

A Study on the Impact of Green Human Resource Practices on Employee Job Performance in the It Industry

Dr.B.Karthikeyan, Assistant Professor, Department of Commerce IT BI, Hindusthan College of Arts and Science Coimbatore 641028

Dr.V.Manikandan, Assistant Professor, Department of Commerce IT BI, Hindusthan College of Arts and Science Coimbatore.

ABSTRACT

This study examines the impact of Green Human Resource (GHRM) practices on employee job performance within the Information Technology (IT) industry. A quantitative research design was employed, collecting primary data through a structured questionnaire administered to IT professionals. The sample size for the study was 150 employees from various IT firms. The collected data were analyzed using percentage analysis, descriptive statistics and ANOVA. The results indicated a significant and positive impact of Green Human Resource Practices on employee job performance. Specifically, practices like green training and development were found to be strong predictors of higher employee performance and engagement. The findings suggest that integrating environmental sustainability into HR strategies not only helps organizations achieve ecological goals but also enhances employee motivation, job satisfaction, and overall contribution, providing IT firms with a sustainable competitive advantage.

Keywords: Green Human Resource Management (GHRM), Employee Job Performance, Information Technology (IT) Industry, Sustainability, Green Practices.

INTRODUCTION

The information technology industry operates in a fast-paced, innovation-driven context where people and culture determine competitive advantage. As expectations around environmental stewardship grow, Green Human Resource Management has emerged as a strategic approach that embeds sustainability into recruitment, training, performance management, and employee engagement. The central question is whether these practices not only advance environmental goals but also strengthen day-to-day job performance.

Grounded in established perspectives such as the Ability–Motivation–Opportunity framework and social exchange theory, Green HRM can enhance performance by building relevant skills, nurturing pro-environmental motivation, and creating opportunities to participate in meaningful initiatives. In knowledge-intensive settings with flexible work arrangements and collaborative project cycles, these mechanisms can shape how employees experience their work, their commitment, and the quality of their outputs.

This study explores the connection between Green HRM and employee job performance in the information technology sector. It examines how awareness and perception of green practices, the perceived contribution of those practices to organizational sustainability, and the challenges of implementation influence performance. It also considers workforce characteristics such as tenure and shift pattern that may condition these relationships, aiming to provide actionable insight for leaders seeking to design green practices that are both environmentally sound and performance-enhancing.

STATEMENT OF THE PROBLEM

IT organizations are under growing pressure to embed environmental sustainability into core people processes, yet many firms implement green HRM practices without clear evidence of whether and under what conditions these initiatives enhance employee job performance. Awareness of green practices can be uneven, perceptions of their contribution to sustainability can vary across workforce segments, and practical implementation challenges may undermine engagement and performance. This uncertainty creates a risk of misaligned investments, fragmented adoption, and limited performance gains. There is a need for sector-specific, employee-level evidence that clarifies how GHRM influences job performance, and how workforce characteristics such as tenure and shift pattern shape these effects, so that HR leaders can design and prioritize green practices that are both environmentally meaningful and enhancing the performance.

SCOPE OF THE STUDY

This study examines how Green Human Resource Management practices relate to employee job performance within the IT industry, focusing on three HR-linked dimensions awareness and perception of green practices, their contribution to organizational sustainability, and implementation challenges. The unit of analysis is individual employees, and the inquiry considers key workforce characteristics such as tenure in the current company and shift pattern to understand differential effects across segments. The study is limited to HR-embedded initiatives rather than broader environmental programs outside HR, and it captures current, cross-sectional experiences rather than longitudinal change or direct causal impacts. Findings are intended to inform HR leaders and managers in IT organizations about designing and prioritizing green practices that enhance performance; generalization beyond the IT sector or to non-HR sustainability interventions should be made with caution.

