

# Implication of Green HRM and How it Affects the Organizational Goals

By

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An internship report submitted to the BRAC Business School in partial fulfillment of the  
requirements for the degree of Bachelors of Business Administration

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Brac University  
December, 2021

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It is hereby declared that

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3. The thesis does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

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## **Approval**

The thesis/project titled “Implication of Green HRM and How it Affects the Organizational Goals” submitted by

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## Letter of Transmittal

Ms. Raisa Tasneem Zaman  
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Subject: Submission of Internship (Research) Report.

Dear Miss,

I am pleased and honored to present my internship (research) report titled “Implication of Green HRM and How it Affects the Organizational Goals”, under your supervision.

I have performed my best to complete this research report with the most important state-of-the-art information and insights available for this study in the most relevant, concise, and comprehensive manner feasible.

I believe that this report will satisfy the desires.

Regards

*Sabrina*

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Date: December 28, 2021

## **Non-Disclosure Agreement**

This agreement is established and agreed to by the undersigned author, Sabrina Yasmin, a BRAC University student, to avoid unauthorized disclosure of confidential information.

*Sabrina*

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## **Abstract**

Climate change is the most burning issue all over the world. The world's temperature is rising at an exponential rate changing the global weather pattern drastically. It has been found that man-made changes are largely responsible for these issues. Therefore, researchers are looking for policies for a sustainable environment. They introduced Green Human Resource Management (Green HRM), which follows the policies and procedures followed by the organization for implementing green steps supporting environmental sustainability. To promote the green HRM it is important to know its environmental impact and how the organizations are benefiting from these HRM policies. Therefore, in this research, I am going to find what is green HRM, how green HRM can be implanted, and most importantly how green HRM is benefiting the organization to achieve its goal.

## **Acknowledgement**

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## List of Acronyms

HRM      Human Resource Management

# **Chapter 1**

## **Introduction**

With the concern of global warming, the topic of environmental sustainability is becoming a more powerful concern among the governments, executives, employees, consumers. There is importantly very great progress within so many sectors which are adopting the new idea of green environment.

Lets, think about a term that will bring mindfulness and wellbeing, the first thing that will come is the term “Green”. Green is a color of nature. That makes the mind calm. As nature are embarrassing the color green, this term represents embracing nature. Walking along the green nature brings calmness as well as peace into mind.

Therefore, researchers are promoting green in HRM. Where the main goal of this green HRM is to embrace nature with the management system to bring happiness as well as prosperity for the personal lives and businesses.

It is already mentioned by many scholars that Green HRM includes all the activities that are directly associated with the development of the organization and helps to go Green. It is a very common purpose of many Organizational HRM purposes to make some normal employees into green employees to achieve the goal in a more sustainable way. In fact, the Green HRM not only exists at the organizational level but also appears to be within the employees too.

As a result, in this study, I'll look at what green HRM is, how it can be implemented, and, most significantly, how green HRM can help a business reach its objectives.

## **Chapter 2**

### **Motivation**

We know the field of Green HRM is really new in the field, but appropriate strategy and a few future issues can increase the chances of successful green environmentally friendly behavior, first, we need to identify the real link between how HRM policies are related to this term and how the research can integrate strategic HRM practices and environmental management. Initially, there are thousands of papers of showed the initiative of how training can educate the employees about this green environmentally friendly situation. And so many firms are really working their best to adopt some training for the employees to implement those in organizational goals too.

However, if we research a bit, we can identify some more larger firms that are more likely to be involved in environmental management and the employees with that organization they get promoted for only adopting the green activities successfully because that indicates how much dedicated these employees were for the sake of the establishing better environment. Sometimes it is really inspiring for the employees too for their satisfaction through recruitment/retention. Proper appreciates might be more powerful among the organization to show the employees how much their efforts mean towards the organization.

Therefore, it is important to find out the relation between the development through promoting green HRM. In order to do that, initially, I will look into the background on green HRM and how it can be implemented in an organization. Then find out how it is benefiting the environment with high impact. Then finding the relation between that impact to achieving the organizational goals.

## **Chapter 3**

### **Literature review**

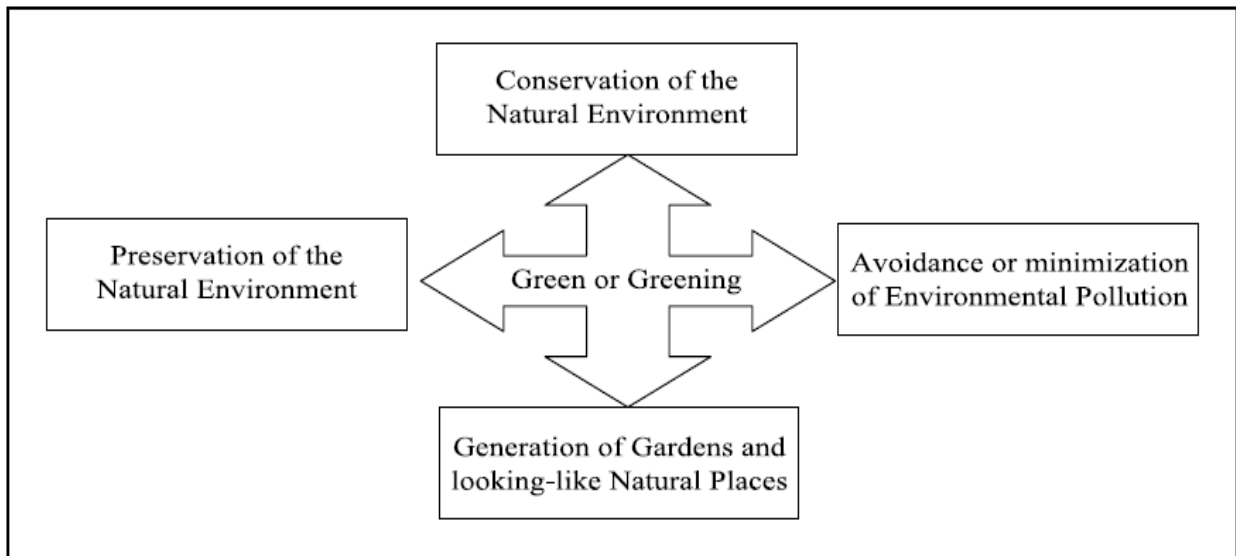
The existing literature in the HR profession based on some issues of sustainability reveals that an increasing number of executives are eager to modify their organizational goals in order to become more advanced in this era of saving the polluted environment. In recent years many organizations are trying their best to cope up with the crucial role-playing by the green environment.

According to (Jyoti, 2019) there are thousands of firms that are trying to embrace the Green HRM to reduce Carbon footprint by using less paper, video conferencing, and interviews. Green Business growth may be achieved through employing biomass as it increases the percentage of cultivating jobs as well as labor. The main important factor of this term is basically the relationship between the employees because without the good relationship and also the inspiration from all the employees the firms won't be able to achieve success and it can't expand the profitability. Additionally, it is really significant to mention that the employee's involvement in such cases can increase the chances of goals, skills, inspirations, and observations with green techniques and framework.

