

SUMMARY

1.1 Introduction

Green HRM began its journey through the milieu of green management applications, in order to address the growing concern from corporate stakeholders (Roberts, 1992), in response to the negative impacts of organizational operations on the environment (Waddock, 2004). By embracing green management policies and strategies, and Green HRM practices and processes, firms are expected to receive direct and peripheral gains such as improved sales, productivity gain/s and competitive advantages (Wee and Quazi, 2005). In addition, advantageous employee behaviors (Shultz and Holbrook, 1999; Vandermerwe and Oliff, 1990) and increases in corporate efficiencies including improvements in water and energy usage and waste reduction (Klassen and McLaughlin, 1996), are likely to occur.

As it is employees who are the agents that implement organizational green policies, it is necessary for organizations to promote and ultimately seek to manage and change employee behavior so that they are aligned with organizational green goals (Anderton and Jack, 2011; Daily, Bishop and Govindarajulu, 2009; Ones and Dilchert, 2012a). Increasingly, organizations are considering the adoption of Green HRM practices, i.e. ‘*HRM aspects of green management*’, to promote employee green behavior in the workplace (Renwick et al., 2013). However, despite increasing levels of academic literature conceptualizing the anticipated correlations between Green HRM and employee green workplace behavior (e.g. Jackson and Seo, 2010; Kumari, 2012; Renwick et al., 2013), this linkage has not yet been sufficiently empirically explored.

As highlighted by Dubois and Dubois (2012), the need for firms to engage with environmental sustainability strategies is due to three key pressures: declining resources, increasing pressures and expectations from multiple stakeholders and radical transparency from media, activists and NGOs. Dubois and Dubois (2012) add that when environmental sustainability policies, processes and practices are fully embedded in an organization “*it pervades the thinking and behavior of employees who then choose to go*

beyond compliance with new rules and norms to participate in innovating job-related changes in work processes, set-up, and product and service design”.

However, the challenge for organizations is to get all employees on the same ‘green bandwagon’. Without a more targeted facilitation of HR policies, processes and practices, firms will most likely struggle to achieve their green goals and targets as highlighted within organizational sustainability agendas.

1.2 Need for Adopting Green HRM Practices in India

Even though initially it may be difficult to initiate and implement the green HRM practices at the first level, it can fulfil the prime objectives of an organization such as cost control, ensuring corporate social responsibility, talent acquisition and gaining competitive advantage over the rivals through environment consciousness and preservation of natural and ethical values. The usual reasons why a firm should adopt green.

- **Green business decisions:** Employing a green workforce or employees who understand and practice environment-friendly practices helps the organization take business decisions that have a wider perspective and thereby adopting innovative strategies and techniques to arrive at an optimal solution solve environmental related issues.
- **Preferred employer of choice:** Green organizations are the most desired employers and any potential hire would like to be associated with such an employer so as to learn and add value to their profile. A Green workforce is a win-win situation for both the employer and the employee as it gives a competitive edge to both in the market.
- **Higher retention of employees:** A survey by SHRM (Society for Human Resources Management) Green Workplace Survey found out that green organizations have lesser attrition rates as compared to their non-sustainable counterparts. In the survey about 61% of the respondents working for an organization known to be an advocate for green human resource management

practices said that they were "likely" or "very likely" to continue working in the present organization because of their green policy and practices

- **Better Sales:** Cone Communications, a marketing, and public relations company in the year 2013 conducted a survey on the Green Gap Trend where about 71 % of Americans shoppers said they are conscious of the environment impact when they purchase a product. This survey finding is critical to the belief that companies that adhere to green practices can improve their sales and cut costs by achieving higher volume of sales

Today many organizations are bringing GHRM practices to their business and day-to-day operations in the global context and landscape. The innovations and research that organizations strive in achieving a sustainable green human resource management practice in their business would significantly contribute to the field of Human resources management (HRM) field in both academic and business sense. Against this backdrop, it can be assumed that GHRM is all about the holistic application of the concept of sustainability to the organization and its workforce. It involves green actions focused on increasing efficiency within processes, reducing and eliminating environmental waste, and revamping HR products, tools, and procedures resulting in greater efficiency and lower costs. The results included: electronic filing, ride sharing, job sharing, teleconferencing and virtual interviews, recycling, telecommuting, online training, and developing more energy-efficient office spaces (Sharma, 2015). In fact, GHRM promotes various Green processes and practices in different HR functions.

1.3 Justification of the Study

Green HRM began its journey through the milieu of green management applications, in order to address the growing concern from corporate stakeholders (Roberts, 1992), in response to the negative impacts of organizational operations on the environment (Waddock, 2004). By embracing green management policies and strategies, and green HRM practices and processes, firms are expected to receive direct and peripheral gains such as improved sales, productivity gains and competitive advantages (Wee and Quazi, 2005). In addition, advantageous employee

behaviors (Shultz and Holbrook, 1999; Vandermerwe and Oliff, 1990) and increases in corporate efficiencies including improvements in water and energy usage and waste reduction (Klassen and McLaughlin, 1996), are likely to occur.