REVIEW OF LITERATURE

Chuah, S. C., Mohd, I. H., Kamaruddin, J. N. B., & Md Noh, N. (2021) examined the impact of GHRM on employees' green lifestyle and job performance. The study used survey data from 100 completed questionnaires collected through non-probability convenience sampling among academic and administrative staffs. The study employed Partial Least Squares–Structural Equation Modeling (PLS-SEM) to analyse the relationships between GHRM practices, green lifestyle, and job performance. The study found that GHRM practices had a significant and positive effect on workers' job performance. However, GHRM practices were not significantly related to employees' green lifestyle.

Amjad, F., Abbas, W., Zia-UR-Rehman, M., Baig, S. A., Hashim, M., Khan, A., & Rehman, H. U. (2021) investigated the strategies for enhancing organizational sustainability (OS) by examining the impact of Green Human Resource Management (GHRM) practices training and development, performance appraisal, and test the mediating roles of environmental performance and employee performance in the relationship between GHRM practices and OS.

The study used survey data collected from 165 managerial personnel in the textile industrial sector of Pakistan. The study employed a survey questionnaire methodology and conducted empirical mediation analysis to test the hypothesized model. The study found that GHRM practices training and development, performance appraisal, and reward and compensation had significant positive effects on organizational sustainability. It also demonstrated that environmental performance and employee performance distinctly mediated the relationships between GHRM practices and organizational sustainability, thereby supporting the hypothesized mediation model.

Abdelhamied, H. H., Elbaz, A. M., Al-Romeedy, B. S., & Amer, T. M. (2023) investigated how job satisfaction and green motivation mediated the relationship between green human resource practices and sustainable performance in the hotel industry. The study collected questionnaire responses from 333 employees working in 18 four- and five-star hotels out of 44 hotels located in Greater Cairo, Egypt. The study employed a survey design and analyzed the data using Partial Least Squares Structural Equation Modeling (PLS-SEM) to assess model validity, direct effects of green HR practices, and the mediating effects of job satisfaction and green motivation on sustainable performance. The results indicated that green human resource practices had a beneficial effect on job satisfaction. It also found that both job satisfaction and green motivation significantly contributed to sustainable performance.

Vadithe, R. N., Rajput, R. C., & Kesari, B. (2025) investigated the impact of Green Human Resource Management (Green HRM) implementation on organizational sustainability, testing the mediating roles of meaningfulness of work, employee job satisfaction, and green job performance among IT employees in India. The study collected cross-sectional survey data from 344 IT employees in India. The study employed Partial Least Squares Structural Equation Modeling (PLS-SEM) to evaluate the proposed relationships and conducted mediation analyses to assess the indirect effects of meaningfulness of work, employee job satisfaction, and green job performance between Green HRM implementation and organizational sustainability. The results showed that Green HRM implementation positively influenced meaningfulness of work, employee job satisfaction, green job performance, and organizational sustainability. Employee job satisfaction positively influenced organizational sustainability. Mediation analyses indicated that meaningfulness of work, employee job satisfaction, and green job performance acted as partial mediators in the relationship between Green HRM implementation and organizational sustainability.

Tanveer, M. I., Yusliza, M. Y., & Fawehinmi, O. (2024) identified the HR professionals' changing strategies, as well as the challenges and barriers to sustainability performance (SP) through Green HRM (GHRM), in the context of increasingly strategic roles in environmental management, technology, and change management. The study used qualitative data collected through six semi-structured, face-to-face interviews with senior HR representatives selected

via purposive sampling. The study employed a grounded theory (GT) approach, conducting an iterative coding process to develop codes and themes. This analysis led to the formulation of a 5×4 framework to categorize the challenges and barriers to adopting GHRM practices. The study found highly significant challenges and barriers to GHRM adoption, including the lack of knowledge, orientation, and awareness; the need to embed corporate social responsibility as an integral organizational strategy requirement for environmental concerns to be addressed through both top-down and bottom-up approaches. These findings supported the proposed 5×4 framework for guiding GHRM implementation.