(Bangwal, 2015) stated in his article that Green HRM which actually incorporates environmentally friendly HR beginnings and practices for sustainable resources use, resulting in increased efficiencies, less waste, improved job-related attitudes, improved work/private life, lower cost, improved employee performance, and retention and assisting the organization in reducing employees carbon footprints through Green HRM practices.

(Ullah M. , 2017) showed in his article that the term Green HRM is mostly used to refer to the concern of people, management, policies, and practices towards the broader corporate environmental schedule. It is true that how green HRM serves its purposes towards an organization so that all the employees can provide an equal contribution to their roles. A strategy that of this term shows how an organization can ensure proper environmental safety.

(Ullah M. , 2017) also mentioned that Green HRM was seen as a strategy of green movements of the organization that is responsible to create a green workforce that understands, Practices, and appreciates green initiative and maintain its green objectives throughout the HRM processes recruiting, hiring, selecting, compensating, advancing and developing the firm’s human capital.



**Figure 1: Four meanings of greening or Green HRM in the context of HRM**

**Source:** (Opatha & Arulrajah, 2014)



(Opatha & Arulrajah, 2014) thus, mentioned that it is possible to argue all employees who may be a manager or a non-manager is supposed to perform four roles for the purpose of becoming a green employee for example: preservationist, conservationist, non-polluter, and maker, conservationist is the one who becomes very careful in the way of using the natural environment in order to let it last as long as possible.

According to (Rothenberg, 2003) successful environmental management in an organization requires contributions from Human resource management similarly (Jabbour, 2008) also stated that superior environmental outcomes require human resource practices that support the whole implementation and maintenance of the environmental management system within the organization. To implement all the strategies of going green this is required for HRM to provide all the required things for the organization. All the employees who are selected for this need to show the right behavior towards the organization which means favorable. Beliefs, right decisions, the appreciable intention with the approach of going greening.

Nowadays, environmentally friendly training becomes widespread and also, creating opportunities for the resource field. (Jackson, 2011) mentioned in his article that one goal for the HRM practices is that develop a deeper understanding of how HRM practices contribute to the greening of the organizational culture also such requires the development of valid measures of green organizational culture.

(Jackson, 2011) also mentioned that for global companies the differences between country cultures may create a special challenge as they strive to create a green organizational culture that is appropriate similarly effective around the world. Despite all the strategy and implementation, this is required for the green employee to maintain a green work-life balance. The Greening of the organization can only be successful through reaching its full potential.

According to (Opatha & Arulrajah, 2014) mentioned that How global warming is a real thing and ecologists who investigate a lot about the structure and connection among various plants, animals, people, and their environment propose a natural equilibrium for the sustainability of the earth, fortunately, some governments, organizations, and individual especially environmentalist and nature enthusiast are taking actions. (Berry, 1998) said that there are several factors that might influence an organization's decision to implement an environmental strategy. (Crowe, 2007) states that there is empirical research that demonstrates the influence of environmental management strategies on organizational performances using a variety of various measures.

In an article which titled that "Environmental management activities and sustainable HRM in German manufacturing firms—incidence, determinants, and outcomes" by (Wagner, 2011) incidence, determinants, perceived outcomes, "Marcus Wagner gives an empirical assessment of manufacturing industry environmental management initiatives. This article starts by giving readers a quick rundown of research and theory on the topic of environmental sustainability and HRM including a discussion of the determinants of environmental activities and speculation about the performance outcomes that might be influenced but by linking HRM practices and environmental activities.

## **Chapter 4**

### **Preliminaries**

#### **4.1 Green Human Resource Management**

The term Green Human Resource Management (Green HRM) is becoming an emerging topic around the world that may attempt to revitalize energy or decrease the pollution which spread through the daily livings or industries around us. We can say the fundamental goal of greening is that decrease the daily effects of pollution through energy consumption. Many businesses are working hard to provide a green, ecologically friendly workplace for their employees in this day and age.

The researcher has started to use the term from very early times when the importance of keeping the nature polluted free for the sustainable development of world along with human civilization development. This “Green” term is nowadays used along with the human resource management system that will follow the procedures and system to the management system more sustainable end environmentally friendly for the development of the ecosystem along with the management platform.

Nowadays, the Green HRM not only stands for the help of environmental pollution and so on, but it also helps for the well-being of social and economic for both firms and their people in many other perspectives. According to many researchers, it has been proved that the last two decade of this century witnessed a lot that how green HRM help the Organization to minimize its costing and achieve the goal at the same time. Before further proceed the main question is what is Green HRM? We know there might be thousands of definitions for this but to be more specific Green

HRM is a set of some rules, activities, policies that focus on achieving lower costs, benefitting environmentally along that strengthening the employee's motivation to achieve goals through green environmentally friendly Organization.

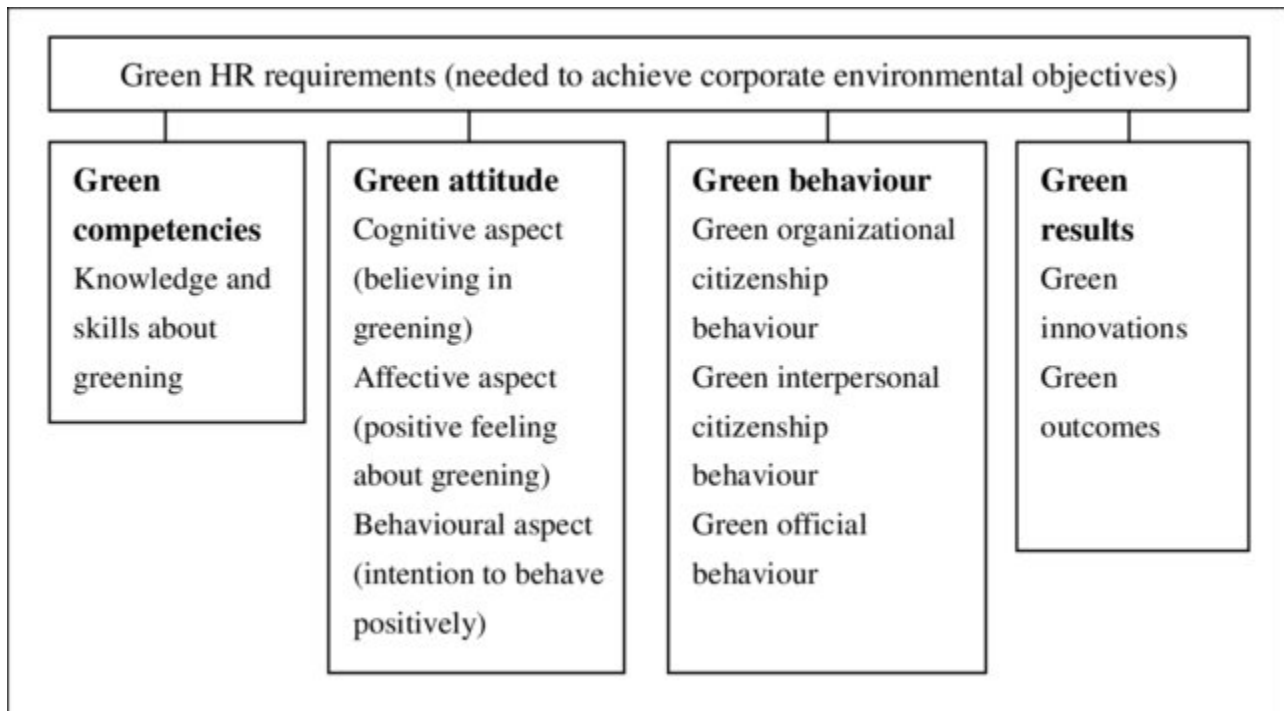
Green HRM directly influences the work environment to be more understandable, more appreciable, and practice its green initiative throughout some specific HR processes that include hiring, recruiting, selecting, training, compensating, developing. It helps the employees of the Organization to go Green through its practices and policies.