As it is employees, who are the agents that implement organizational green policies, it is necessary for organizations to promote and ultimately seek to manage and change employee behavior so that they are aligned with organizational green goals (Anderton and Jack, 2011; Daily, Bishop and Govindarajulu, 2009; Ones and Dilchert, 2012a). Increasingly, organizations are considering the adoption of green HRM practices, i.e. '*HRM aspects of green management*', to promote employee green behavior in the workplace (Renwick et al., 2013).

The present research work seeks to determine the Green HRM practices adopted by Indian firms in India and to identify the relationship between Green HRM practices and Employee Motivation, Job Satisfaction and Organizational Commitment. This study reviews the current situation of the GHRM practices. These practices will be presented by a conceptual model that will provide a blueprint for these companies to adopt GHRM practices. This study, in fact, will better define which HRM practices or cluster of HRM practices could be more correlated with Employee Motivation, Job Satisfaction and Organizational Commitment. So, by using this study, companies would understand which actions to adopt and implement first practices that have more impact on dependent variable Employee Motivation, Job Satisfaction and Organizational Commitment. Eventually, for firms who have already implemented GHRM practices, this study will be a guide in order to improve their sustainability purposes.

At the end of the research few suggestions for future studies have been given. GHRM best practices model was tested for green activities irrespective of organization types and country context.

1.4 Objectives of the Study

There are variables, like, Employee Motivation, Job Satisfaction and Organizational Commitment which have not been studied in detail as an attribute in the research papers

in the Indian context, hence by taking this as a gap various objectives were framed for the study as follow:-

1. To identify the various Green HRM practices adopted by Indian industries under study;
2. To identify the relationship between Green HRM practices with Employee Motivation, Job Satisfaction and Organizational Commitment;
3. To develop the model based on these factors and test goodness of fit for the same.

1.5 Statement of the Problem

The study seeks to answer the following questions:

1. What is the level of awareness of Green HRM Practices?
2. What type of Green HRM Practices are offered by various Organizations?
3. What are the problems faced by organizations while adopting Green HRM Practices?

In order to study the above stated problem, following questions were raised for the purpose of the study:

1. What are the Green HRM practices implemented at the firm level?
2. How are Green HRM practices implemented at the firm level?
3. Why are Green HRM practices implemented at the firm level?
4. What are the different factors that determine the adoption of Green HRM practices by Indian firms?
5. How far Employee Motivation, Job Satisfaction and Organisational Commitment as variables, influenced by Green HRM practices?

In the light of the problem stated above, the topic of the study was justified as:

“A Study of Green Human Resource Management Practices and its Relationship with Employee Motivation, Job Satisfaction and Organizational Commitment”

1.6 Research Methodology

In this section of report, an attempt has been made to outline the research problem, the nature of the research problem, demographic profile of the population and the sample taken for this study.

The pilot study was initiated with exploratory research design in order to have the in-depth understanding of the Green HRM practices and the relationship between Green HRM practices and Employee Motivation, Job Satisfaction and Organizational Commitment. The exploratory and descriptive research design was used to first explore the variables of GHRM and, then describing the association between various dependent and independent variables, which were explored during the exploratory research study.

1.6.1 Sample Design

For the purpose of the study Delhi/NCR was bifurcated into four zones. Each zone represents strata where the South Zone is the South Strata being represented by zone 1, North Zone is North Strata being represented by zone 2, West zone is West Strata being represented by zone 3 and East Zone is East Strata being represented by zone 4. From each zone purposive sampling was done by selecting at least 70 respondent from each stratum.

A sample of 110 companies, 27 companies from automobile, 26 companies from food, 26 companies from electronics, 31 companies from plastic, each industry was randomly selected from the database. For collecting data from the industry, the respondents consisted of people from HR, Admin, Sales and Marketing, and general management profiles.

1.6.2 Questionnaires/Schedules

Initial instrument was developed by generating items from the review of literature. From the literature review, 43 items were found. Later on, the items were reduced to 42 after application of reliability and correlation test. For pilot testing the draft questionnaire was filled by a total of 100 respondent. Only minor changes were made

from the feedback. After the pilot study the items were reduced from 43 to 42. All the measuring items were coded on the five-point Likert scale.