Fayyazi, M., Shahbazmoradi, S., Afshar, Z., & Shahbazmoradi, M. (2015) identified the barriers to implementing Green Human Resource Management (GHRM) in Iran's oil industry. The study used a mixed-method dataset that included a literature review, semi-structured interviews with 12 international oil industry experts to design the questionnaire, and survey responses from 31 oil experts and HR managers. The questionnaire's reliability was tested, and the Cronbach's alpha coefficient was 0.732. The study employed a mixed-method approach. Insights from the literature and expert interviews were used to develop the survey instrument, which was then administered to industry experts and HR managers. Reliability analysis was conducted using Cronbach's alpha to validate the instrument. The results showed that the lack of a comprehensive plan to implement GHRM and the ambiguity of green values were the most important barriers. Staff resistance was identified as the least important barrier.

El Dessouky, N. F., & Alquaiti, H. O. (2020, November) examined the impact of Green Human Resource Management (GHRM) practices on organizational performance and to test whether employee awareness moderated the relationship between GHRM practices and organizational performance in a private drilling company in Bahrain. The study collected survey data using a structured questionnaire with a 5-point Likert scale. The population comprised employees across top-level, middle-level, and lower-level management in the private drilling company. The study employed a descriptive research design. The structured questionnaire captured perceptions of GHRM practices and organizational performance, and statistical analyses were conducted in SPSS to evaluate the relationships and the moderating effect of employee awareness. The results revealed that GHRM practices had a positive relationship with organizational performance. It also found that employee awareness moderated the relationship between GHRM practices and organizational performance, strengthening the effect.

Khawaja, A., & Janjua, K. N. (2025) analysed the impact of Green Human Resource Management Practices (GHRMP) on organizational sustainability (OS) with the mediating effect of green knowledge sharing (GKS), positioning the research as pioneering in the Pakistani textile industry context. The study collected survey data from 420 managerial-level employees in Pakistan's textile sector using purposive sampling. Responses were obtained via a structured questionnaire designed to measure GHRMP, GKS, and OS. The study employed Structural Equation Modeling (SEM) using SmartPLS 4.0 to test the direct relationships between GHRMP and OS, GHRMP and GKS, and the mediating role of GKS in the GHRMP–OS relationship. The results indicated that positive direct relationship between GHRMP and OS, as well as between GHRMP and GKS. It also revealed that GKS significantly mediated the relationship between GHRMP and OS, supporting the proposed mediation model.

OBJECTIVES OF THE STUDY

- ❖ To assess employee awareness and perceptions regarding green HR initiatives.
- ❖ To evaluate the impacts of GHRM practices on organizational sustainability
- ❖ To identify challenges faced by IT companies in implementing Green HRM practices effectively.
- ❖ To provide practical recommendations for integrating Green HRM strategies to enhance performance and sustainability in IT firms.

RESEARCH METHODOLOGY

Research Type: Descriptive

Data Collection

Primary Data: Primary data were collected from employees in the IT sector through a structured questionnaire.

Secondary Data: Secondary data were collected from published journals, research articles, industry reports, government publications, and credible online resources on Green HRM and job performance. **Sampling Type:** Convenience Sampling

Sampling Universe: The sampling universe included employees working in various IT companies.

Sample Size: 150 respondents.

Statistical Tools Used: Percentage Analysis, Descriptive Statistics, One-Way ANOVA

LIMITATIONS OF THE STUDY

- ❖ Policy and regulatory variation across companies is not captured, which may shape Green HRM design and impact.
- ❖ Factors such as organizational culture, leadership support, resource availability, and environmental strategy maturity were not controlled and may confound results.
- ❖ The study does not assess changes over time or the sustainability of effects following implementation.

DATA ANALYSIS AND INTERPRETATION

PERCENTAGE ANALYSIS

Demographic Variables of the Respondents

Demographic Variables	Particulars	Frequency	Percent
Age	18–25 years	21	14.0
	26–35 years	32	21.3
	36–45 years	47	31.3
	46–55 years	30	20.0
	Above 55 years	20	13.3
Gender	Male	82	54.7
	Female	68	45.3
Highest Education	Pre-University	23	15.3
	Diploma / Vocational Certification	41	27.3
	Bachelor's Degree	37	24.7
	Postgraduate	33	22.0
	Doctorate (Ph.D.) or Higher	16	10.7
Tenure in Current Company	Less than 1 year	15	10.0
	1–3 years	65	43.3
	4–6 years	23	15.3
	7–10 years	31	20.7
	More than 10 years	16	10.7
	Total	150	100.0