Nevertheless, to say it is not very unnecessary to say that every employee has a personal life too, therefore he or she is both an employee and a consumer who should maintain the environmentally friendly behavior which is encouraged in both life domains. Employees are truly benefiting through empowering themselves just to make some contribution to effective environmental management and also, they are concerned about the fact of being a good citizen who can take part significantly to environmental sustainability.

Moreover, by maintaining the firm's own capital, green HRM helps to secure all the green objectives throughout all the GHRM objectives. Also, this process helps all organization's employees to adopt the fact that how Green HRM promotes the eco-friendly lifestyles. We are not sure about the exact number of firms that successfully adopted these terms but yes, it is definitely the most sustainable plan that is revolving every day.

### 4.1.1 Requirements to employ Green HRM in an organization

Organizations are focused on achieving their organizational goals. It is found that embracing the green HRM system the organization helps the greening the environment nature-friendly as well as keeping the corporate environment friendly for the stakeholders to lead towards achieving organizational goals efficiently. According to (Ullah M. M., 2016), There are four categories of human resource requirements, these are: 1. Green Competencies, 2. Green Attitude, 3. Green Behavior and 4. Green Results. The author mentioned that these major types of Green HRM requirements are related but treated distinctly. Those four requirements are discussed and shown in (Opatha & Arulrajah, 2014).



**Figure 2: Green HRM requirements, Source: (Opatha & Arulrajah, 2014).**

Figure 2 shows the requirements of green HRM and its relevant dimensions. As shown, the first requirement is green competencies, where a sufficient amount of knowledge and skills about

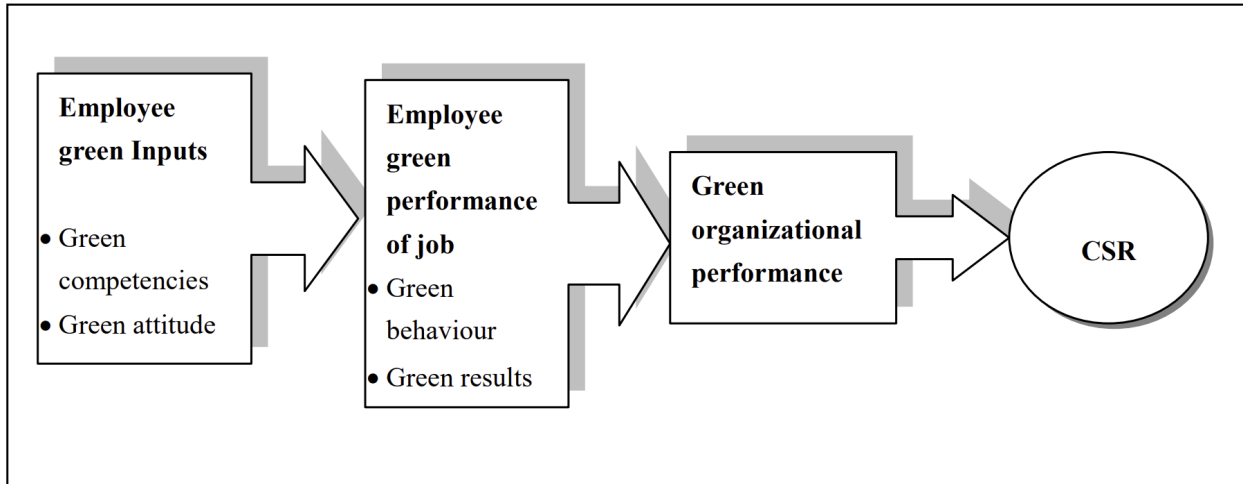
greening is needed. For example, what is related to green HRM and the related skills that is required to implement it into the organizations.

The second one is the green attitude, where cognitive aspect for being toward greening the system, Affection aspect like the positive feeling that it is possible and bring the prosperity and finally the behavioral aspect where the employees' positive behavior towards greening is important.

The third requirements are the green behavior where overall organizational behavior, interpersonal behavior among the employees, and finally the official behavior to embrace the green is important. The main focus is the behavioral change that will exhibit a positive behavioral change by the employees and the members of the organization.

The final requirement is the green result that will come from the green innovations and outcomes from the organization, where the outcomes should be environmentally friendly.

Considering the mentioned requirements, (Opatha & Arulrajah, 2014) introduced a new concept "Green Performance" of any employees are accessed. Following this concept, an employee's behavior towards greening can be accessed for a particular period of time.



**Figure 3: Green inputs by employee for analyzing employee green performance.**  
 Source: (Opatha & Arulrajah, 2014)

Figure 3 shows that concept where, employee green abilities and attitudes are considered as green employee inputs, whereas employee green behavior and green results are viewed as employee green work performance that contributes to a green organizational performance that meets the CSR to a substantial extent (Opatha & Arulrajah, 2014).

### 4.1.2 Developing Green HRM Functions

In order to develop the HRM functions to Green HRM function, it is important to adopt or modify the HRM functions to be green. Traditionally there is eighteen HRM functions as mentioned in (Opatha & Arulrajah, 2014). In the table below, traditional HRM functions are listed.

HRM Functions		
• Job design	• Induction	• Welfare Management
• Job Analysis	• Performance Evaluation	• Employee Movement Management
• Human Resource planning	• Training & Development	• Discipline Management
• Recruitment	• Career Management	• Health and Safety Management
• Selection	• Pay Management	• Grievance Management
• Hiring	• Incentive Management	• Labor Relations

**Table 1: HRM Functions. Source:** (Opatha & Arulrajah, 2014)

Furthermore, greening an HRM function necessitates the incorporation of rules, methods, and practices that ensure suitable green employee inputs and work performance. Therefore, each function should ideally be green. The authors in the mentioned article (Opatha & Arulrajah, 2014) demonstrated how to make certain important HRM functions green.



