

Enhancing Organizational Sustainability Through Green Human Resources Management

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Abstract:

This article shed light on the importance of integrating environmental issues in HR techniques which led to a new notion (GHRM), and its significance in improving Organizational Sustainability. Using a theoretical approach based on a large literature review, this study illustrates how can organizations reduce their ecological footprint by aligning HR policies with environmental aims. Through an effective GHRM strategy, organizations can enhance their reputation, by becoming environmentally friendly, and assuring employee well-being by integrating green training, rewards, and green selection...Ultimately, GHRM acts as a catalyst for fostering a culture of environmental consciousness.

Keywords: Green Human Resources Management (GHRM), Sustainability, Organizational Sustainability.

Jel Classification Codes: Z0,Z19

Introduction:

As it is known and as it is largely mentioned, the environment is one of the fundamental pillars of corporate social responsibility (CSR) in creating a sustainable business and organizations, (CSR) is the voluntary participation of an organization in commercial transactions that appears to enhance social, economic, and environmental well-being. The three Ps (people, planet, and profits) are another meaning of this concept where people are the main change factor in every change process, and the success of environmental performance improvement especially rests much on them in a world where corporations are going more than before toward the environmental sustainability, a strategic goal, and increasingly realizing its importance.

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Conversations on Human Resource Management (HRM) have noticeably changed as more and more organizations adopt environmentally sustainable practices. This change reflects the increased pressure on those organizations to use green policies, which has led to a reassessment of HRM procedures to ensure they align with sustainability objectives.

This article tends to shed light on the growing field of (GHRM) and how it affects workforce management to meet the corporation's strategy and major values. Organizations may cultivate a sustainable culture among their workforce and improve their environmental performance by prioritizing integrating green practices and environmental awareness within HRM. Moreover, the shift in HRM toward more environmentally friendly procedures is a big step in the right direction toward encouraging environmental stewardship and corporate social responsibility.

Aims of the study

By conducting a thorough literature review, this study seeks to develop the background of GHRM and its key practices. Additionally, the study will try to investigate the recent challenges for HR managers with the adoption of green practices with the actual workforce. Specifically, the study aims to spread awareness of GHRM, thereby helping in understanding environmental issues. Furthermore, this study tends to elaborate on various green practices that can facilitate in development of a green workplace and reduce environmental problems, by going green and acting environmentally friendly.

The significance of the study

In today's very changeable environment and with the so ecological degradation, there has become an enormous demand for environmental management. Human resources are an essential component of the system that can make a big difference in reaching sustainability within the organization and developing environmental methods necessitates efficient environmental management.

After a thorough literature analysis, it was found that most GHRM material is written in the West. Therefore, there is a dearth of research on it in Arabic contexts, especially in our region.

Methodology of the study

To get a thorough grasp of the topic and maintain the objectives listed above, this study is based on secondary data that was gathered from numerous sources and pertinent research. In addition to this, information has been acquired from a variety of websites, books, journals, and research papers. The search was effectively identified by using the following keywords: GHRM, Sustainability, GHRM practices, and Human Resource Management. The goal of the current study is to understand how GHRM is strategically applied in businesses and how it can be a crucial pillar in obtaining sustainability. So, a systematic arrangement manner and filtering of the literature is done, which aids in providing a comprehensive overview.

Previous studies

In their study (Sapna & Anjali: 2021)¹, to determine the implementation level of (GHRM) and discuss the challenges, researchers used primary data collected from a sample of 58 employees in both manufacturing and service sectors using a questionnaire. The findings of the study mentioned a low to moderate level of implementation of (GHRM) practices due to the challenges faced during its execution. Major of the key practices of (GHRM) are highly mentioned, while the top barriers that are being faced during the implementation of (GHRM) include “Weak Incentives for achieving objectives”, and “Lack of awareness regarding the concept of (GHRM)”.