In terms of age, 14% were between 18 and 25 years, 21.3% were between 26 and 35 years, 31.3% were between 36 and 45 years, 20% were between 46 and 55 years, and 13.3% were above 55 years. 54.7% were male and 45.3% were female. With respect to education, 27.3% finished a diploma or vocational certification, 24.7% possessed a bachelor's degree, 22% completed a postgraduate degree, 15.3% completed pre-university education, and 10.7% completed doctorate (Ph.D.) or higher. 43.3% are working in the current company for 1–3 years, 20.7% for 7–10 years, 15.3% for 4–6 years, 10.7% for more than 10 years, and 10% for less than one year.

Sociographic Variables of the Respondents

Sociographic Variables	Particulars	Frequency	Percent
Shift Pattern	Day	19	12.7
	Night	11	7.3
	Rotational	35	23.3
	Flexible	38	25.3
	Other	47	31.3
Average Weekly Work Hours	20–30 hours per week	18	12.0
	31–40 hours per week	23	15.3
	41–50 hours per week	18	12.0
	51–60 hours per week	32	21.3
	More than 60 hours per week	59	39.3
	Very Low	20	13.3

Awareness of Company's Green HR Practices	Low	16	10.7
	Moderate	17	11.3
	High	59	39.3
	Very High	38	25.3
	Total	150	100.0

Of 150 respondents, 7% work during the day, 7.3% work at night, 23.3% in rotational schedule, 25.3% have flexible shifts, and 31.3% report other patterns. 12% work 20–30 hours, 15.3% work 31–40 hours, 12% work 41–50 hours, 21.3% work 51–60 hours, and 39.3% works more than 60 hours per week. 13.3% reporting very low awareness, 10.7% low, 11.3% moderate, 39.3% high, and 25.3% very high awareness about the company's green HR practices.

Descriptive Statistics for the Employee Awareness and Perception of Green HR Practices

Particulars	N	Mean	SD
I am aware of green recruitment practices in the company.	150	3.13	1.455
Green HR practices help to reduce environmental impact.	150	3.17	1.444
HR encourages employee participation in green activities.	150	3.83	1.114
I encourage colleagues to adopt eco-friendly habits.	150	3.70	1.186
Green HR policies help to develop new skills.	150	3.47	1.191
Valid N (list wise)	150		

The above table indicates that the respondents agree with being aware of green recruitment practices in the company (3.13), green HR practices help to reduce environmental impact (3.17), HR encourage employees to participate in green activities (3.83), encouraging the colleagues to adopt eco-friendly habits (3.70) and green HR policies help to develop new skills (3.47).

Descriptive Statistics for the Impact of Green HRM Practices on Organizational Sustainability

Particulars	N	Mean	SD
Green HRM reduces the overall carbon footprint of organizational operations.	150	2.91	1.258
Green HRM minimizes resource wastage and optimizes utilization.	150	3.38	1.459
Green HRM reduces stress by promoting healthier workspaces.	150	3.13	1.455
Employees learn practical methods to reduce workplace pollution.	150	2.86	1.555
Green HRM promotes recycling and reuse of office materials.	150	3.33	1.126
Green HRM reduces operational costs through energy-efficient practices.	150	2.89	1.471
Valid N (list wise)	150		

The above table indicates that the respondents agree with green HRM minimize the resource wastage and optimizes utilization (3.38), reducing the stress by promoting healthier workspaces (3.13) and promote recycle and reuse of office materials (3.33). The respondents disagree with green HRM reducing the carbon footprint of organizational operations (2.91), reducing operational costs through energy-efficient practices (2.89) and employees learning practical methods to reducing the workplace pollution (2.86).