HRM function	Green policies, procedures, or practices
<b>Job analysis</b>	<ul style="list-style-type: none"> <li>• Include the environmental factor as a job requirement.</li> <li>• Green competencies should be included as a distinct component in job descriptions.</li> </ul>
<b>Recruitment</b>	<ul style="list-style-type: none"> <li>• Environmental factors should be included in recruitment communications.</li> <li>• Use recruiting efforts to communicate the employer's concern about environmental issues.</li> </ul>
<b>Selection</b>	<ul style="list-style-type: none"> <li>• Find candidates who are knowledgeable enough about greening to fill employment openings.</li> <li>• Choose applicants who have been greening as consumers in their personal lives.</li> </ul>
<b>Induction</b>	<ul style="list-style-type: none"> <li>• Familiarize new staff about the company's environmental activities.</li> <li>• Develop induction sessions that demonstrate current workers' green citizenship behavior.</li> </ul>
<b>Training</b>	<ul style="list-style-type: none"> <li>• Provide each employee with the necessary knowledge and abilities for greening through a greening-specific training program.</li> <li>• Conduct training needs analysis to determine which workers require green training.</li> </ul>
<b>Performance evaluation</b>	<ul style="list-style-type: none"> <li>• Green-related factors should be used to evaluate an employee's job performance.</li> <li>• In the performance feedback interview, incorporate a distinct component for progress on greening.</li> </ul>

<b>Rewards management</b>	<ul style="list-style-type: none"> <li>• Employees should be rewarded financially if they do well in terms of environmental stewardship.</li> <li>• Employees should be rewarded for their greening efforts with non-monetary benefits such as praise and recognition.</li> </ul>
<b>Discipline management</b>	<ul style="list-style-type: none"> <li>• Greening norms of behavior should be developed and published.</li> <li>• Create a progressive disciplinary procedure to penalize workers who break the green behavior norms.</li> </ul>

**Table 2: Ways to make HRM functions green. Source: (Opatha & Arulrajah, 2014)**

### **4.1.3 Organizational behaviors towards greening HRM**

It is vital to remember that implementing Green HR practices will not improve corporate performance on its own; instead, organizations must invest in the firm's overall green strategy. (Prasad, 2013) mentioned some organizational practices that will help to employee organizational behavior to employee green HRM. To mention some points as examples, mentioned in (Opatha & Arulrajah, 2014):

- Reduced usage of printed materials, greater recycling, the use of reusable shopping and lunch bags, and the prohibition of bottled water, plastic, and Styrofoam cups in the workplace.
- Using fluorescent light bulbs and other energy-saving and environmentally friendly equipment.
- Encourage workers to improve their travel and transportation habits by restricting official automobile trips, using the metro and public transit for business travel, carpooling, offering interest-free loans for hybrid car purchases, and cycling or walking to work.
- Wherever practical, corporate meetings and conferences can be held through the internet, teleconferencing, and video conferencing to reduce business travel.
- Employees may be given the option to "telework" or work from home under flexible working.
- Emails and corporate portals may be used to communicate with employees, minimizing the requirement for printing and paper.
- Physical activity, adequate nutrition, and a healthy lifestyle can all be promoted through wellness programs for employees, their families, and the general public.

- To raise awareness about environmental concerns, organize cleaning and waste management efforts in businesses and the surrounding community.

These behaviors or practices can lead an organization towards its environmentally friendly green goals. These are some examples but there are many more practices that can be followed.

## **4.2 Organizational Goals**

### **4.2.1 Background on Organizational Goals**

Setting appropriate organizational goals is the first step toward a successful business. We are unable to proceed without the proper concept of what are we going to achieve, how we achieve that, what obstacles we might face, what are the resources and budget it all can sort out through selecting a proper Organizational goal. An organization may visualize a pathway to achievement when they are able to be selecting their own goals.

When the employees know what the goals are, they can also proceed to their work too and understand the output of that workflow. Through doing such thing they can even take part with the higher-level employees to help them achieve specific objectives.

Setting a suitable organizational goal allows even leaders to keep track of the organization's progress and recognize when changes to the approach and process are required. The leaders can also determine what are the required resources employees need at the perfect time, they might get to know the costing and expect a good amount profit throughout the journey by only selecting a proper organizational goal.

We know especially in every Organization there are thousands of different kinds of skilled employees, some got more skills, and some need special training to adapt the environment. Thus, when the leaders know what those things are an employee is going to achieve, they also know the

progress of the employees and can detect who are the people that need training and proper feedback can also be given.

According to (E. BARBER, 1990) some external social, political, scientific, technological, and economic values also influence the process, however, from this perspective, every organization thrives for a particular goal to establish. He also mentioned that managers within this framework try hard to settle an environment for group effort in which many individuals can take part too for achieving organizational goals in a very most effective way.

(Etzioni, 1964) stated that goals are ideals, key accomplishments, aims or states of affairs to be attained towards which managers plan, formulate strategies and lead the actions of their company. We must comprehend how goals and objectives must be explicit and quantifiable in order for employees to know that they are supported by the objectives while accomplishing a goal.

## **4.2.2 The need for both goals and objectives**

When the goals and objectives are well known by all the employees, they might know about how they can use the resources of that specific organization in a very proper way, so there will no chances of wasting those resources. Furthermore, the goals and objectives might determine the task among the employees thus it can motivate them to work in a proper way to achieve them. Because motivation is the main thing among the employees for adopting the environment within that organization. It is also true that unfortunately without the proper goals a firm might fail to proceed furthermore.

The best way to select a goal is first we need to know about the factors of that organization and what goal to pursue and select all the necessary methods to work on that. Before selecting the leaders must be aware of the fact to make the goals specific, clear, and timely. An organization's goal setting is also a crucial phrase. Goal setting and working on them assist the organization to gain more productivity, profitability, and more efficiency.

The organization should clearly communicate with their employees and give them proper instruction about the goals they set. Because having a clear idea of those goals help the employees determine their actions to proceed with the organization. Employees should also properly be equipped with the proper training and resources which they need during the specified timeframe. Thus, it will help the organization to evaluate and give feedback to all the employees over their regular work. The most effective way, in that case, is that communicate with the employees through their supervisors. This also helps the higher-level employees to maintain communication

with their supervisors. All this helps the organization to create a better workplace environment among all the workers and develop all the planning with time.

The organizational commitment which got some factors that connected with the organizational goals and some values that also make sure that commitment is something that helps to achieve goals. And today being green becoming a norm and greening which is a holistic concept that supports sustainable resources efficiently and reasonably.

The use of green HRM aids the firm in achieving its stated green objectives mentioned by (Shen, Dumont, & Deng, 2016). Also, (Renwick, Redman, & Maguire, 2012) stated that through adopting green HRM the organization tried to send a clear message to employees that it is committed to a social green cause beyond any financial benefits. Nowadays with the race of attracting the most creative and innovative employees is an effective way to grab new talent. There are several companies that adopted green HRM and among them, Google is a very good example of that who actually invented the way to implement it and achieve goal in a sustainable way.



## **Chapter 5**

### **Relation between Green HRM and Organizational Goals**

#### **5.1 Achieving goal through transition to green HRM with technologies**

Going green in HRM is becoming more prevalent as technology and internet capabilities advance. With the prosperity of technologies, organization all over the world is moving towards using technologies in all their systems. Not only the HRM but all the system of an organization is going towards utilizing technologies in particular the software integrated system to build an efficient work process. Software technologies enabled us to perform official tasks more easily than even though before. Unlike old fashion, paper works are converted to software processes. All the paper works are going digital. Companies adopted most of their official works through a digital system. Integrated software with an online platform enabled the office works to perform tasks in an easy fashion with the fastest time possible.

