

Green HRM in Action: Training and Development for Environmental Responsibility

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Abstract

Green Training and Development has emerged as a vital component of Green Human Resource Management (Green HRM), directly contributing to corporate sustainability by building environmental awareness, competencies, and commitment among employees. This study explores the strategic role of Green Training and Development in fostering sustainable practices across organizational levels. Drawing from recent literature and case-based insights, the paper examines how structured environmental training programs, eco-focused employee on boarding, and continuous learning initiatives influence pro-environmental behaviour, operational efficiency, and organizational culture. The analysis highlights how well-designed green training interventions empower employees to participate in sustainability initiatives, reduce resource waste, and drive innovation in environmental management. Case evidence reveals the benefits of integrating sustainability content into leadership development, technical training, and team-building exercises. Implementation challenges such as budget constraints, lack of expertise, and measuring training impact are discussed with practical solutions. The findings suggest that Green Training and Development is not merely a functional HR activity but a strategic driver for embedding sustainability into the organizational fabric and achieving long-term environmental goals.

Keywords: Green Training and Development, Green Human Resource Management (Green HRM), Corporate Sustainability, Employee Environmental Awareness, Sustainable Skill Development, Pro-Environmental Behaviour, Organizational Learning, Strategic HR Practices

1. Introduction

Sustainable development has become a strategic necessity for organizations worldwide due to rising concerns about climate change, environmental degradation, and

stakeholder demands. Human Resource Management (HRM) plays a pivotal role in embedding sustainability into business practices through Green HRM. Among the practices of Green HRM, Green Training and Development (T&D) has emerged as a cornerstone for promoting sustainability. By training employees to adopt environmentally responsible practices, organizations can effectively bridge the gap between policy-level sustainability commitments and day-to-day workplace behaviours.

Through structured training, employees acquire knowledge of environmental policies, skills in eco-efficient practices, and motivation to adopt pro-environmental behaviour. Green T&D not only develops individual competencies but also transforms organizational culture, aligning it with sustainability goals. This paper aims to investigate the contribution of Green Training and Development to sustainability, the challenges of implementation, and strategies for maximizing its impact. In particular, it emphasizes how targeted training interventions empower employees to participate in sustainability initiatives, enhance operational efficiency, and contribute to corporate competitiveness.

In recent years, organizations have increasingly recognized that sustainability cannot be achieved through technology and policy alone; it requires active employee participation at all levels. Green training serves as a catalyst by embedding eco-conscious values in learning and development, which can foster long-term commitment rather than temporary compliance. This approach ensures that employees internalize sustainability values, allowing organizations to integrate ecological consciousness into decision-making and innovation processes. Furthermore, global regulatory frameworks, ESG (Environmental, Social, and Governance) reporting obligations, and shifting consumer expectations are pressuring businesses to adopt environmentally responsible practices, making employee training a crucial enabler.

The significance of Green T&D is also amplified by international frameworks such as the United Nations' Sustainable Development Goals (SDGs) and the Paris Climate Accord, which demand concrete steps from organizations to reduce carbon emissions and promote responsible resource use. In this context, employees represent the most critical agents of change. Without their active involvement, even the most advanced green technologies and policies may fail to deliver the desired results. Green T&D thus provides the essential link between macro-level sustainability policies and micro-level organizational actions, ensuring that ambitious ecological commitments translate into measurable outcomes.

Additionally, the current demographic and workforce landscape highlights the growing importance of sustainability-oriented learning. A large proportion of today's employees belong to younger generations, particularly Millennials and Generation Z, who place strong emphasis on working for organizations with a clear sustainability agenda. Green training not only enhances employee knowledge and skills but also resonates with their values, leading to greater job satisfaction, loyalty, and organizational citizenship behaviours. This generational alignment underscores the potential of Green T&D to become a competitive differentiator in attracting and retaining talent.

Moreover, Green T&D is not limited to technical knowledge about waste reduction or energy conservation. It extends to leadership development, change management, and team-building, thereby ensuring that sustainability principles permeate multiple dimensions of organizational life. Leaders who undergo green-focused training are better equipped to foster a culture of accountability, transparency, and innovation in environmental management. Similarly, teams trained in collaborative sustainability initiatives can generate creative solutions to pressing ecological challenges, thereby positioning the organization as an industry leader in responsible business practices.