1.6.3 Research Model and Development of Hypotheses

Following research model as shown in Figure1 was proposed and tested for conducting the study:

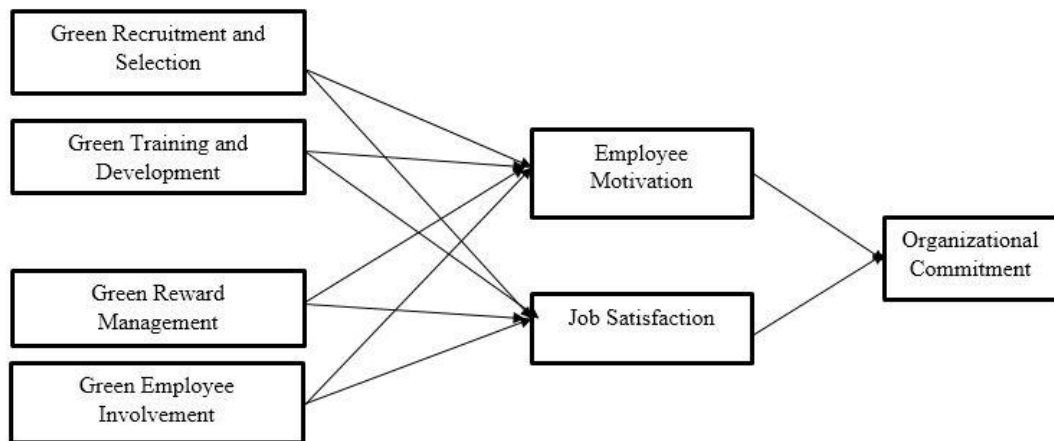


Figure1: Proposed Research Model

1.6.3.1 Hypothesis Formulation

Following hypotheses were framed with the intent to get the answers to all the research questions posed in the previous section of this thesis.

- H1: Green Recruitment and Selection has a positive relationship with Job Satisfaction.
- H2: Green Training and Development has a positive relationship with Job Satisfaction.
- H3: Green Reward Management has a positive relationship with Job Satisfaction.
- H4: Green Employee Involvement has a Positive relationship with Job Satisfaction.
- H5: Green Recruitment and Selection has a positive relationship with Employee Motivation.

H6: Green Training and Development has a positive relationship with Employee Motivation.

H7: Green Reward Management has a positive relationship with Employee Motivation.

H8: Green Employee Involvement has a Positive relationship with Employee Motivation.

H9: Employee Motivation has a Positive relationship with Organisational Commitment.

H10: Job Satisfaction has a Positive relationship with Organisational Commitment.

H11: Job Satisfaction Mediates

a) Green Recruitment and Selection on Organisational Commitment.

b) The positive effect of Green Training and Development on Organisational Commitment.

c) The positive effect of Green Reward Management on Organisational Commitment.

d) The Positive effect of Green Employee Involvement on Organisational Commitment.

H12: Employee Motivation Mediates

a. The positive effect of Green Recruitment and Selection on Organisational Commitment.

b. The positive effect of Green Training and Development on Organisational Commitment.

c. The positive effect of Green Reward Management on Organisational Commitment.

d. The Positive effect of Green Employee Involvement on Organisational Commitment.

1.7 Data Analysis and Interpretation

Data analysis was mainly used to check the assumption and to verify the research inquiries. It also considered the methods and types of the tools to be used, and finally helped in the development of the scheme, regarding data collection. For this study, in order to carry out data analysis, SPSS version 19 was used for various statistical tests applied.

1.7.1 Reliability

In order to test reliability, Cronbach alpha coefficient was calculated. The summary of result is presented below in Table 1.

Table 1: Summary of Reliability Analysis

Factor Name	Items	Cronbach Alpha Coefficient	Reliability Results
Green Recruitment and Selection	8	0.928	Good
Green Training and Development	7	0.880	Good
Green Reward Management	5	0.866	Good
Green Employee Involvement	5	0.869	Good
Employee Motivation	5	0.852	Good
Job Satisfaction	7	0.916	Good
Organizational Commitment	5	0.853	Good
Overall	42	0.913	Good

All values were found to be above 0.8; which was reasonable.

1.7.2 Validity

Convergent validity and discriminant validity are the two types of validity, which helps in the analysis of Construct validity, these are discussed below in Table 2 and Table 3.

Hair et al. (2006) also recommended that for assessing the convergent validity, the minimum cut off criteria as follows:

- Ideal standardized loading of each item should be either 0.7 or higher,
- The Average Variance Extracted estimate should be more than 0.5, and

- Reliability i.e. Cronbach alpha estimates should be greater than 0.7.