Moreover, the developed countries transformed their official and legal documents system to digitized data processes. Unlike old fashion paper documents for official records turned into a data storage system from a storage fill of paper documents. This process is helping the environment to stay green reducing the carbon footprint.

Not only these but also lots of processes are initiated by the organizations and corporates for environmental development and reducing the carbon footprint for the universe.

## **5.2 Developments of Corporates Following Green HRM**

Here in this section, I am going to give some examples from world-leading corporates and organizations, that have initiated to move towards green HRM process as well as their steps towards the environmentally friendly system. With the concern of global warming, the world is coming together through different conferences as well as online movements to build the concerns on environmental pollution. The leaders are coming with the plans designed by engineers to a sustainable ecosystem with civil and industrial developments.

Following sections, I am going to discuss about the corporates that started green HRM process and how they are developing their system to ecofriendly process, and how those initiatives are connected with their corporates goals. I will discuss how the green HRM process are benefiting the organization towards achieving their corporates goals.

## **5.2.1 Green HRM on the perspective of USA based organization**

### **5.2.1.1 Green HRM Practice on Google**

Google LLC is known as Google. Which is a multinational technology company of America. It is considered one of the top five companies in America. They are specialized in internet-related services. They also expanded their businesses in many sectors like software, cloud hardware, etc. They started their business as a search engine. Now they have services like Artificial intelligence, Advertising, Cloud computing, Computer software, Computer hardware, Internet. Their businesses include services like: Google-Search engine, docs, sheets, slides, calendar, drive, map, etc. Moreover, they also include their best video streaming service “YouTube”.

Google provide their services all over the world. However, their headquarters are in Mountain View, California, USA. The number of employees include 139,995 based on 2021, according to Wikipedia. (Lombardo, 2021) discussed different HRM process by Google that goes along with the green HRM management system. Moreover, their HR policies and practices go along with the green HRM practices.

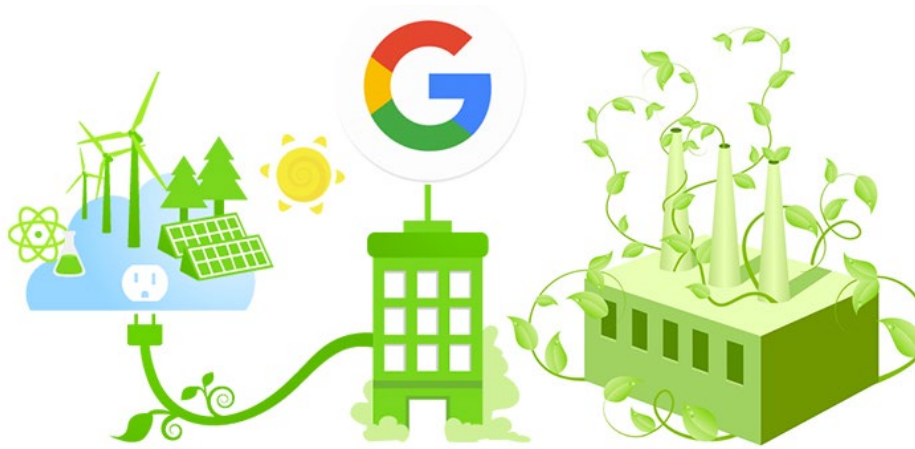
(Pratap, 2021) discussed different HR policies and practices by google that help the employee to work more efficiently alongside helping the ecosystem to go green. To connect the dot between HR practices some insights are shown below.

First of all, googles official works happen mostly online or on the digital platform through online-based software. That reduces the use of the paper works. Google's success is due to

its unique work environment. Employees that are dedicated to their work and have a desire to innovate. This leads to better initiative towards building the workforce in the efficient and environmentally friendly culture. More than 2 million applicants apply for the job in google and more than 8000 get hired. HR does all the applications on online platform. They find the best candidates matching their skills through AI-based software on their HRM system. That helps the recruiter to save time in an efficient way with no paper wastage.

The performance management system is done through a survey-based system as well as feedback from the seniors through the web platform. Moreover, they are recognized efficiently for their contributions. As it has a high number of employees, they do the training and development through online courses or web-based platforms. That helps to perform the training for a large number of people at a small effort. Moreover, their training is designed as a course basis that can be done online with flexible timing. This process is directly connected to the green HRM. As it is helping to reduce the carbon footprint using no paper at the system. Helping the employee to save time for the transportation due to the online system. This also reduces training-related transportation which doesn't burn any fuel at all.

Moreover, (Pratap, 2021) also mentioned some benefits for the employees that exactly go with a green culture. The employees get flexible work hours, onsite medical care, health benefits, offer free food, an onsite gym, and many more. (Pratap, 2021) mentioned that Google's success can be attributed to its unique work culture.



**Figure 4: Google Green Energy. Source: (Sohail, 2021):**

(Calma, 2020) mentioned that by 2030 google will run on carbon-free energy. All of their sustainability programs and steps are published on their suitability website (Google, 2021). They started to be carbon neutral in 2007, they are hoping to be carbon-free by 2030. They mentioned in (Google, 2021) that they are developing efficient data centers, speeding the transition to carbon-free energy, establishing sustainable workplaces, developing better gadgets and services, and empowering people with technology all contribute to a cleaner, healthier future for future generations.

They build the best AI system helping the most efficient way through their Map services. It can help to the most efficient traffic system, that reducing the carbon emission from the vehicles. They also started to suggest the most fuel-efficient ways from google map.

In their environmental report of 2021 in (Google, 2021) they mentioned that they are designing efficient data centers with less energy consumption with 0 operational GHG emissions. They claimed that 81 percent of garbage from their worldwide data center operations was removed from landfills. In 2020, we have wiped clean and resold almost

8.2 million components into the secondary market, where they will be reused by other enterprises. Most importantly they are using the biggest share of renewable energy all over the world.

Google's mission is "To organize the world's information and make it universally accessible and useful." As discussed before how google is implementing green HRM in the organization, it is clear that all of the steps and processes they took for greening are adding the value to its company. Those values are helping google to meet its company's goal.

Their efficient HRM system helps the HR to perform operations more efficiently. The employees are bringing more innovation to it that keeps the company meeting its goals. As well as all the greening steps like energy efficacy, waste management, renewable energy etc. are helping their data center system to keep performing in an eco-friendly manner. Those are helping google meet the company's goal as well as helping the earth to be ecofriendly.

### **5.2.1.2 Green HRM Practice on Facebook- Meta**

Facebook is a social media platform founded by Mark Zuckerberg in 2004. It is an American company. Recently they changed their name to Meta. Under the name of Meta, they perform operations for different companies. Previously Facebook-owned the companies like Instagram, WhatsApp, Messenger, Oculus, etc. They claimed to have 2.8 billion monthly users. Also, they ranked seventh in global internet usages. This becomes more popular all over the world to connect with their friends and family through this social media platform.