The study of (Bazerkar & Moshiripou, 2021)² evaluated the effect of (GHRM) application on environmental performance in Iranian small and medium-sized oil and gas organizations. A sample of 386 employees from 30 companies was used and the most common practices of (GHRM) were analyzed. Each of these methods significantly and favorably impacts a company's environmental performance. The findings showed that the introduction of green development was the most successful strategy. The outcomes also showed that performance is positively and significantly impacted by the main (GHRM) practices.

Utilizing a literature review approach (Akanksha & al, 2023)³ illustrated that Organizational Sustainability (OS) has become an increasingly important factor for worldwide organizations. It requires managing resources to ensure long-term environmental, social, and economic sustainability. They also mentioned that one fundamental approach for achieving OS is integrating GHRM which means incorporating sustainability into every aspect of human resource management, from hiring and training to performance management and staff engagement. Using a hybrid research method, this study gathered extensive information from the body of current GHRM and OS literature. Using science mapping analysis, this work attempted to explore the current intellectual structure of research on GHRM and OS which suggested that even though the existing literature on GHRM is very rich and attractive more and more there still exists a research gap, especially in some countries

Another study was conducted by (Chaudhary. C, 2020)⁴ and aimed to investigate how GHRM influences employees' environmental performance. Especially, it investigated how GHRM practices impact the behaviors of

¹ Sapna, & Anjali, G. (2021). Implementation of Green Human Resource Management Practices: Barriers and Solutions. *Journal of Scientific Research*, 65(9), 71-77.

² Bazrkar, A., & Moshiripou, A. (2021). Corporate practices of green human resources management. *Foresight and STI Governance*, 15(1), 97-105.

³ Joshi, A., Kataria, A., Rastogi, M., Beutell, N. J., Ahmad, S., & Yusoff, Y. M. (2023). Green human resource management in the context of organizational sustainability: A systematic review and research agenda. *Journal of Cleaner Production*, 139713.

⁴ Chaudhary, R. (2020). Green human resource management and employee green behavior: an empirical analysis. *Corporate Social Responsibility and Environmental Management*, 27(2), 630-641.

employees toward green performance. The survey was distributed to 311 employees from the Indian automobile industry. Hierarchical regression analysis was used to test the proposed research model using a cross-sectional research methodology. As a result, it was found that task-related and voluntary employee green behaviors were both highly predicted by GHRM. The study highlighted the importance of HRM in establishing a sustainable environment and emphasized the urgent requirement to integrate the sustainability dimension into HR systems to accomplish sustainable development objectives.

It is addressed by reviewing studies that most of them dealt with (GHRM) which is also the primary concept of the actual study, that the organization's management should convert its workforce from traditional into green employees to meet environmental objectives and to make a significant contribution to environmental sustainability.

Despite several reviews that have attempted to identify the impact of GHRM on organizational sustainability (OS), a considerable gap persists in the realization of a comprehensive OS framework integrating the role of GHRM.

1. Green Human Resources Management (GHRM)

1.1. What means by GHRM?

The term (GHRM) was invented recently and is known as the integration of environmental management issues into the human resource management system of an organization¹. It is the process of strategically matching HRM policies with green practices. It aims to provide the employees of an organization with a healthy and motivated work and environmental awareness culture. The term (GHRM) also refers to the systematic, deliberate alignment of conventional HRM procedures with the organization's environmental objectives².

By adopting a green initiative and using green aspects, the GHRM increases an organization's brand, encourages employees' green behavior and awareness, and influences the employees' well-being.

1.2. Requirements for GHRM

In order to practice green HRM certain conditions have to be considered. These are essential for the success of these policies to succeed. The criteria are as follows³:

¹ Mukherjee, S., Bhattacharjee, S., Paul, N., & Banerjee, U. (2020). Assessing green human resource management practices in higher educational institutes. *TEST Engineering & Management*, 82. PP: 221-240. P: 222.