Table 2: Indices of Convergent Validity for the Constructs

Factor Name	Cronbach Alpha Coefficient	Average Variance Explained
Green Recruitment and Selection	0.928	0.584
Green Training and Development	0.880	0.505
Green Reward Management	0.866	0.565
Green Employee Involvement	0.869	0.605
Employee Motivation	0.852	0.532
Job Satisfaction	0.916	0.616
Organizational Commitment	0.853	0.518

Hair (2006) suggested the method to assess the discriminant validity (represented in Table 3), in this AVE for every variable is equated with the matching (SIC) squared inter-construct correlations, and calculated value of Average Variance Extracted constantly should be greater than the estimate of SIC. This specifies the validation for discriminant validity of each variable.

Table 3: Indices of Discriminant Validity for the Constructs

Factor Name	Average Variance Explained	Maximum Shared Variance
Green Recruitment and Selection	0.584	0.028
Green Training and Development	0.505	0.352
Green Reward Management	0.565	0.511
Green Employee Involvement	0.605	0.506
Employee Motivation	0.532	0.511
Job Satisfaction	0.616	0.506
Organizational Commitment	0.518	0.208

Table 3 encapsulates the reliability and validity values of all the constructs, explicitly Green Recruitment and Selection, Green Training and Development, Green Reward Management, Green Employee Involvement, Employee Motivation, Job Satisfaction, Organisational Commitment. The Cronbach's Alpha values for all the constructs were higher than the mandatory threshold. Average Variance Explained also surpassed the needed threshold of 0.5. This exhibits that all indicators successfully determine the construct they belong to. Moreover, the MSV also was lower than AVE which was an adequate indication to validate that the statements vary from each other.

1.7.3 Zero Order, First Order and Path Analysis Model Summary

The value of GFI, was above 0.90, the required cut-off criterion. The CFI was also above the accepted guideline of 0.90. Additionally, the RMSEA was below the 0.08 guideline of acceptability (as depicted in Table 4, table 5 and Table 6). Therefore, the model was determined to be acceptable enough to proceed for further analysis.

Table 4: Summary of Zero Order Model Fit Indices

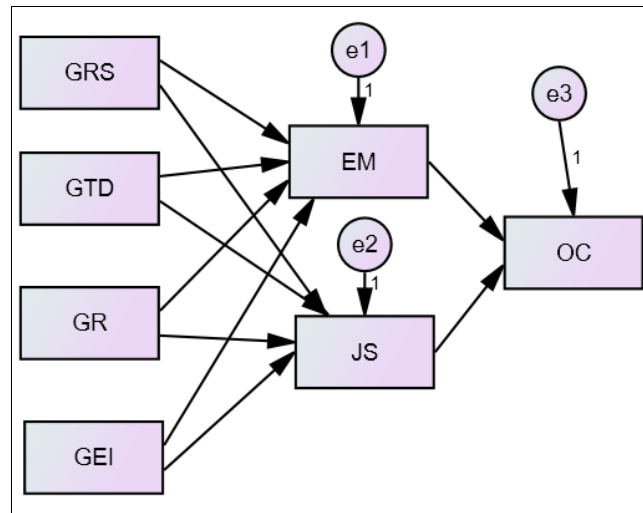
Constructs	Green Recruitment and Selection	Green Training and Development	Green Reward Management	Green Employee Involvement	Employee Motivation	Job Satisfaction	Organizational Commitment
CMIN/DF	4.140	3.377	2.998	1.298	1.964	4.359	0.374
CFI	.971	.970	.985	.998	.994	.977	1.000
GFI	.950	.964	.981	.993	.990	.962	.999
RMSEA	.102	.089	0.082	0.032	.057	.106	.000
AVE	0.584	.505	.565	0.605	.532	.616	.518
MSV	0.028	.352	.511	.506	.511	.506	.208

Table 5: Model Fit Indices for First Order Model

	CFI	GFI	RMSEA	CMIN/df
First Order Model	.900	.903	.059	2.044

Table 6: Path-Analysis Model Fit Indices

CFI	GFI	RMSEA	CMIN/df
1	1	0.00	.091

**Figure 2: Path-Analysis Model**

1.7.4 Summary of Hypotheses Testing by doing Path Analysis

The establishment of an identified path model then allows us for testing of the hypothesized relationship of the constructs as outlined in the proposed research model.

Table 7: Standardized Direct Effect

Path			Standardized Direct Effect		
			Beta	p-Value	
EM	<---	GRS	-.037	.196	Not Significant
EM	<---	GTD	.043	.201	Not Significant
EM	<---	GR	.661	***	Significant
JS	<---	GEI	.322	***	Significant
EM	<---	GEI	.090	***	Significant
JS	<---	GR	-.066	.094	Not Significant
JS	<---	GTD	.422	***	Significant
JS	<---	GRS	.008	.828	Not Significant
OC	<---	EM	.210	.003	Significant
OC	<---	JS	.366	***	Significant

To test the mediating effect of Employee Motivation (Figure 3) and Job Satisfaction (Figure 4), as proposed in H11 and H12, the researcher followed the procedure followed by Baron and Kenny. Initially, there was no significant relation observed between Green Recruitment and Selection, Green Reward Management and Organizational Commitment and significant relation between Green Training and Development, Green Employee Involvement and Organizational Commitment.