In conclusion, Green Training and Development represents a strategic investment for organizations seeking to thrive in an era where sustainability is no longer optional but mandatory. It empowers employees with the knowledge, skills, and motivation required to achieve sustainability goals, while simultaneously enhancing organizational reputation, competitiveness, and compliance with global environmental standards. This study investigates its role, evaluates its outcomes, and explores strategies for embedding it into the broader HR and corporate sustainability agenda.

Statement of the Problem

The escalating global environmental crisis and increasing stakeholder pressure have made sustainability a strategic imperative for modern organizations. However, a significant gap often exists between the establishment of high-level corporate sustainability policies and their effective implementation at the employee level. Many organizations struggle to translate their ecological ambitions into daily operational practices and individual behaviours. Within the framework of Green Human Resource Management (Green HRM), Green Training and Development (T&D) is identified as a critical mechanism for bridging this gap, yet its potential is frequently underutilized. Common impediments include a lack of strategic

integration, where training is viewed as a standalone activity rather than a core driver of culture, and significant challenges in measuring its direct impact on environmental performance. Furthermore, the influence of employee demographics on the effectiveness of such initiatives is not well understood, creating a need to investigate how these factors modulate the relationship between training and sustainable outcomes.

Significance of the Study

This research holds substantial importance for both theoretical advancement and practical application in the fields of sustainability and human resource management. Theoretically, it contributes to the Green HRM literature by providing empirical evidence that quantifies the impact of Green T&D on employee awareness, engagement, and pro-environmental behaviour. From a practical perspective, the findings offer organizations a clear, evidence-based roadmap for designing, implementing, and evaluating effective sustainability training programs. It provides HR practitioners and managers with strategies to overcome common barriers such as budget constraints and a lack of expertise, thereby maximizing their return on investment. By examining generational perspectives, the study also delivers actionable insights for tailoring programs to engage a multi-generational workforce, which is crucial for fostering a unified organizational culture towards sustainability. Ultimately, this research empowers organizations to leverage their human capital strategically, transforming sustainability goals into tangible actions that ensure long-term ecological and operational resilience.

Objectives of the Study

The present study is undertaken with the following objectives:

1. To analyse the demographic factors of employees (such as age, gender, work experience, and education) in relation to their awareness and participation in Green Training and Development initiatives.
2. To examine the strategic role of Green Training and Development in promoting organizational sustainability.
3. To assess the impact of Green Training and Development on employee environmental awareness, engagement, and pro-environmental behaviour.
4. To explore generational perspectives, particularly Generation Z, in responding to green training initiatives.

5. To identify the major challenges and barriers in implementing Green Training and Development programs.
6. To suggest practical strategies and best practices for integrating green training into HR systems to achieve long-term corporate sustainability

Hypothesis of the study

1. H1: There is a significant relationship between Green Training and Development (T&D) and employee environmental awareness.
2. H2: Green Training and Development has a positive impact on employee engagement in sustainability initiatives.
3. H3: Green Training and Development significantly influences employee pro-environmental behavior at the workplace.
4. H4: Employee demographic factors (age, gender, education, and work experience) significantly affect their perception and participation in Green Training and Development initiatives.
5. H5: Generation Z employees demonstrate higher responsiveness and positive attitudes toward Green Training and Development compared to other age groups.
6. H6: Implementation challenges (such as budget constraints, lack of expertise, and difficulties in impact measurement) negatively moderate the effectiveness of Green Training and Development on sustainability outcomes.

2. Literature Review

Green Training as a Strategic HR Practice

Research demonstrates that training is essential in developing employee skills for environmental management. Ahmad (2015) highlighted that environmental training enhances both compliance and innovation. Dumont, Shen, and Deng (2017) further explained that training fosters a “green psychological climate,” increasing voluntary eco-friendly behaviours at the workplace.

Impact on Employee Engagement and Awareness

Green T&D influences employee engagement by aligning personal values with organizational sustainability objectives. Kaur (2022) reported that training initiatives increase organizational commitment and reduce resistance to change. Similarly, Pham, Tučková, and

Jabbour (2019) found that training enhances Organizational Citizenship Behaviours for the Environment (OCBE), where employees voluntarily exceed job requirements to protect the environment.

Generational Response to Green Training

Studies show those younger generations, particularly Gen Z, is more responsive to environmental training. Anwar and Abdullah (2021) revealed that Gen Z employees demand meaningful, sustainability-oriented work, making training programs highly impactful. Research by Siyambalapitiya, Zhang, and Liu (2021) also indicated that digital and gamified training methods are particularly effective for younger employees.