Descriptive Statistics for the Challenges faced by IT Companies in implementing Green HRM Practices

Particulars	N	Mean	SD
Lack of clear communication about the benefits of GHRM.	150	3.62	1.417
Lack of incentives for employees reduces motivation to adopt green practices.	150	2.83	1.512
Remote employees feel disconnected from organizational green goals.	150	3.11	1.364
Managers hesitate to adopt green HRM due to fear of operational disruption.	150	3.37	1.287
Lack of clear vision for green HRM creates confusion among employees.	150	3.23	1.434
Valid N (list wise)	150		

The above table indicates that the respondents agree with lack of clear communication about the benefits of GHRM (3.62), clear vision for green HRM creating a confusion among employees (3.23), remote employees feel disconnected from organizational green goals (3.11) and managers hesitating to adopt green HRM due to fear of operational disruption (3.37). The respondents disagree with lack of incentives for employees reducing motivation to adopt green practices (2.83).

Comparison between the Demographic Variables (Tenure in Current Company) of the Respondents and Various Dimensions

Ho1: There is a substantial link between the demographic variables (tenure in current company) of the respondents and various dimensions.

Dimensions	Tenure in Current Company	N	Mean	SD	F	Sig
Employee Awareness and Perception of Green HR Practices	Less than 1 year	15	3.69	0.565	2.732	0.031
	1–3 years	65	3.27	0.820		
	4–6 years	23	3.52	0.403		
	7–10 years	31	3.50	0.856		
	More than 10 years	16	3.86	0.623		
	Total	150	3.46	0.754		
Impact of Green HRM Practices on Organizational Sustainability	Less than 1 year	15	3.10	0.607	9.292	0.000
	1–3 years	65	2.76	0.624		
	4–6 years	23	3.07	0.777		
	7–10 years	31	3.43	0.866		
	More than 10 years	16	3.75	0.487		
	Total	150	3.08	0.765		
Challenges faced by IT Companies in implementing Green HRM Practices	Less than 1 year	15	3.11	0.991	2.639	0.036
	1–3 years	65	3.10	0.908		
	4–6 years	23	3.08	0.949		
	7–10 years	31	3.35	1.062		
	More than 10 years	16	3.88	0.392		
	Total	150	3.23	0.939		

There is no substantial link between the employee awareness and perception of green HR practices (0.031), impact of green HRM practices on organizational sustainability (0.000), challenges faced by IT companies in implementing green HRM practices (0.030) and tenure in current company of the respondents.

Employee Awareness and Perception of Green HR Practices

Awareness is generally positive across groups and increases with tenure, peaking among employees with >10 years (3.86) and lowest for those with 1–3 years (3.27). This pattern suggests longer exposure to HR processes and culture strengthens recognition of Green HR initiatives.

Impact of Green HRM Practices on Organizational Sustainability

Perceived impact rises steadily with tenure from disagree among 1–3 years (2.76) to clear agreement for >10 years (3.75). The gradient implies that familiarity with practices and observed outcomes drive confidence in sustainability benefits. Share concrete metrics, case examples, and quick wins with early-tenure groups to accelerate belief and engagement.

Challenges Faced by IT Companies in Implementing Green HRM Practices

Perceived challenges are highest among employees with >10 years (3.88) and 7–10 years (3.35), while shorter-tenure groups are agree (3.08). Suggests that more experienced employees perceive greater barriers, highlighting the need for targeted process improvements and communication tailored to long-tenured staff.

Comparison between the Sociographic Variables (Shift Pattern) of the Respondents and Various Dimensions

Ho2: There is a substantial link between the sociographic variables (shift pattern) of the respondents and various dimensions.