Table 8: Regression Weights: (Group number 1 - Default Model) (Direct Effect)

Step 1: Regression Weights: (Group number 1 - Default model)								
Direct effect				Estimate	S.E.	C.R.	P	
	OC	<---	GRS	-0.042	0.053	-0.797	0.425	Not Significant
	OC	<---	GTD	0.173	0.063	2.755	0.006	Significant
	OC	<---	GR	0.027	0.059	0.461	0.645	Not Significant
	OC	<---	GEI	0.244	0.03	8.017	***	Significant

After reviewing the conditions for mediation (Table 7, Table 8, Table 9 and Table 10), the researcher has recommended that the mediating effects of Job Satisfaction and Employee Motivation were not present amongst all exogenous variables on Organizational Commitment. This indicated that there was no indirect relationship. This was checked through boot strapping too, which replicates the same results in the Table 8:

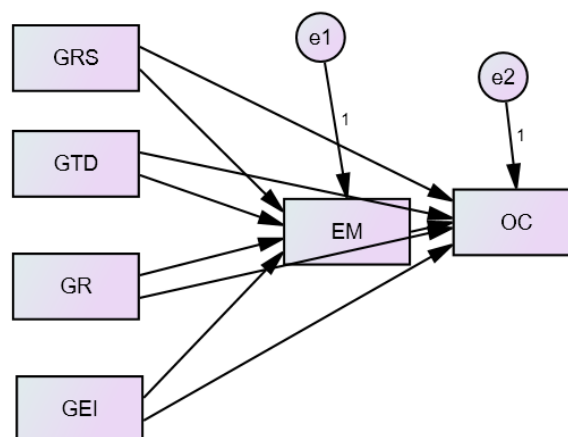
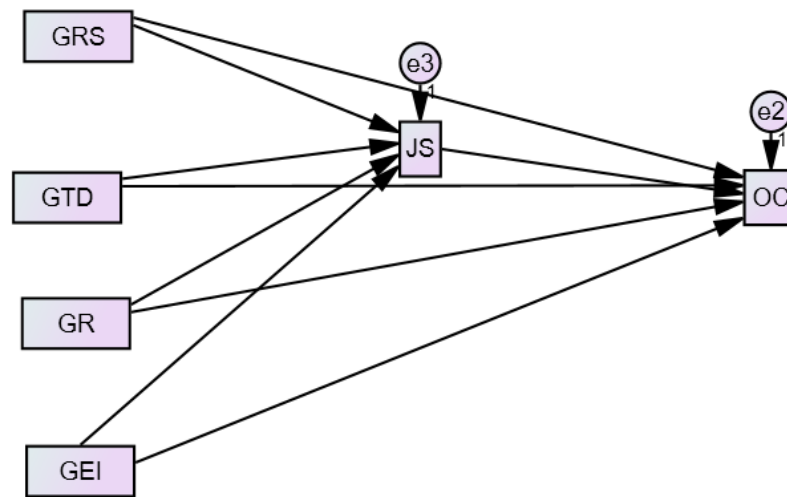


Figure 3: Employee Management as Mediator

Table 9: Standardized Indirect Effect

In Presence of EM			Standardized Indirect Effect		
			Beta	p-Value	
OC	<---	GEI	0.012	0.437	Not Significant
OC	<---	GR	0.044	0.476	Not Significant
OC	<---	GTD	0.003	0.343	Not Significant
OC	<---	GRS	-0.003	0.328	Not Significant

**Figure 4: Job Satisfaction as Mediator****Table 4.10: Standardized Indirect Effect**

In Presence of JS			Standardized Indirect Effect		
			Beta	p-Value	
OC	<---	GEI	0	0.729	Not Significant
OC	<---	GR	0.02	0.638	Not Significant
OC	<---	GTD	-0.003	0.419	Not Significant
OC	<---	GRS	0.015	0.643	Not Significant

To conclude, no mediation effect of Job Satisfaction and Employee Motivation was observed between Green Recruitment and Selection, Green Reward Management,

Green Training and Development, Green Employee Involvement to Organizational Commitment.