This company changes its operation more diversely. Which is enabling and connecting the people around the world for various reasons. Initially, it's only connecting the people to share their thoughts and ideas. Now not only status but it also has the option to create business pages that allows the user to shop or share ideas. Businesses are booming. Also, the local people use Facebook Marketplace to sell and buy a product by exchanging information. It has also added features like Facebook pay. Moreover, it helps the organization or businesses to promote their businesses through advertisements. Businesses are booming by connecting the customers with businesses in that online platform.

According to Wikipedia Facebook has 68,177 employees working around the world. Similar to Google, Facebook also (Facebook, 2021) has taken many initiatives to build and sustainable system. They have taken lots of initiative for an environment-friendly system. They call their green system as “Sustainability at Facebook” (Facebook, 2021). They use the tagline “We believe sustainability is about more than operating responsibly; it’s an

opportunity to support the communities we're a part of and have a positive impact on the world".

Their goal is to bring individuals from all around the world closer together and empower them to create communities. They are doing their part by reducing their energy, carbon, and water footprint while safeguarding employees and the environment across their supply chain (Facebook, 2021). They mentioned that they're also putting their core goods and services to work to improve access to climate science data and motivate climate action to make the world a healthier place for everyone.

Their approach is built around three components and a science-based aim to assist them to generate change in the different areas where they work.

- Reduce their environmental impact via operational excellence.
- Utilize their platform to create new ideas that will accelerate climate action.
- Collaborate with others to increase awareness of the problem and the reach of their solutions.

They documented all their sustainable development plans and procedures on that webpage as well as every year they publish their sustainability report. Some of their initiatives are discussed below.





**Figure 5: Facebook operating GHG emissions have been reduced to zero in 2020.**

**Source:** (Facebook, 2021)

Their 2020 sustainability report (Facebook, 2021) shows that they reached net-zero emissions in their activities in 2020 by lowering emissions by 94% and supporting carbon-removal initiatives.



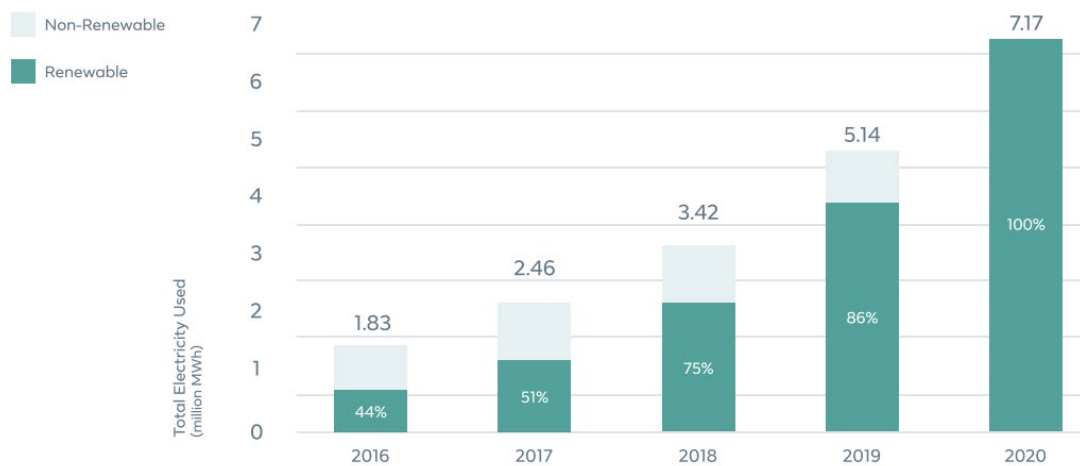
**Figure 6: Annual GHG emission by Facebook. Source:** (Facebook, 2021)

Figure 6 shows that annual GHG intensity decreases a lot during the year 2016 to 2020.



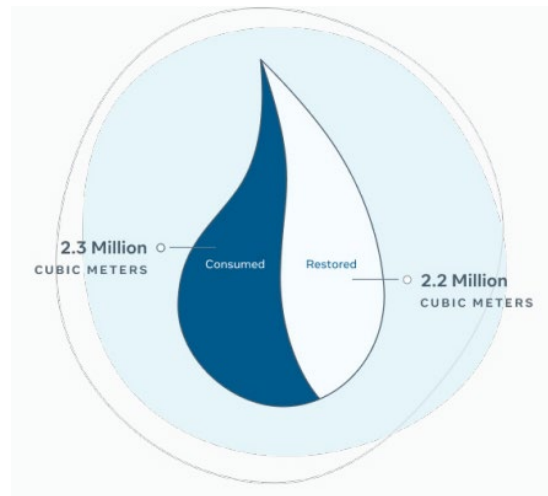
**Figure 7: Facebook reached to 100% renewable energy supporting their operations.**  
**Source:** (Facebook, 2021)

They accomplished 100% renewable energy for our worldwide operations and today have over 2.8 giga watts of wind and solar projects operational.



**Figure 8: Renewable/ Non-Renewable electricity usage by Facebook.**

Figure 8 shows that even with the increase in electricity usage, Facebook worked a lot to achieve the goal of using 100% renewable energy by 2020. Which was made possible.



**Figure 9: Water restored by Facebook in 2020.**

By 2020, Facebook has returned almost as much water to the watersheds where it operates as it has consumed (Facebook, 2021).

Moreover, they strengthened their partnership with priority suppliers throughout the worldwide pandemic, striving to address labor, human rights, health and safety, and environmental problems throughout their supply chain (Facebook, 2021). They increased their climate product line and developed the Climate Science Information Center, a dedicated center that provides accurate climate science information from the world's major sources. They also announced the introduction of our first-ever Sustainability Summit, an internal one-day virtual sustainability event that coincides with the United Nations General

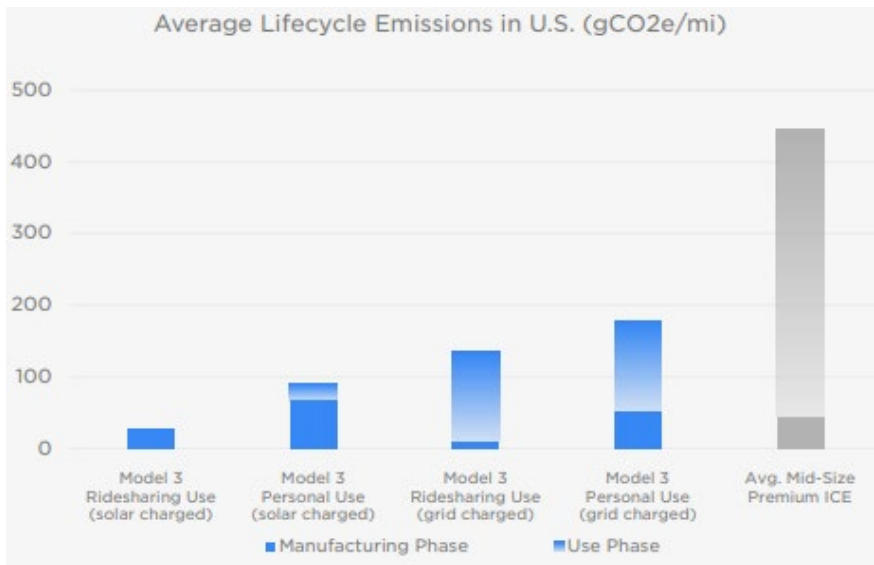
Assembly and Climate Week and strives to recognize the cross-functional teams that make Facebook's sustainability efforts a reality. Moreover, they moved towards the most sustainable workplaces. All the new workplaces are designed with a sustainable environment. Their work environment sustainability philosophy emphasizes occupant health, resource efficiency, and responsible supply chain management (Facebook, 2021).