² Hussain, N., Zakuan, N., Yaacob, T. Z., Hashim, H. I. C., & Hasan, M. Z. B. (2023). Green Human Resource Management for Organization Sustainability: A Bibliometric Analysis. *International Journal of Professional Business Review: Int. J. Prof. Bus. Rev.*, 8(7), 105. PP: 1-13. P: 3.

³ Gupta, M. (2021). Green Human Resource Management. *Academia Letters*, Article 2328. <https://doi.org/10.20935/AL2328>. P: 2.

Green competencies: Where some notable skills are required by the employees to be green. So, to be called green, an employee would be aware of sustainable growth would thus, make them perfectly competent.

Green Attitude: This aspect includes cognitive (believing), affective (feeling positive), and behavioral (taking serious action).

Green Behavior: Here behaviors are defined through the scale and the relations they surround. So Green organizational behavior is when an employee works efficiently to cause a greater good of the organization. Both financially and goodwill-wise.

Green Results: These mean desired and positive outcomes of green practices. The ideas and solutions implemented to deduct waste would be a part of green innovations and the results of minimal usage of electricity while obtaining maximum results is a part of green results.

1.3. Some of GHRM practices

Green hiring and selection

This has to do with how to hire and select candidates who have green beliefs and behaviors. This also can focus more on the domain of online recruitment and selection¹. It will help in reducing the costs of recruiting and selecting people by switching from presential selection, interviews, and advertisement to only doing it online. In addition, it helps organizations ensure that workforces are chosen based on their green consciousness, recycling expertise, and minimizing paper use in the organization and that the job description should reflect sustainability aspects².

Green training and development

People in an organization should be committed to its green procedures. For this reason, newly hired employees are selected based on green criteria and they follow, simultaneously with others, special green development programs. Some of the green Training and Development policies frequently used in organizations are as follows³:

- Environmental issues are discussed in the introduction phase of programs.
- The company's environmental objectives should be communicated to new employees.
- Analyzing Green Training requirements in the organization.

¹ Olateju, A. O., Aminu, A. W., & Danmola, R. A. (2020). Green human resources management (green hrm) and sustainable development: Prospects and challenges. *International Journal of Social Sciences and Humanities Review*, 10(3).PP: 140-148. P: 144.

² Mishra, P. (2017). Green human resource management. A framework for sustainable organizational development in an emerging economy. *International Journal of Organizational Analysis*, 25(5), 762-788. P: 778.

³ Mukherjee. S et al, Op.Cit: P: 223.

- Employees should be given training on eco-friendly practices.

Green Performance Management and Appraisal

Employees need to be assessed about their performance to ensure consistency in green practices. Green Performance Appraisal can be used to motivate employees to take green initiatives and it can also be used to correct actions of employees when they are deviating outside the green practices¹. Performance management is identified as one of the principal human resources initiatives for enhancing environmental values and sustainable development.

Green Pay and Rewards

Green pay and rewards aim at attracting, encouraging, and retaining managers and non-managerial employees to contribute to the environmental goals of the organization². Employees can be rewarded in two ways as monetary and non-monetary rewards for their good environmental performance. In some organizations, employees are given financial rewards (salary, bonuses, incentives, profit shares)³

Green Relations Between Employees

One of the most crucial issues to be maintained is the relationship between employers and employees. Employees at all levels should be also responsible for making decisions in the environmental management system. Employee involvement will result in better green management⁴.

1.4. GHRM Benefits:

Besides, Green HRM aims to⁵:

- build environmental knowledge,
- enhance employees' citizenship behavior and commitment toward the environment,
- employees' commitment and well-being,
- environmental performance,
- promote green values, skills, and knowledge about green activities.

Furthermore, (Bhala & Mehta, 2016)¹ summarize the positive impacts of GHRM in the following points illustrated in the figure below:

¹ Olateju et al. Op. Cit : P144.

