the needs of environmental issues while preparing prerequisites are dissected; and adhering to acceptance programs that emphasize environmental issues concerns. The organization recognizes environmental achievements with both monetary and non-monetary awards, and it incorporates idea plans into the pay structure in three distinct ways. offering incentives for innovative environmental performance or motivation, environmental performance is perceived by the general public). Questions pertaining to subordinate variable-environmental performance were addressed in Section C (reductions in the

use of electric energy, increased use of sustainable power and economical fuel, improvement of association reputation, further developed assistance quality, support association with creating/planning better help, materials reusing and lessen waste). On a Likert scale of 1 to 5, with 5 representing complete agreement, respondents were asked to rate their responses to the survey questions. The materials used in this investigation were modified from other studies.

#### 5.4. Data analysis

The data were analyzed using SPSS and statistics including mean, standard deviation, rate, Pearson association coefficient, T-test, and relapse. Cronbach's Alpha was used to assess the instrument's internal consistency. It showed great consistency, with values ranging from 0.802 to 0.968 > 0.50. The instrument's overall dependability is above 97% > 0.60 and its consistency across all iterations is above 70%. Therefore, it makes sense that the tools used in this study were dependable and steady.

**Table 1:** Scale determines the relative relevance of the mean.

The level of the effect	The mean
Low	3.44 and less
Medium	3.25 – 2.56
High	2.57 – 4

These classifications were created using the following equation:

$$\begin{aligned}
 \text{Interval length} &= (\text{highest weight} - \text{lowest weight}) / (\text{three levels}) \\
 &= (5 - 1) / 3 = 1.33 \quad (1)
 \end{aligned}$$

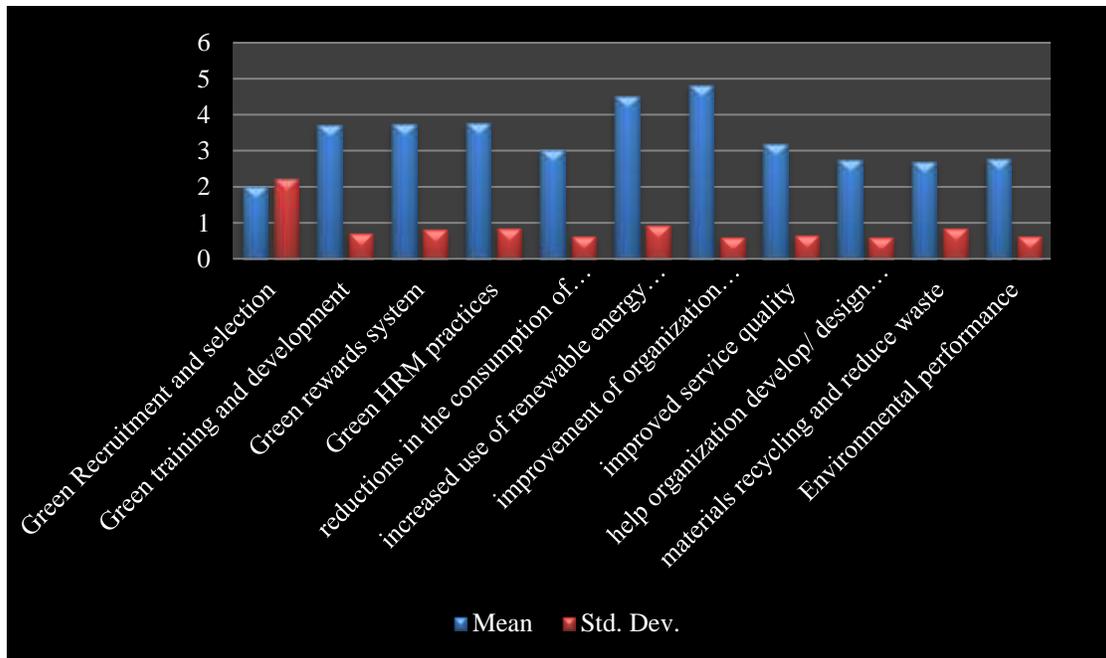
## 6. Results

The results of the experimental inquiry are shown in this section. The averages, standard deviations, and amount of application of the review factors are presented in Table 2. The results of expressive assessments showed that respondents generally understood green HRM practices. Green HRM performs at an all-out level of 3.78, which is regarded as a modest level. From most notable 2.03 to least 2.26, the median features dropped. Environmental performance, further