Code	Hypothesis	Result
H1	Green Recruitment and Selection has a positive relationship with Job Satisfaction.	Not Accepted
H2	Green Training and Development has a positive relationship with Job Satisfaction.	Accepted
H3	Green Reward Management has a positive relationship with Job Satisfaction.	Not Accepted
H4	Green Employee Involvement has a Positive relationship with Job Satisfaction.	Accepted
H5	Green Recruitment and Selection has a positive relationship with Employee Motivation.	Not Accepted
H6	Green Training and Development has a positive relationship with Employee Motivation.	Not Accepted
H7	Green Reward Management has a positive relationship with Employee Motivation.	Accepted
H8	Green Employee Involvement has a Positive relationship with Employee Motivation.	Accepted
H9	Employee Motivation has a Positive relationship with Organizational Commitment.	Accepted
H10	Job Satisfaction has a Positive relationship with Organizational Commitment.	Accepted
H11	Job Satisfaction Mediates	No Mediating Effect
	a) The positive effect of Green Recruitment and Selection on Organizational Commitment.	No Mediating Effect
	b) The positive effect of Green Training and Development on Organizational Commitment.	No Mediating Effect
	c) The positive effect of Green Reward Management on Organizational Commitment.	No Mediating Effect
H12	Employee Motivation Mediates	No Mediating Effect
	e) The positive effect of Green Recruitment and Selection on Organizational Commitment.	No Mediating Effect
	f) The positive effect of Green Training and Development on Organizational Commitment..	No Mediating Effect
	g) The positive effect of Green Reward Management on Organizational Commitment.	No Mediating Effect
	h) The Positive effect of Green Employee Involvement on Organizational Commitment.	No Mediating Effect

1.8. Conclusion, limitations and Suggestions

In view of the outcome of this research work, a detailed discussion of the theoretical and practical implication has been presented in last chapter of study. Additionally, the researcher has also given some suggestions that can be adopted by the organizations.

1.8.1 Conclusions

1. In this empirical research work, the researcher has provided useful insights into the green practices adopted by organizations in the background of a developing economy like India where environmental concern is on rise.
2. Using confirmatory factor analysis, the study confirms seven major factors i.e. “a) Green Recruitment and Selection, b) Green Training and Development, c) Green Reward Management, d) Employee Involvement, e)Employee Motivation, f) Job Satisfaction, g) Organisational Commitment”, important for adoption of green practices by various organisations in India and it also establishes the structural relationship between these factors.
3. The insights from the study, can indeed be used to formulate various strategies especially for green services in various sectors in India. It would ultimately give rise to sustainable development and preservation of environment. Green HRM helps in the effective outcomes like they could get a first mover advantage, many organizations can also develop a competitive edge by creating a brand image as an environment conscious body.
4. In view of the optimistic response of various organizations towards adoption of green practices, the research work suggests implication for the marketers and policy makers for effective implementation of green programs in future which helps them to get subsidies from the government.
5. Previously, Armstrong (2014) has recognized that training is important in creating a strong culture based on values and mission statements. Thus, this HRM attribute can be supported and reinforced by Cook and Seith (1992) who state that training is a very crucial element in the success of environmental initiatives and North (1997) who state that training is definitely a core factor in developing human resources for

the environment. In addition, Milliman and Clair, (1996); Beaumont et al, (1993); Barrett et al, (1996); and North, (1992, 1997), all argue the vital importance of training and development which must take place at all levels within the organization in order to embed an environmental consciousness and organizational environmental commitment.

6. Crosbie and Knight's, (1995) and Milliman and Clair's, (1994, 1996) statements support the key HRM attribute by stating that reward systems should include environmental criteria. Reward systems should also be linked to the achievement of performance appraisal goals in order to motivate the employees of the organizations.
7. Schmidheiny (1992), argues that adopting environmentally responsible practices will probably involve major change in organizational values, practices and procedures, breaking embedded habits and practices and adopting new ways of thinking which will consider what is done, why and how.
8. Though the green movement and Green HR are still in the stages of infancy, growing awareness within organizations of the significance of green issues have compelled them to embrace environment-friendly HR practices with a specific focus on waste management, recycling, reducing the carbon footprint, and using and producing green products. Clearly, a majority of the employees feel strongly about the environment and, exhibit greater commitment and Job Satisfaction toward an organization that is ever ready to go "Green."
9. The responsibilities of the present generation HR managers are to create awareness among the youngsters and among the people working for the organization about the Green HRM, Green movement, utilization of natural resources and helping the corporate to maintain proper environment, and retain the natural resources for our future generation i.e. sustainable development (Mathapati, 2013).

The conclusion that can be derived from this research is that Green ideas and practices are finding more and more relevance in many organizations' and within the space of the HR profession. HR leaders being the advocates of organizational culture and policies are critical to inculcate a sense of responsibility in each employee towards a

sustainable green human resources management. However, still greater change needs to happen so that employees and organizations take that big leap in ensuring greening process in all their activities.