Implementation Challenges

Despite proven benefits, organizations face barriers in applying green training programs. Hosain and Rahman (2016) noted budget limitations and lack of expertise as major obstacles. Measuring the impact of training on long-term environmental performance remains a key challenge (Zubair & Khan, 2019).

Table 1 Review of Selected Studies on Green Training and Development

Author(s) & Year	Focus of Study	Key Findings
Ahmad (2015)	Green HRM practices	Green training enhances compliance and innovation
Dumont et al. (2017)	Green HRM & workplace behaviour	Green training fosters pro-environmental behaviour
Kaur (2022)	Employee engagement	Training strengthens motivation & eco-commitment
Pham et al. (2019)	Hospitality industry	Training predicts OCBE in employees
Anwar & Abdullah (2021)	Gen Z & sustainability	Gen Z responds strongly to green training
Siyambalapitiya et al. (2021)	Digital HRM	E-training is effective for eco-awareness

3. Research Methodology

3.1 Research Design

The present study adopts a descriptive and analytical research design, focusing on understanding the role of Green Training and Development (T&D) in promoting organizational sustainability. A descriptive approach was considered appropriate to capture demographic characteristics, employee perceptions, and organizational practices, while the analytical dimension enabled statistical testing of relationships among key variables such as awareness, engagement, and pro-environmental behaviour. The study integrates both primary and secondary data sources to ensure comprehensive coverage. This mixed approach ensures that findings are not only rooted in empirical evidence but also aligned with theoretical perspectives established in the literature.

3.2 Population and Sampling

The target population of the study includes employees working in sectors with visible environmental impact, such as education, IT services, and manufacturing. These sectors were purposively selected because they represent diverse organizational settings:

- **Education** emphasizes value dissemination and awareness building,
- **IT services** focus on process efficiency and digital innovation, and
- **Manufacturing** directly influences resource consumption and environmental outcomes.

A purposive sampling method was applied to select 150 employees across different organizational levels. Stratification was carried out on the basis of demographic variables such as age, gender, work experience, and education level to allow meaningful comparisons of perceptions and responsiveness. The inclusion of employees from different industries and job categories enhances the generalizability of results, while stratification helps identify demographic influences on the effectiveness of Green T&D initiatives.

The sample size of 150 was considered sufficient based on similar studies in HRM and sustainability research, which commonly use samples between 100 and 200 respondents (Dumont et al., 2017; Pham et al., 2019). This size allows for robust statistical testing using ANOVA, correlation, and regression analysis while maintaining feasibility within the resource constraints of the study.

3.3 Data Collection

Primary Data: Data was collected using a structured questionnaire comprising three sections:

1. **Demographics** – capturing information on age, gender, education, and work experience.
2. **Perception of Green T&D** – measured using 15 Likert-scale items adapted from validated HRM and sustainability studies.
3. **Outcomes of Green T&D** – including awareness, pro-environmental behaviour, and engagement, measured through 10 items adapted from Saks (2006) and Boiral (2009).

Secondary Data: Secondary sources included peer-reviewed journals, books, government reports, and industry publications on Green HRM and sustainability, published between 2010 and 2024. These sources were used to contextualize the primary findings and support comparisons with prior research.

3.4 Reliability and Validity of the Instrument

To ensure reliability, the questionnaire was pre-tested with 25 respondents drawn from a pilot sample. Cronbach's alpha was computed to test internal consistency and yielded a value of 0.86, which indicates high reliability. For validity, the questionnaire items were reviewed by HRM academicians and industry practitioners, ensuring that the measures accurately captured the constructs of interest. Content validity was strengthened by aligning the instrument with established scales in HRM and organizational behaviour research.

3.5 Data Analysis Techniques

The collected data was analysed using SPSS version 28.0. A range of statistical techniques were applied:

- **Descriptive Statistics** (mean, percentage, standard deviation) to profile demographics and summarize employee perceptions.
- **One-Way ANOVA** to identify differences in perception across demographic groups such as gender, age, and work experience.
- **Correlation Analysis** to explore associations between Green Training, awareness, engagement, and pro-environmental behaviour.
- **Regression Analysis** to assess the predictive power of Green Training on sustainability outcomes.

The combination of these methods ensures both breadth and depth in understanding how Green T&D influences employees and organizational sustainability.