developed help quality showed the highest congruence (Mean = 3.20, Standard Deviation = 0.67) and expanded use of environmentally friendly power and reasonable fuel as a lower pointer (Mean = 4.52, Standard Deviation = 0.84). The results for green recruitment and commitment showed the highest congruence (Mean = 2.03, Standard Deviation = 2.24), and green training and advancement as a lower marker. The standard deviation and median score indicated that respondents' judgments of these problems were consistent. Pearson's association coefficient and several direct relapse examinations were used to assess the review hypotheses.

**Table 2:** The survey items' average and standard deviation in Indian hospitals

Category	Mean	Std. Dev.	Level
Green Recruitment and selection	2.03	2.24	Medium
Green training and development	3.72	0.73	Medium
Green rewards system	3.75	0.83	Medium
Green HRM practices	3.785	0.86	Medium
reductions in the consumption of electric energy	3.03	0.64	High
increased use of renewable energy and sustainable fuel	4.52	0.95	Medium
improvement of organization reputation	4.83	0.62	High
improved service quality	3.20	0.67	High
help organization develop/ design better service	2.77	0.61	High
materials recycling and reduce waste	2.72	0.88	High
Environmental performance	2.785	0.654	High

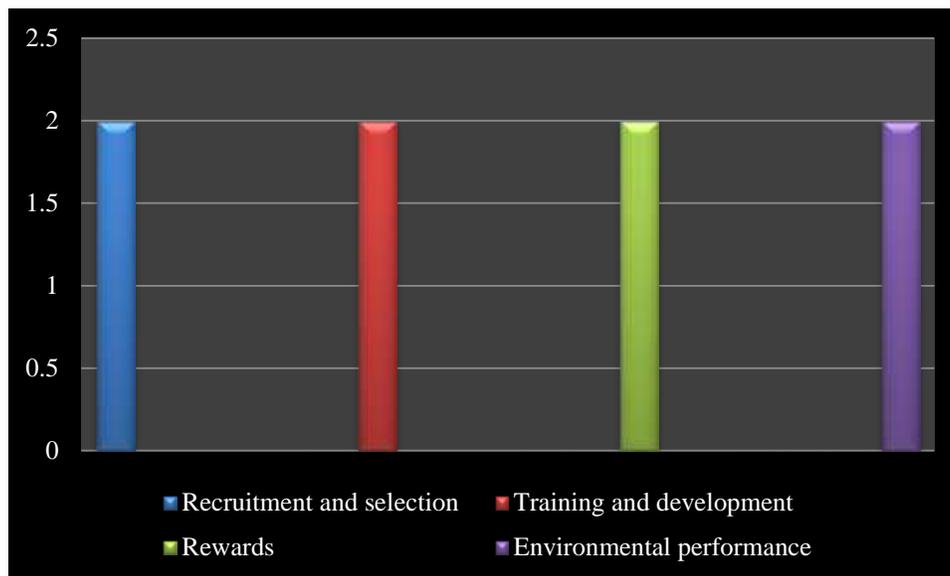


**Figure 2:** The survey items' average and standard deviation in Indian hospitals

Table 3 shows a correlation between environmental performance and the three green HRM practices, with the green recruitment and commitment practice showing the strongest correlation ( $p=0.73$ ) and the green training and development practice showing the weakest correlation ( $p=0.62$ ). The analysis of the relationships between the Green HRM practices in Table 3 demonstrates that there is a strong correlation between them. The relationship between "Green enlistment and choice" and "Green preparation and improvement" is the strongest ( $p=0.87$ ), and the relationship between "Green enrollment and determination" and "Green prizes" is the weakest ( $p=0.56$ ). The Pearson's correlation coefficient values are above ( $p=0.67$ ), indicating that these associations are unquestionably strong.