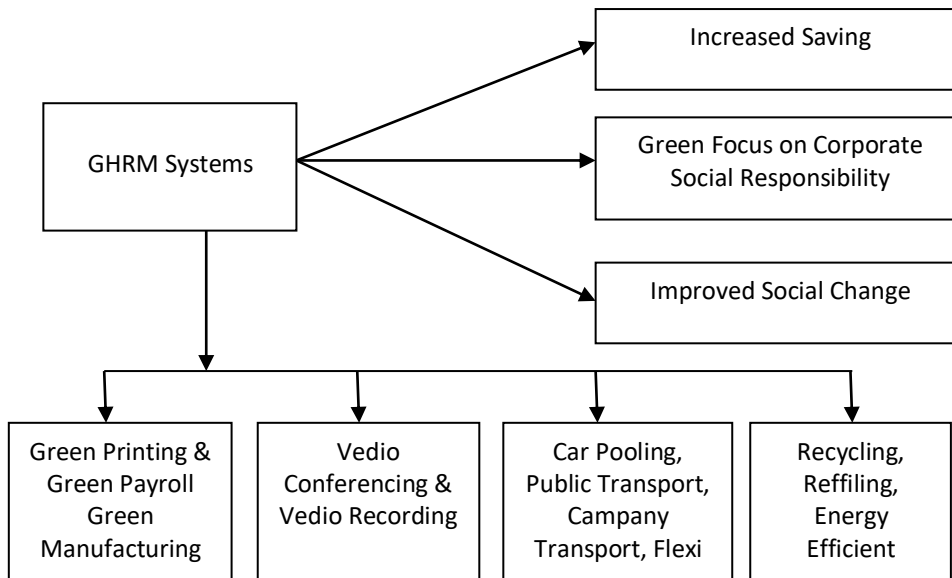
² Tang, G., Chen, Y., Jiang, Y., Paillé, P., & Jia, J. (2017). Green human resource management practices: scale development and validity. *Asia Pacific Journal of Human Resources*, 56(1), 31-55. P: 42.

³ Kundu, S. C., & Chahar, P. Green Human Resource Management: A Review. *Haryana School of Business*. PP: 260-268. P263.

⁴ Mukherjee. S et al, Op.Cit: P: 223.

⁵ Kakar, A. S., & Khan, M. (2022). Exploring the impact of green HRM practices on pro-environmental behavior via the interplay of organization citizenship behavior. *Green Finance*, 4(3), 274-294. P : 277.

Figure 1. GHR System-Impacts



Source: Bhalla, R., & Mehta, P. O. O. J. A. (2016). Green HR: The essence for sustainability in the 21st century. *International Journal of Human Resource Management and Research (IJHRMR)*, 6(1), PP:1-6. P: 4.

1.5. GHRM Challenges:

Human resources handle the important responsibility of supervising the work of employees from their hiring time until their exit. Since the companies adhere to green business, ecological considerations should be committed alongside human resources. The HR strategy is developing rules about how to manage carefully the workforce. They explain how the organization handles theories and estimates of individuals. Rather than the aware management of the human, the GHRM can't be free from challenges and the major difficulties related to GHRM may include the following²:

- Modifying the employee's behaviors is as a challenge within a short time.
- Not all employees in the company can be equally convinced to be engaged in the development of GHRM practices.

¹ Bhalla, R., & Mehta, P. O. O. J. A. (2016). Green HR: The essence of sustainability in the 21st century. *International Journal of Human Resource Management and Research (IJHRMR)*, 6(1), PP:1-6. P: 4.

² Ali, M. C., Islam, K. A., Chung, S. J., Zayed, N. M., & Afrin, M. (2020). A study of Green Human Resources Management (GHRM) and green creativity for human resources professionals. *International Journal of Business and Management Future*, 4(2), 57-67. P: 64.