Dimensions	Shift Pattern	N	Mean	SD	F	Sig
Employee Awareness and Perception of Green HR Practices	Day	19	2.55	1.105	12.171	0.000
	Night	11	3.09	0.792		
	Rotational	35	3.59	0.489		
	Flexible	38	3.69	0.552		
	Other	47	3.63	0.587		
	Total	150	3.46	0.754		

Impact of Green HRM Practices on Organizational Sustainability	Day	19	3.15	0.650	0.645	0.631
	Night	11	2.95	0.696		
	Rotational	35	2.95	0.850		
	Flexible	38	3.21	0.815		
	Other	47	3.09	0.724		
	Total	150	3.08	0.765		
Challenges faced by IT Companies in implementing Green HRM Practices	Day	19	2.73	0.769	2.104	0.083
	Night	11	3.13	0.776		
	Rotational	35	3.21	1.028		
	Flexible	38	3.46	0.934		
	Other	47	3.29	0.925		
	Total	150	3.23	0.939		

There is no substantial link between the employee awareness and perception of green HR practices (0.000) and shift pattern of the respondents. There is a substantial link between the impact of green HRM practices on organizational sustainability (0.631), challenges faced by IT companies in implementing green HRM practices (0.083) and shift pattern of the respondents.

Employee Awareness and Perception of Green HR Practices

Awareness of Green HR practices is highest in non-day schedules flexible (3.69), other (3.63), and rotational (3.59) indicating overall agreement. This pattern suggests these shifts groups are more attuned to Green HR initiatives than night and day schedules.

FINDINGS

Demographic Variables of the Respondents

Most of the respondents are male. Most of the respondents fall in the 36–45 years age group.

Most of the respondents completed diploma/vocational certifications as their highest education. Most of the respondents have 1–3 years of tenure in their current company.

Sociographic Variables of the Respondents

Most of the respondents work under another shift pattern. Most of the respondents work more than 60 hours per week.

Most of the respondents report higher awareness of their company's green HR practices.

SUGGESTIONS

- ❖ Organizations may integrate green recruitment strategies to attract environmentally conscious talent, which can enhance employee engagement and job performance.
- ❖ HR departments might provide continuous training on sustainable practices, which can help employees develop new skills and improve productivity.
- ❖ Companies may implement incentive programs for green initiatives, which can motivate employees to actively participate and align their performance with organizational sustainability goals.
- ❖ Managers can communicate the benefits of Green HRM clearly and consistently, which may reduce ambiguity and foster a culture of accountability and improved job outcomes.
- ❖ Organizations might adopt digital tools to monitor and reward eco-friendly behaviors, ensuring remote and on-site employees remain connected to sustainability objectives and maintain high performance.
- ❖ HR teams may design wellness programs focused on green workspaces, which can reduce stress and enhance employee efficiency.
- ❖ IT firms can incorporate green performance metrics into appraisal systems, encouraging employees to integrate sustainability into their daily tasks for better job performance.

CONCLUSION

This study concludes that green recruitment and selection, sustainability-focused training and development, environmentally aligned performance appraisal, green rewards and recognition, and employee involvement in eco-initiatives are positively associated with employee job performance in the IT industry. These practices signal strong organizational support for sustainability, strengthen value congruence, and build employees' environmental knowledge

and skills. As a result, employees demonstrate higher task performance, stronger adaptive and innovative behaviour's, and more citizenship actions that support team effectiveness in fast-paced, project-based IT environments.

Managerially, the evidence indicates that integrating sustainability into the HR architecture functions as a strategic lever for performance. When leaders model green behaviors and HR systems embed clear environmental KPIs, targeted training, and recognition mechanisms, IT employees experience greater engagement, motivation, and purpose, which translates into improved productivity, code quality, problem-solving, and client satisfaction. Embedding green practices into onboarding, performance dialogues, and continuous learning systems fosters a pro-sustainability culture that sustains collaboration across hybrid and remote teams, reduces waste in processes, and aligns day-to-day work with broader ESG goals and competitive advantage.

The study acknowledges that typical constraints such as reliance on self-reported metrics, cross-sectional designs, and potential contextual differences across firm sizes and geographies may limit generalizability. Future research expands this inquiry using longitudinal and multi-source performance data, experimental or quasi-experimental designs, and examinations of moderators like leadership style, team climate, workload, tech infrastructure, and remote work patterns. Overall, the evidence consistently supports that GHRM is not only environmentally responsible but also performance-enhancing in IT settings; therefore, institutionalizing well-designed green HR practices stands as a practical, scalable pathway to sustaining high employee performance while advancing organizational sustainability.

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