**Table 3:** The relationship between survey questions is

	<b>Recruitment and Selection</b>	<b>Training and development</b>	<b>Rewards</b>	<b>Environmental performance</b>
<b>Recruitment and selection</b>	2	0.87**	0.56**	0.73**
<b>Training and development</b>		2	0.63**	0.62**
<b>Rewards</b>			2	0.67**
<b>Environmental performance</b>				2

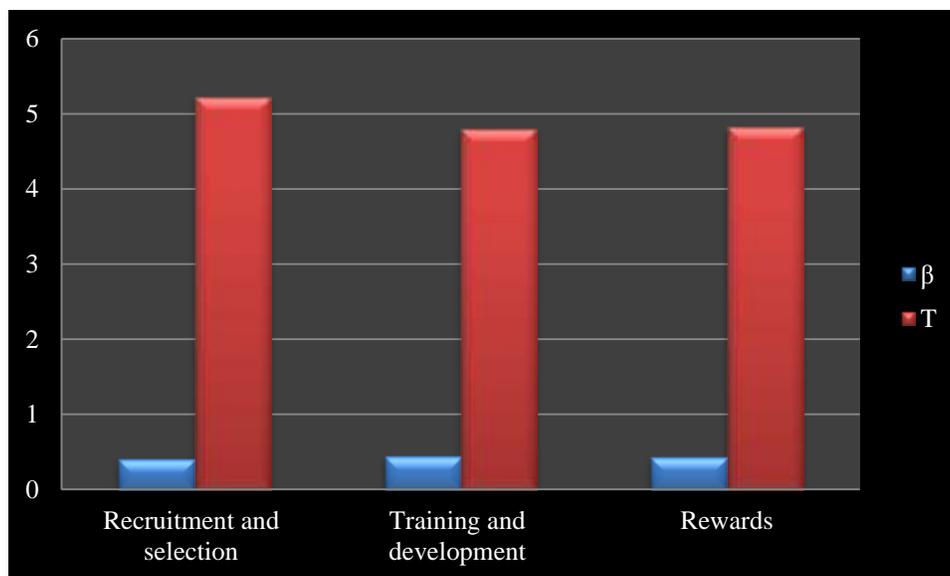


**Figure 3:** The relationship between survey questions is

Table 4 also shows the results of various direct relapse tests performed to see if there is a correlation between the environmental performance of Indian clinics and green human resource management techniques (green recruiting and selection, green training and promotion, and green rewards). Environmental performance and the connection appear to be strongly correlated, as indicated by the correlation coefficient (0.742). There may be a link because the importance level (0.001) connected with F esteem was less than 0.05, and the F-esteem (89.05) demonstrates that there was a connection with environmental performance.

**Table 4:** We can investigate the connection between environmental performance and green HRM practices using multiple linear regression analysis.

Variable	$\beta$	T	Sig (t)
Recruitment and selection	0.417	5.23	0.002
Training and development	0.445	4.80	0.001
Rewards	0.440	4.83	0.000



**Figure 4:** We can investigate the connection between environmental performance and green HRM practices using multiple linear regression analysis.