- Establishing a green HRM culture across the entire organization is a hard and complicated task.
- It needs high speculation at the bottom level, and a near-medium rate of return is necessary.
- selecting and hiring green employees with quality presents is a difficult task.
- Assessing the feasibility of GHRM practices in the beliefs of employees is another challenge.
- The challenge facing human resources experts is that they must rely on them to supply basic green frameworks, green procedures, green instruments, and green reasoning to make the optimal choice and to identify the future green pioneers of an organization.

2. Sustainability

2.1. What means by Sustainability?

After 1987, when sustainable development was defined as development that satisfies the needs of the present generation without compromising future generations' ability to meet their own demands, the term sustainability became widely used.¹

The notion of sustainable development contains restrictions if not absolute ones, but limitations imposed on environmental resources by the current level of social organization and technology, as well as limits on the biosphere's capacity to absorb the consequences of human activity. However, social structure and technology may both be enhanced and directed to prepare the way for a new phase of economic expansion.²

Thus, sustaining well-being over a long period, possibly even eternally, can be explained as sustainability. This mostly targets the environmental aspect of the triple bottom line; however, sustainability and the environment are not the same concept.³ Education grows people's understanding of environmental sustainability and provides them with how to protect their surroundings. Research studies have demonstrated that people with higher incomes and levels of education are less inclined to recycle to protect their environment.⁴

¹ Richard Heinberg and Daniel Lerch(2010), *Managing the 21st Century's Sustainability Crises* ; s. (Healdsburg, CA: Watershed Media.

² United Nations World Commission on Environment and Development United Nations World Commission on Environment and Development (known as the Brundtland Commission), *Our Common Future* (Oxford: Oxford University Press, 1987), <http://www.un-documents.net/wced-ocf.htm>

³ Tom. K, John. F (2010) ; *What is Sustainability?* 2, 3436-3448;P : 3441

⁴ Opoku, E. E. O., Dogah, K. E., & Aluko, O. A. (2022). The contribution of human development towards environmental sustainability. *Energy Economics*, 106, 105782.

The significant function that ESD plays in the age of Industry 4.0, stressing how important it is to educate students for a future that is both technologically advanced and sustainable¹.

A fresh topic called sustainability describes success in organizations as extending beyond profit. However, in practice, when it comes to new research, public interest, and corporate attention, social sustainability, specifically, socio-human sustainability in the workplace, remains less salient than environmental sustainability.² It is important to know the difference either strong and weak when analyzing sustainability. Strong sustainability refers to boundaries that should not be crossed. Setting the thresholds is a matter of policy, but it needs to be based on scientific comprehension of ecosystem resilience.³

The literal meaning of sustainability is the ability to satisfy the needs of right now while satisfying those of the future. The human element is crucial to the achievement of sustainability and environmental consciousness, particularly through raising environmentally conscious generation

2.2. Organizational Sustainability (OS)

As to the framework, institutional sustainability is the strategic concept that directs decisions regarding the best way to handle a crisis. It entails keeping in mind that every decision made concerning the situation will be synchronized to aim for the organization's long-term survival.⁴

On the reverse side, organizational sustainability is characterized as "adopting organizational strategies and activities that satisfy the demands of the company and its stakeholders today while safeguarding, sustaining, and improving both human and natural assets for the future."⁵

OS refers to the holistic approach taken by a company to ensure its long-term resilience and success by balancing environmental social and economic considerations. The advantages of long-term successful business solutions originate from sustainable human resources management. It explains the way a company can get a permanent edge in a highly competitive business environment and why it is so important to develop a work relations program focusing on workforce reduction to

¹ Abulibdeh, A., Zaidan, E., & Abulibdeh, R. (2024). Navigating the confluence of artificial intelligence and education for sustainable development in the era of industry 4.0: Challenges, opportunities, and ethical dimensions. *Journal of Cleaner Production*, 140527..p12

² Opoku, E. E. O., Dogah, K. E., & Aluko, O. A. Op. Cit. P: 324.