### **5.2.1.3 Green HRM Practice on Tesla**

Tesla is a California-based electric car and sustainable energy corporation headquartered in Austin, Texas. Tesla creates electric vehicles, battery energy storage from the house to the grid, solar panels and roof tiles, and other associated goods and services (Wikipedia, 2021). With a market capitalization of over \$1 trillion, Tesla is one of the world's most valuable corporations and the most valuable carmaker. Its CEO from 2008 is Elon Musk, who is now considered as the richest man on the earth during 2021. With the concept of a green energy system, this company gained a lot during recent years.

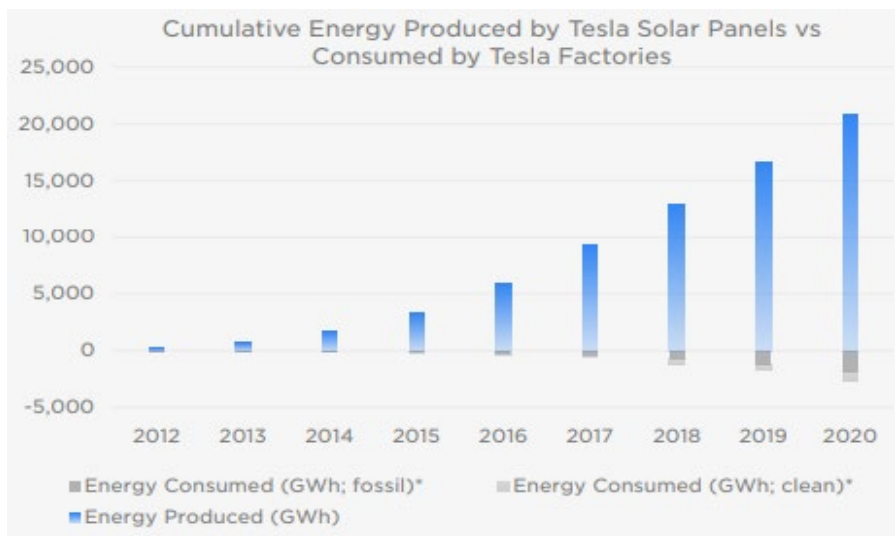
The main mission of Tesla is “to accelerate the world's transition to sustainable energy”. This mission directly relates to the green HRM concept. This company showed how promoting a green system can build a business as well can help the environment to sustain in the most efficient ways. With the increased concern of global warming by energy wastage, this company gained attention all over the world by promoting a green energy system. As reported from various media and scientific reports, it is found that electric vehicles are the future of the transportation system. The use of electric vehicles is increasing at an exponential rate. In near future, all the transportation systems will be converted to an electric system. Electric transportation itself is a green initiative as it helps to reduce carbon emission from the environment.

As reported in Tesla’s impact report of 2020 (Tesla, 2020), Tesla's global network of automobiles and solar panels helped consumers avoid generating 5.0 million metric tons of CO<sub>2</sub>e in 2020.



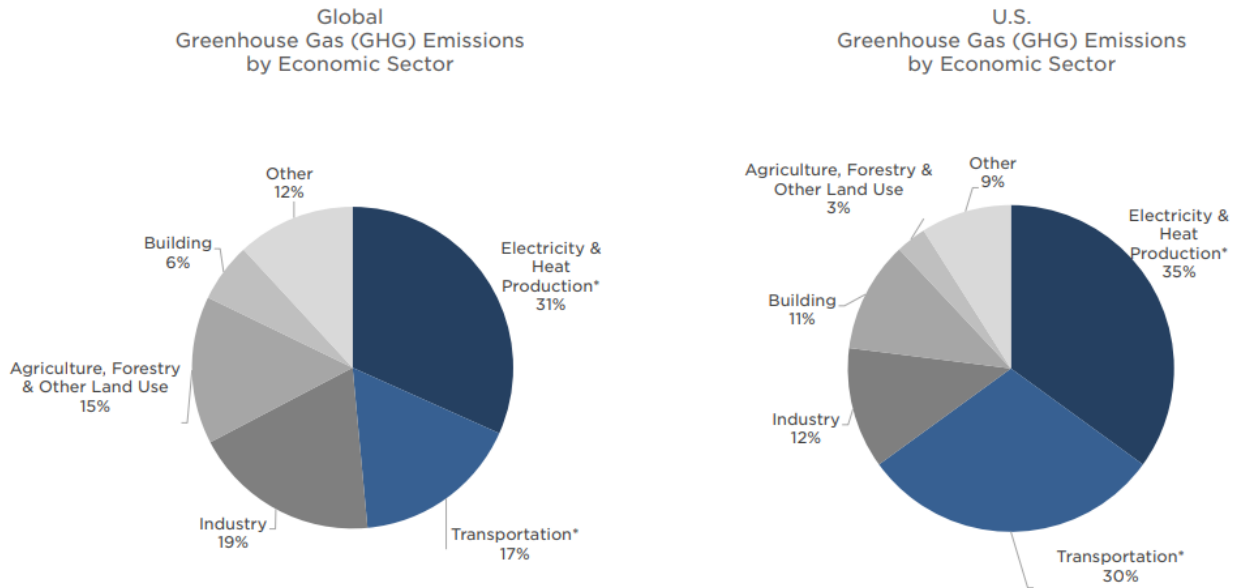
**Figure 10: Average Lifecycle Emissions by vehicles in U.S. Source: (Tesla, 2020)**

Figure 10 shows that the total emissions per mile of Tesla automobiles are much lower than those of ICE vehicles. This is evidence that how these electric vehicles are supporting the green energy system.



**Figure 11: Total Energy Production by Tesla Solar Panels versus. Total Energy Consumption by Tesla Factories. Source: (Tesla, 2020)**

Tesla claimed that Tesla's solar panels generate significantly more electricity than they consume globally. As shown on figure 11.



**Figure 12: Global vs U.S. Greenhouse Gas (GHG) Emissions. by Economic Sector. Source: (Tesla, 2020)**

They mentioned that they've put in place several programs and activities at their worldwide production plants as well as in the communities where they operate to help them attain a zero-emissions future. These efforts, which provide sustainable energy, help local schools, groups, and companies.

They claimed that they are taking current actions (Tesla, 2020) to reduce CO<sub>2</sub> emissions even further as pointed out below:

- Building new, more efficient automobile factories that are better planned.
- For distributed emission, production localization.
- Localization supply chain.

- Roof space is covered with solar panels.
- Switching to 4680 Tesla cells made in-house, which have a 70 percent lower energy usage due to their manufacturing method.
- Making the switch to in-house cathode material production.
- They use as much renewable energy as possible in all of their activities.