To put the first theory to the test the fact that the crucial level (0.000) connected with T worth was less than 0.05, demonstrating the existence of the link, shows that there was a substantial association between green enlisting and choice and environmental performance. The T worth of 4.12 further supports this relationship. The value of the importance level (0.001) connected to the T esteem was below 0.05, indicating that there was an association between environmental performance and green retraining and improvement, as shown by the T esteem of 4.80 to test Supposition 2. The value of the relevance level (0.001) connected with the T esteem was below 0.05, suggesting the existence of the relationship. This means that there was a strong association between environmental performance and green compensations. The three stated assumptions in this study were supported by the outcomes of the factual investigation, which showed a strong correlation between Green HRM practices generally and exclusively with environmental performance. The findings previously presented concur with those of several scientists.

## 7. Discussion

The motivation behind this study was to investigate how Indian Wellness Administration Association's environmental performance was affected by green HRM practices. Using in-depth written surveys and field data from medical clinic directors in Indian wellbeing administration

associations, it was attainable to distinguish between three essential green HRM practices. Green awards, Green development and enhancement, and Green recruiting and commitment were recommended. The results revealed that the collection of green HRM practices was being implemented at a respectable pace, and that there was a palpable positive association between environmental performance and green HRM practices alone. The weakest link was made with progress and preparation, whereas Green enrollment and determination practice was the most secure connection. These outcomes are in line with those of other studies from poor nations. As a large number of Indian associations adopted cost-cutting measures as a result of the financial crisis affecting the country, this means that medical clinic management did not invest enough money in that mindset through green planning and improvement programs.

In order to raise the level of environmental performance over the long and medium term, management at medical clinics is urged to spend more money on their green HRM training and advancement programs. Green preparation and progression, according to Teixeira, is one of the most significant qualities that might help human resources reach a standard level and achieve exceptional performance. According to statistics, green enrollment and choice is the approach that health administration associations employ the most. This suggests that the management of the medical offices recognized the importance of environmental performance in all aspects of their operations and that they were successful in implementing a green recruitment and selection process, choosing the candidate who was most qualified to safeguard the environment. Strong green enlistment and determination standards, according to Jab our, are a useful tool for attracting smart, skilled, well-educated, and eco-accommodating individuals who like working for environmental organizations.

The outcomes also showed that the Green Prize Framework wasn't regularly used to encourage employees to act in a more environmentally friendly way. In past studies, Jackson squeezed that the green award concept is a useful tool for implementing green HRM. Emergency clinic management should create enticing reward criteria that could fit all persons given that the majority of them believed that Award framework was basically crucial to working for associations in order to attract and keep green trained representatives. In general, top management has the power and notoriety required to persuade people to take part in

environmentally friendly activities that could increase their knowledge of and dedication to their green job.

## **8. Conclusion**

The Green HRM is extremely important for the organization and depends on green growth. The urgent need of the hour is to protect the planet and its natural resources from pollution and waste. Many business associations, organizations, and others are concerned about the sustainability of the climate. It will assist the association in creating a green environment. Green HRM methods can encourage employees to contribute their ideas and efforts toward making their current situation more environmentally friendly. Investigating the concept of "green HRM," green HRM practices, the "green cycle," and the difficulties facing HR staff and management application in the association were the main objectives of this study.

In the field of human resources, green concepts and thinking are beginning to gain traction since they offer the company clear advantages rather than just enhancing its reputation and brand. These new procedures, plans, products, and tools are really helping to ensure consistency and increase effectiveness. The following are a few areas where businesses can combine more ecologically friendly practices, such as using the web to do business remotely, eliminating business travel, and posting employee manuals, company plans, and other information online to reduce printing. By reusing trash cans for paper around the office and for containers and jars in the break area, businesses can accelerate the reduction of paper usage and focus on the capacity of administrative work done electronically. It is usual for businesses to consider environmental benefits as they begin recycling, upgrade to energy-efficient heating and cooling systems, and search for production efficiencies that reduce energy use or the byproducts of fossil fuels. It is now vital for them to incorporate environmental management into their working methods so that an HR professional can provide a regular workout schedule. Being environmentally conscious also helps businesses improve their advertising, and effective advertising and favorable public perception can without a doubt enhance an organization's advantage.

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