³ Tom. K, John. F (2010). Op.Cit. P: 3449.

⁴ Van de Wetering, R., Mikalef, P., & Helms, R. (2017). Driving organizational sustainability-oriented innovation capabilities: a complex adaptive systems perspective. *Current opinion in environmental sustainability*, 28, 71-79.

⁵ Mostafizur Rahman1*, Sazali Abd Wahab2 & Ahmad Shaharudin Abdul Latiff(2022), Definitions and Concepts of Organizational Sustainability: A Literature Analysis, *Society & Sustainability* 4(2), 2022.p23

encourage the integration of new employees into an environmentally conscious culture.

3. GHRM and OS

For organizations to stay on top of the latest green drivers, such as sustainability, environmental adaptability, knowledge capital preservation, resource efficiency, and recognition as a socially responsible enterprise, (GHRM) aligns traditional HR strategies, policies, practices, and regulations with these latest green drivers.¹ By using (GHRM) techniques, businesses may grow more environmentally reactive and achieve sustainability.

Whenever it involves luring in and motivating environmentally related workers, GHRM is important. By connecting the values of the company with those of potential hires, GHRM contributes to the development of a strong employee-employer brand, which in turn makes the company a top employer in the sector for top talent. This can therefore result in lower hiring expenses and more operational effectiveness.²

According to research by Mesmer-Magnus et al. (2012), when people in general, employees, and the organization are all committed business organizations can achieve both organizational sustainability and environmental sustainability at the same time³. Companies are accepting environmentally friendly practices at a rapid pace, and this movement in corporate orientation toward being greener has necessitated the HRM literature to refocus the discussion on developing green HRM methods for these kinds of enterprises.⁴

Conclusion

Globally, environmental and sustainability issues are increasingly considered to be of the highest priority. Furthermore, GHRM is necessary for taking in and keeping workers who care about the environment. GHRM helps to develop a strong employee-employer brand by ensuring that the business's values are congruent with those of potential hires. This helps the firm become a top employer in the sector, attracting top talent. This can therefore result in lower hiring expenses and more operational effectiveness.

¹ Tahir Masood Qureshia , Abhilasha Singhb , Balqees Naser Almessabi (2020); GREEN HUMAN RESOURCE MANAGEMENT FOR ORGANIZATIONAL SUSTAINABILITY: A NEED OF THE HOUR FOR MODERN WORKPLACE; *JOURNAL OF SOUTHWEST JIAOTONG UNIVERSITY*; Vol. 55 No. 4 Aug. P : 3.

² Prabhu Prasad Mohapatra , Biswa Prakash Jena, Pranaba Nanda Das , Ranjan Kumar Bal, Bandana Nayak(2023) ; Research Advances on Green Human Resources Management: A Comprehensive Bibliometric Analysis from 2004–2023, *preprints202307.1802.v1.page7*.

³ Sudhir Chandra Das, Rajkumar Singh(2016), Green HRM and Organizational Sustainability: An Empirical Review, *kegees Journal of Social Science*, Vol.8, No. 1 &2. Pages: 227-236

⁴ Sudhanshu Maheshwari, Ashneet Kaur,and Douglas W. S. Renwick(2024), Green Human Resource Management and Green Culture: An Integrative Sustainable Competing Values Framework and Future Research Directions, *Research Article - Organization & Environment*.p17

One place where GHRM goals are incorporated in the green lighting of human resources, the Organization's overall plan for achieving an efficient system of environmental management that delivers many advantages that benefit and define the Organization is represented in the development goals' environmental strategies.

Recommendations

- creation of courses of study that focus on increasing public understanding of the different elements of maintaining the environment.
- Employing qualified professional education programs authorized to train institutional workers on the method of green human resources management to attain sustainability in the environment.
- increased employee vocational training fertility education given by the Corporate Green Human Resources Management Section to eliminate offshore training centers and accomplish self-training.

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