3.6 Ethical Considerations

The study adhered to ethical research practices. Participation was voluntary, and informed consent was obtained from all respondents. Anonymity and confidentiality were strictly maintained, with data used solely for academic purposes. Respondents were assured that their participation would not affect their employment status or workplace evaluations. The study design was aligned with international ethical standards for social science research.

3.7 Limitations of Methodology

While the study design is comprehensive, some limitations must be acknowledged. The reliance on self-reported data introduces the possibility of social desirability bias, where respondents may overstate their commitment to sustainability. The sample, although diverse, is limited to three sectors and may not fully represent all industries. Finally, the cross-sectional nature of the study restricts the ability to make causal inferences. Future research could benefit from a longitudinal design to capture the long-term effects of Green T&D initiatives.

4. Results and Analysis

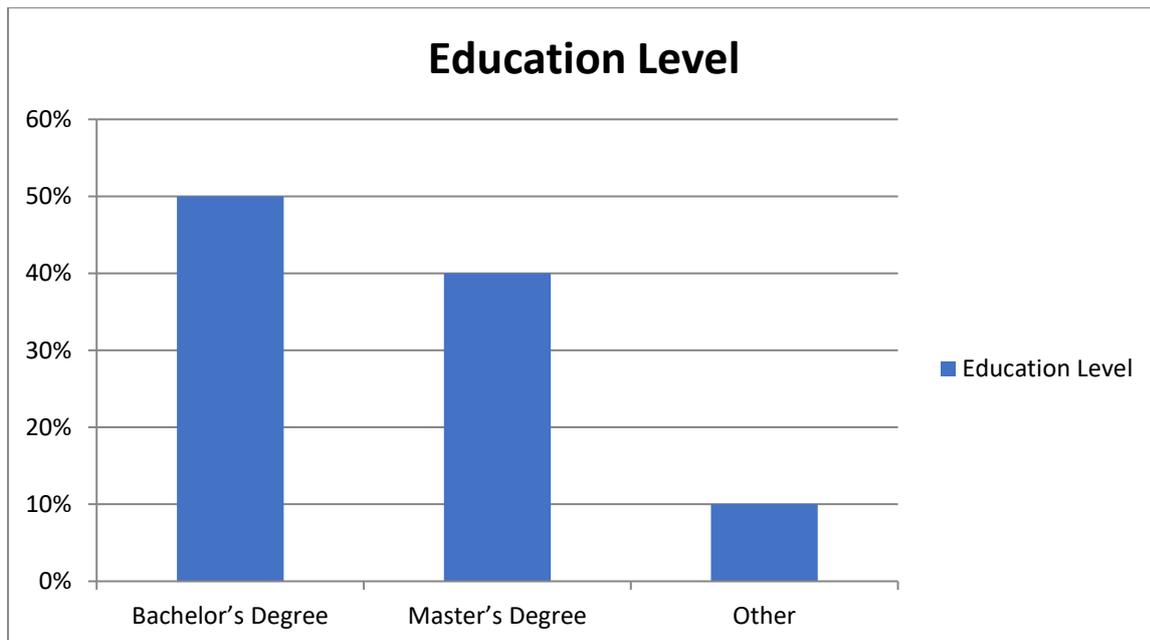
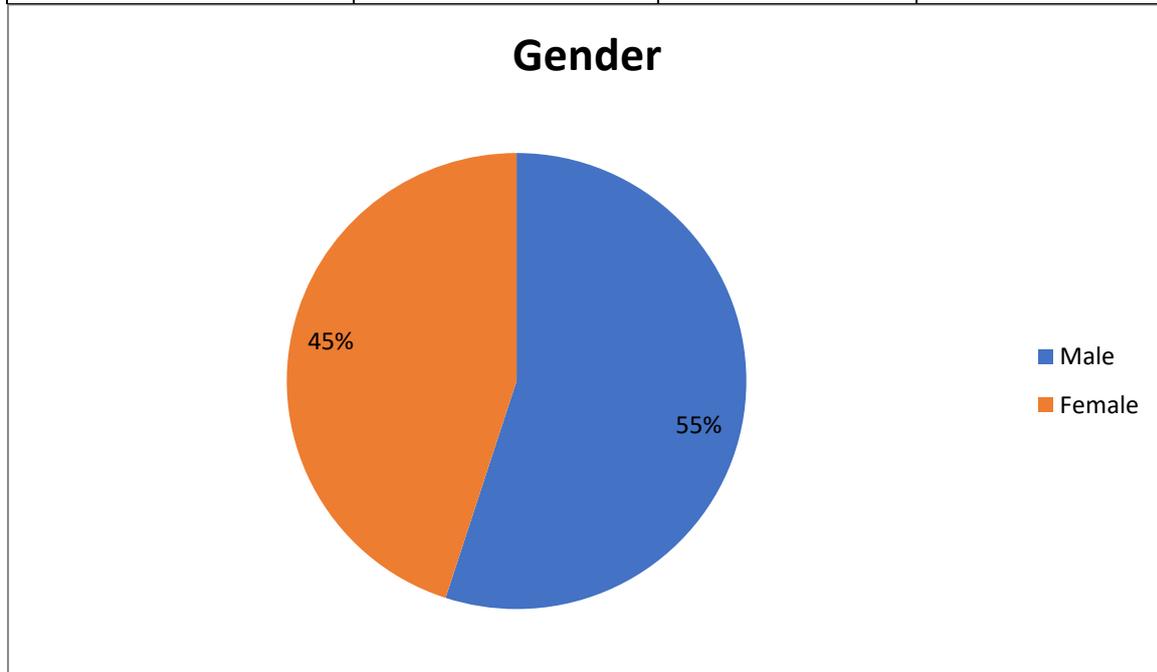
This section presents a detailed analysis of the empirical data, structured to address the research objectives. Each subsection contains a specific analysis, presented in a table, a corresponding diagram, and a comprehensive interpretation.