1.8.2 Limitations

This research work was carried out to find out the relationship between Green HRM practices with Employee Motivation, Job Satisfaction and organizational. Despite best of efforts to minimize all limitations that might creep in course of the research, there were certain constraints within which the research was completed. These are discussed below:

- Notwithstanding its wide-ranging coverage, the current research work may be criticized because it misses an in-depth analysis of the type the psychologists or anthropologists has often conducted. This research work has not analysed by using any econometric test or psychometric test. This research work is totally based on the practices followed in the organisations.
- Sustainability has three aspects: social, economic and environment. In this study, the researcher has studied only environment dimension in relation to Green HRM Practices.
- In this study, the researcher has only taken Green Recruitment and Selection, Green Training and Development, Green Reward Management, Employee Involvement, Employee Motivation, Job Satisfaction and Organisational Commitment. There are other factors also which impact the Green HRM practices like, Green Health and Safety Management, Green Job Design and Analysis, Green Induction, etc. that have not been considered.
- The research was purely ased on primary data as well as secondary data. The primary data for this study was collected from the samples based in NCR only. While researcher has tried to make sure that the sample is a true representation of the population, the generalization of the findings of the research work is restricted as defined by the size of the sample, which comprised of 300 respondents carefully chosen from various areas of NCR.

1.8.3 Suggestions

Based on the above findings the following suggestions are proposed by the researcher for the effective implementation of the GHRM in the Organizations.

1.8.3.1 To Business Organizations

- Secure job environment enhances the degree of Job Satisfaction. Management must create an environment of job security among employees Apart from job security, management must provide job stability.
- Job Satisfaction of employees in any organization is of utmost importance to in order to achieve the objectives of an organization and make it sustainable in the long run.
- Business and Businessmen have to ensure the employee participation in management and administration. In management there is a proverb that “Esprit de corps” that means unity is strength. Harmonious and team work is always effective and efficient for the business success. When the workers and employees are encouraged to take part in the management and decision making that means they are contributing to the organization.
- It reflects that when the level of Job Satisfaction increases, the level of Organisational Commitment also increases. Therefore, this factor should be increased to improve an employee’s commitment to an organization. Organizations should commence proper performance appraisal systems which result in pay rise, promotion, and training of the employees that will enhance on employees’ Job Satisfaction.
- Human Resource Management of the organizations should offer extensive Green Training and Development programs for the employees for better satisfaction of the employees.
- As there is no positive relation between Green Reward Management and Job Satisfaction, so employees should be properly trained and promotion of the employees should be based on the qualification of employees and /or experience of employees to create Job Satisfaction.

- As there is positive relation between Green Reward Management and Employee Motivation so, company should offer recognition rewards for environmental performance. The success of recognition rewards relies on the importance of company-wide identification. For example, such attention increases employee's awareness of environmental achievements (Bhushan, 1994). There are many ways in which organisations can communicate their environmental excellence within the organisation. For example, managers at Coors present awards at important meetings to employees who have participated in successful environmental programmes, (Woods, 1993).
- Organizations must give environmental training and education to the employees as these are vital, in order to provide knowledge, change attitudes and behaviours and acquire new skills.
- Rewards should be given to the employees who uses bicycles to commute or uses car pools. It would encourage those who live nearby to commute by cycle or walk, thereby reducing pollution. The ones who live far off could use bicycles to go to the market. It would be a good exercise and would keep the employee in good health.
- Employees should be recognised and rewarded for green innovations. The employees who come up with the most innovative green initiatives should be awarded a 'Go Green' badge.
- Organizations should initiates practices of green rewards to departments and individuals for innovative initiatives and green contribution through reduction of wastes, green resources and energy. Take innovative initiatives of saving electricity by encouraging volunteering to switch off lights and fans where and whenever required. Companies should conduct an energy audit to ensure effective and efficient use of energy in organisations and use energy efficient bulbs and install timer to switch off the light automatically after a definite time.
- Spread green thinking among employees and stakeholders to make them green psychologically. Engaging with employees and empowering them to act through

the company in a nonsuperficial way is a most effective means through which to increase output towards and ultimately achieve or enhance environmental strategies and goals.

- Reward employees on the basis of green activities to motivate them to be more aware about environment. They should use organization's transport in group rather than privately to ensure less emission of different harmful gases to the atmosphere. Reduce business travel and focus on teleconferencing to minimize the emission of carbon-di-oxide.
- Make everyone feel concerned about the green benefits (even cash value of greening) to create their willingness towards green. Companies should also create a green identity through green activities that will create a Brand image.
- Encourage employees to share new ideas regarding environmental issues. Get your surrounding community know about your greening practice that will make them loyal to your brand. Companies should also try to integrate green HR practices with corporate social responsibilities.
- This research work should act as a guiding force for the HR of the organization to develop policies and procedures which will help in making energy efficient, sustainable and environmentally friendly product and services.