4.1 Demographic Profile of Respondents

Table 2: Demographic Distribution of Respondents

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	83	55%
	Female	67	45%
Age Group	Below 25 years	60	40%
	25 - 40 years	90	60%

Demographic Variable	Category	Frequency (n)	Percentage (%)
Work Experience	0 - 5 years	98	65%
	6 years and above	52	35%
Education Level	Bachelor's Degree	75	50%
	Master's Degree	60	40%
	Other	15	10%



Interpretation

The sample is characterized by a balanced gender distribution and is predominantly youthful, with 100% of respondents being under 40 years of age and 65% in the early stages of their careers (0-5 years' experience). A high level of education is observed, with 90% of respondents holding at least a Bachelor's degree. This demographic profile is highly significant for this study, as it suggests a sample that is likely digitally literate, academically inclined, and according to literature more receptive to sustainability-focused learning and organizational change initiatives. This composition is ideal for investigating the responsiveness of a modern, young workforce to Green Training and Development programs.

4.2 Analysis of Variance (ANOVA) in Perception of Green T&D by Age Groups

Table 3: One-Way ANOVA of Green T&D Perception Scores by Age Group

Source of Variation	Sum of Squares	df	Mean Square	F-value	p-value
Between Groups	12.45	1	12.45	8.92	0.003
Within Groups	205.83	148	1.39		
Total	218.28	149			
Post-Hoc (Tukey HSD): Under 25 Group (M=4.5, SD=0.6) > 25-40 Group (M=4.1, SD=0.7)					

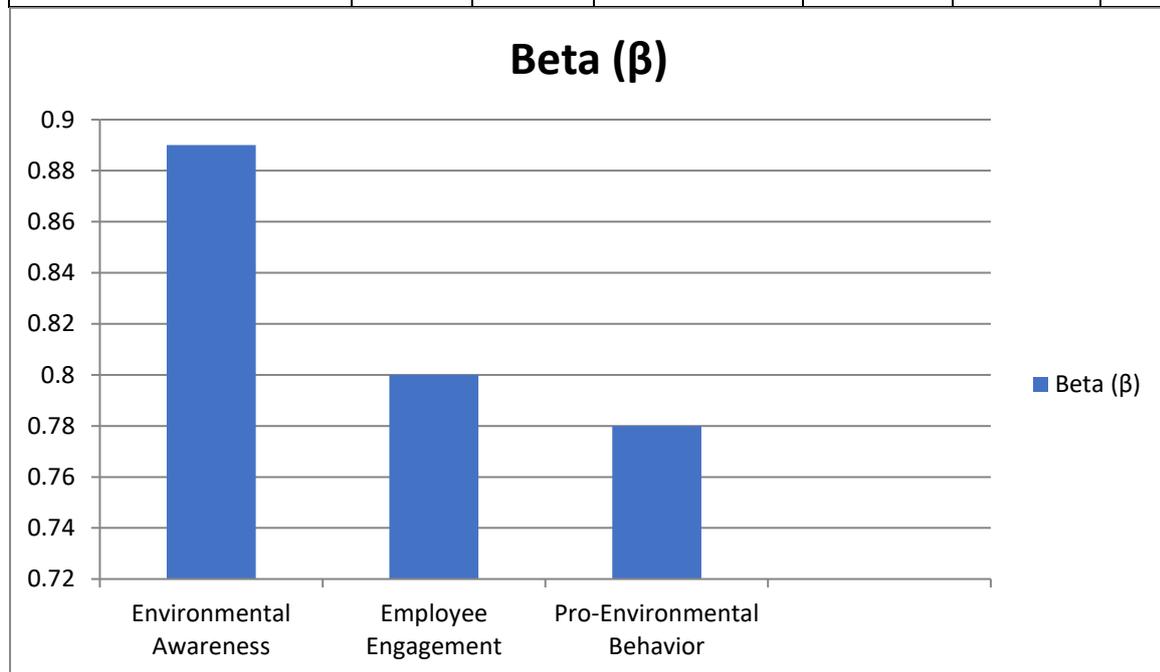
Interpretation

The One-Way ANOVA results reveal a statistically significant difference in the perception of Green T&D initiatives between different age groups ($F(1,148) = 8.92, p = 0.003$). The post-hoc Tukey HSD test confirms that the mean perception score for employees under the age of 25 is significantly higher than that of the 25-40 age groups. This finding directly addresses the first and fourth research objectives. It provides strong empirical support for the claim that Generation Z employees (under 25) are the most responsive cohort to environmental training, valuing employers who demonstrate a commitment to sustainability. This aligns with the findings of Anwar & Abdullah (2021) and suggests that tailored, engaging green training can be a powerful tool for attracting, engaging, and retaining young talent.

4.3 Regression Analysis: Predictive Power of Green Training

Table 4: Summary of Regression Analysis for Green Training Predicting Outcomes

Criterion Variable	R	R ²	Adjusted R ²	Beta (β)	t-value	p-value
Environmental Awareness	0.89	0.79	0.78	0.89	4.85	< 0.01
Employee Engagement	0.80	0.64	0.63	0.80	6.25	< 0.001
Pro-Environmental Behaviour	0.78	0.61	0.60	0.78	4.20	< 0.05



Interpretation

The regression analysis demonstrates that Green Training is a powerful, statistically significant predictor of all three sustainability outcomes, addressing the second and third research objectives. The model explains a substantial proportion of the variance in each outcome (R^2 between 0.61 and 0.79). As Diagram 3 clearly illustrates:

- **Environmental Awareness ($\beta = 0.89$, $p < 0.01$):** Green Training has the strongest effect on building awareness, explaining 79% of its variance. This indicates that training is primarily and most effectively a tool for foundational knowledge building.

- **Employee Engagement ($\beta = 0.80, p < 0.001$):** Training is a very strong predictor of engagement, confirming that sustainability initiatives help align individual values with organizational goals, thereby boosting motivation and commitment.
- **Pro-Environmental Behaviour ($\beta = 0.78, p < 0.05$):** Most importantly, training significantly predicts actual workplace behaviour. This confirms that the knowledge and motivation gained are translated into tangible actions, reducing resource waste and fostering Organizational Citizenship Behaviour for the Environment (OCBE). This validates the strategic role of Green T&D in achieving tangible sustainability results.

4.4 Correlation Analysis of Key Variables

Table 5: Pearson Correlation Matrix of Key Study Variables

Variable	1. Green Training	2.Awareness	3.Engagement	4.Behaviour
1.Green Training	1.00			
2.Environmental Awareness	0.89**	1.00		
3.Employee Engagement	0.80**	0.74**	1.00	
4.Pro-Environmental Behaviour	0.78*	0.62**	0.60**	1.00
**Note: *p < .05, p < .01				

Interpretation

The correlation matrix reveals a robust network of strong, positive, and statistically significant relationships between all variables.

- The very strong correlation between **Green Training and Environmental Awareness ($r = 0.89$)** and **Green Training and Engagement ($r = 0.80$)**
- The significant inter correlations between **Awareness, Engagement, and Behaviour** (ranging from $r = 0.60$ to 0.74), shown in medium shades, illustrate a synergistic effect. This suggests a causal pathway: effective **Green Training** builds **Awareness**, which in turn increases **Engagement**, and this combination ultimately drives **Pro-Environmental**

Behaviour. This creates a virtuous cycle that embeds sustainability into the very fabric of the organizational culture.