1.8.3.2 To the Government

- Government of India can also play a proactive role with a special role assigned to Ministry of Environment (MoE) in enhancing the speed of reforms to combat the issues of climate change and decarbonize the economy. Various skill development centres should be developed that are related to training workforce specially in the area of environmental management, sustainable energy, recycling waste, generation of energy from waste, managing e-waste, clean technologies etc.
- Compensation in the form of "Green Allowance" can be added as an incentive to the salary of central government/ state government employees who qualifies

exams related to environment or contributes by way of innovation towards environment related practices in their offices.

- In order to create better educational infrastructure in country an introduction of nominal cess can be thought. The money collected in this manner can be used to create environment institutes across different states that can train and create green manpower.
- Government should create green advisory for industry and public. Just like advisory to farmers helped in improving yield of crops at one point of time, similarly, creation of green advisory for industry and public can help, educate and motivate general public and industries undertake practices that help in conserving, improving and cleaning environment. Special help line numbers can be an added advantage that make access to such advisory organisations earlier.
- Tax holidays can be given to green organisations who wish to invest in India. Organisations promoting buying, selling or manufacturing of green products can be encouraged by way of exemption from paying tax for two years. Such organisations will be requested to spend this money on training and giving incentives to its employees for learning and implementing green practices. These organisations should be encouraged to have their own green eco labels and green trademarks to promote their products and services.
- Government should implement green tax on polluting and non- green organisations. Organisations that have direct impact on environment because of their activity should be made to pay green tax to compensate for damage made by them to environment. They should be further enforced to train their workforce regarding green practices so that employees can bring change in their organisation.
- Like BSE and NSE, creation of stock exchange looking after trading of carbon credits and equities linked to green organisation should be created. Organisations should then think of creating a concept of green employee's stock options (GESOP) so that they can have stake in green organisations of future.

1.8.3.3 To Researchers and Academicians

Though area of environmental science, environmental management, and environment conservation is a well-developed area but creation of green workforce is far from reality. Environment has been seen as a credence good and hence reaction to issues related to environment is slow and not instantaneous. Many researches have been conducted in the field of management in area of green marketing, green supply chain, green human resource, green finance but change in behaviour related to environment protection is less observed.

Present government has started many new schemes like digital India, Swachh Bharat Abhiyan, and clean India which is starting towards changing behaviour of general masses towards clean and green environment.

In order to create orientation towards environment, academicians at primary, secondary and tertiary level need to create curriculum related to creation of green workforce. This workforce need to be trained in a manner that create skill set required for:

- 1) Managing waste
 - 2) Promote reduce, recycling and reuse.
 - 3) Promote digitization
 - 4) Promote social awareness and transformation among students
 - 5) Promote innovation related modified environmental conscious behaviour among general masses.
 - 6) Integration of IT and environmental conservation.
- Researcher can undertake studies on areas like creation of on the job green induction and training programmes, promoting green investment, and trading in carbon credits, creation of green services, investor behaviour and career progression of green human resource.

- Studies should be undertaken to assess effectiveness and usefulness of training manpower related to environment related courses presently being offered by educational institutions and how can they be modified to create better learning outcomes that have far reaching effect on society.
- Researcher has proposed that GHRM has substantial scope for research in management field but there are very few studies on this topic hence, there is a need to bridge the gap between professional GHRM practices and preaches in research and teaching of environmental management.
- Academicians in the field of management and engineering, economics and law should come together and suggest an integrated model for environment that can be applied for this great nation-India and use this piece of research as a small link of a big chain which needs to be developed fast.

1.8.4 Future Scope of Research

The following are the related areas which have been identified by the researcher for the scope of further research related to this area.

- The present study proposes future researchers to fill the gap in the existing literatures by conducting empirical studies such as Green HRM practices in the manufacturing or service organizations (particularly the organizations that are polluting environment, Comparing Green HRM practices between developed and developing countries, Green perceptions, attitudes of employer and employees, barriers in the Green HRM implementation in organizations.
- A comparative study of Green HRM among different sectors can be conducted to get an insight of Green HRM practices followed by the organizations.
- In the present study, the researcher has studied only few organizations, the future researcher can select some other organizations for study and can suggest some more options for better implementation of Green HRM Practices.
- In addition, it will be of interest to the future researchers to explore and validate the model developed for this study in other cultural settings, like Asian or Western

developing or developed countries. This will be valuable in providing evidence concerning the robustness of research model across different cultural settings. It is understood that the robustness of the model may vary across different cultural settings and thus need to be empirically tested (Mao and Palvia, 2006).

- As there is still confusion and compromise on the integration of environmental issues into organization's policies, further research should be conducted to determine the association between other HRM Functions like employee health, employee retention, self-actualization in context to environment needs and its relationship with the environmental performance.
- Further studies can be conducted in backdrop of suggestions provided in the previous section.

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