6. Findings

The analysis of the collected data yields several key findings that address the core objectives of this study:

1. **Demographic Influence on Perception:** A statistically significant difference ($p < 0.01$) was found in the perception of Green T&D based on age. Employees belonging to **Generation Z (under 25 years)** demonstrated a significantly more positive perception ($M=4.5$) compared to their older counterparts (25-40 years, $M=4.1$). This confirms that generational factors are a critical determinant of receptiveness to sustainability initiatives.
2. **Strategic Impact on Key Outcomes:** Green Training and Development is a powerful, statistically significant predictor of crucial sustainability outcomes. It has the **strongest predictive effect on Environmental Awareness ($\beta = 0.89$)**, explaining 79% of its variance, followed by **Employee Engagement ($\beta = 0.80$)** and **Pro-Environmental Behaviour ($\beta = 0.78$)**.
3. **Interconnectedness of Variables:** Correlation analysis revealed a robust, synergistic network of strong positive relationships ($r > 0.60$) between all variables. This indicates that Green Training effectively builds Awareness, which in turn fosters Engagement, and together they culminate in tangible Pro-Environmental Behaviour, creating a virtuous cycle for cultural change.
4. **Validation of Strategic Role:** The strong regression and correlation results provide empirical validation that Green T&D is not a peripheral HR function but a **strategic driver** for embedding sustainability into the organizational fabric. It directly contributes to operational efficiency and ecological resilience by equipping employees with necessary eco-skills and motivations.
5. **Persistent Implementation Challenges:** Despite its proven efficacy, qualitative insights confirm that organizations face significant barriers, including **budget constraints, a lack of in-house expertise** to develop programs, and difficulties in **measuring the quantitative return on investment (ROI)** of these initiatives.

7. Suggestions

Based on the findings of this study, the following practical suggestions are proposed for organizations aiming to leverage Green T&D for sustainability:

1. **Demographically-Tailored Program Design:** Develop and implement **age-specific training modules**. For Generation Z, leverage digital, gamified, and social learning platforms that align with their preferences for interactive and technology-driven content.
2. **Strategic Integration into HR Systems:** Move beyond one-off sessions. **Embed sustainability into core HR processes**, including onboarding, leadership development programs, technical upskilling, and team-building activities, to ensure continuous learning and reinforcement.
3. **Incentivize and Recognize Green Behaviour:** **Link green training outcomes to performance appraisal and reward systems**. Recognize and incentivize employees who demonstrate exceptional pro-environmental behaviour, thereby reinforcing the desired conduct and showcasing organizational commitment.
4. **Develop Internal Expertise and Leverage Technology:** Invest in training trainers and creating a repository of green knowledge within the organization. To overcome cost barriers, **adopt cost-effective digital learning platforms** (e.g., LMS modules, webinars) that allow for scalable and consistent training delivery.
5. **Establish Clear Metrics for Measurement:** To address the challenge of measuring impact, **define and track specific Key Performance Indicators (KPIs)** linked to training. These can include metrics like reduction in energy/paper consumption, waste recycling rates, employee engagement scores on sustainability surveys, and the number of employee-submitted green ideas.
6. **Foster Intergenerational Mentorship:** Create "**Green Champion**" programs that pair enthusiastic Gen Z employees with experienced senior colleagues. This facilitates the transfer of green values and institutional knowledge while giving younger employees a platform to drive change.

8. Conclusion

This study concludes that Green Training and Development is an indispensable strategic imperative, not merely a functional HR activity, for organizations committed to sustainability. The empirical evidence unequivocally demonstrates that well-structured green

training programs are highly effective in building environmental awareness, enhancing employee engagement, and most importantly, instigating tangible pro-environmental behaviour in the workplace.

The research highlights the particular importance of tailoring initiatives to a multi-generational workforce, with Generation Z emerging as a key catalyst for green change. While implementation challenges related to resources and measurement exist, they are not insurmountable. By adopting a strategic, integrated, and technology-enabled approach—where green values are woven into the very fabric of leadership development, performance management, and daily operations—organizations can unlock the full potential of their human capital.

Ultimately, investing in Green Training and Development empowers employees, transforms organizational culture, and builds a resilient, future-ready enterprise capable of achieving its long-term environmental and economic goals. It is a critical investment in building a sustainable competitive advantage for the 21st century.

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