Using green in the mission statement tesla totally focused on promoting green energy for the future generation. This helps the company to gain a large market share comparing other vehicle manufacturing companies.

Moreover, (Anastasiadis, 2020) mentioned some HR policies which showed that Tesla follows the unconventional styles for HR policies. These bring the employees to work more effectively way bringing the innovations in the workplaces. This system helps the company to grow faster in the cooperative market. Some management styles are shared below from (Anastasiadis, 2020) that goes with the green HRM system:

- **The Tesla Anti-Handbook system for employees:** Tesla mentioned (Anastasiadis, 2020) that *“If you’re looking for a traditional employee handbook filled with policies and rules, you won’t find one. Policies and rules tell you where the bottom is—they tell you how poorly you can perform before you get shown the door. That’s not us.”* They are not covered by the standard employee handbook, which is extensive and loaded with policies and procedures (Anastasiadis, 2020). Tesla's guidebook, like its inventor, is straightforward and to-the-point, holding



individuals accountable while putting out the requirements clearly and concisely. (Anastasiadis, 2020).

- **The Beginnings of a Tesla Career:** They said that *"The most important thing, according to the handbook, is that it's everyone's job to help make the company successful."* It shows that Each employee should act as if they own it, and they should communicate any excellent ideas for how things may be done differently or better with the relevant supervisors (Anastasiadis, 2020).
- **Work with Fun:** According to Business Insider, having fun at work is one of the most essential regulations on the employee handbook, aside from the occasional after-work beverages (Anastasiadis, 2020).
- **Checked and provided with a mentor:** The mentor should assist the new employee in assimilating the company's culture and establishing themselves as a reliable resource (Anastasiadis, 2020).
- **Thoughts and Reflections:** Aside from discussing clearly the work requirements as well as the day-to-day responsibilities and obstacles your new recruit will experience, it is critical to keep the following in mind.

Elon musk said that *"People work better when they know what the goal is and why. It is important that people look forward to coming to work in the morning and enjoy*

*working.*" The combination of sharing a goal and working with enjoyment helps the company to make a better workplace.

To sum up, it shows that Tesla is helping HR to work with innovations alongside enjoying the workplace. This obviously demonstrates that the green HRM system is in use. Moreover, as the company is focusing on green energy harvesting as well as consumption, these initiatives follow the policies of green HRM.

## **5.2.2 Green HRM on the perspective of Bangladesh based organization**

### **5.2.2.1 Green HRM Practice on SQUARE Group**

SQUARE group is a worldwide firm based in Bangladesh founded by Samson H. Chowdhury in 1958 along with his friends (SQUARE, 2021). According to the website (SQUARE, 2021) there are more than 65 thousand employees are working in this organization. It is the top corporate organization with varied business capabilities pioneering in Healthcare, Food & Beverage, Cosmetics & Toiletries, Textiles, Media & IT, and beyond (SQUARE, 2021). SQUARE is establishing international corporations with large assets in many regions of the world.

Their vision is to add value and influence on society by increasing people's quality of life and safeguarding their well-being. Its mission is to improve efficiency in order to produce and supply cheap products and services to the society for the greater benefit (SQUARE, 2021). SQUARE is considered one of the companies leading the corporates in Bangladesh to promote green HRM. Along with its various businesses they followed the green environmental issues. All of their green initiatives are supporting the environment to be sustainable.



**Figure 13: Companies under SQUARE group. Source: (Google)**

SQUARE establishes high criteria for promoting a sustainable environment in a cost-effective manner. SQUARE is devoted to carrying out meaningful initiatives to raise environmental awareness and aid in the mitigation of climate change, which has a negative impact on natural resources (SQUARE, 2021). Its production processes are centered on water and energy-saving, greenhouse gas reduction, and waste minimization. SQUARE adheres to the five R's. to guarantee environmentally friendly behaviors i.e., Reduce, Reuse, Refuse, Recycle, and Recovery.

As mentioned, (SQUARE, 2021) SQUARE's focus on ensuring a safe environment is exemplified by the following environmental activities:

- Recognizing the environmental implications and consequences of their commercial activities.
- Creating and executing environmental mitigation strategies.
- Making the most use of available resources.
- Ensure that applicable regulations and international standards are followed.

- Increasing environmental consciousness among our personnel.
- Reducing the environmental effect of corporate activities.
- Customers are encouraged to invest in ecologically beneficial activities.

To mention some of their activities (SQUARE, 2021) across all different businesses:

- They implement water recycling plants in all of their businesses.
- Rainwater harvesting.
- LED bulb usages.
- Focusing on using sunlight efficiently.
- Air processing unit installation
- Increasing greenbelt areas.
- Biodegradable gas plant usages.
- Plastic recycling plant.
- Environmentally friendly training to the employees.
- Solar plant in stallion on roofs.

To sum up, it shows that SQUIRE is practicing green HRM processes and keeping the environment sustainable. It is helping the business to grow and gaining their goal in easy manner with the help of the green environment promotion.

### 5.2.2.2 Green HRM Practice on PRAN-RFL Group

PRAN-RFL Group is one of Bangladesh's major conglomerates, including the country's largest agriculture and plastic product manufacturing operations. This company has more than 5500 products. Working in more than 145 countries. They have a total of 11000 employees. Their mission is to provide jobs, dignity, and self-respect for their fellow citizens through operating profitable businesses with the tag line of “*Poverty & Hunger are Curses.*” (PRAN-RFL, 2021).

Along with operating businesses they also follow some green HRM procedures to promote a sustainable environment. PRAN places an emphasis on environmental sustainability, and they think and work in an environmentally friendly manner (PRAN-RFL, 2021). They are working on gaining a sustainable green planet.

They mentioned their motto to someday build a green planet that is sustainable. They mentioned that they are implementing a number of green measures in order to maintain and conserve our precious mother planet. As: energy and preservation, Effluent Treatment Plants, the 3R's (Reduce, Reuse & Recycle), and tree plantation.

They also mentioned (PRAN-RFL, 2021) some of their green initiatives:

- Wastage disposal.
- To balance the quantity of carbon dioxide in the atmosphere, a community forestation initiative is being implemented.
- Heat recovery boiler for optimum re-use of produced heat.

- Shifted to fossil fuel and powered trucks to prevent air pollution.
- Make use of natural light by installing skylight roofs.
- CFL bulbs are being used in all of their offices and factories to cut electricity usage.

This company is supplying the best agricultural machineries in Bangladesh. Which is helping the agricultural sector to develop at a faster rate. Moreover, helping the agricultural product to grow more efficiently. Which itself is a green initiative following the green HRM. This is also helping the company to grow its business. Attracting the customer to buy the product from a green practicing company. This helps the company to achieve its goals and benefit the environment at the same time.

## **Chapter 6**

### **Findings and Discussions**

Researchers are searching for measures that will help the environment to be more sustainable. They established Green HRM, which follows the organization's rules and processes for adopting green initiatives that enhance environmental sustainability. A good approach and a few difficulties in the future can improve the possibilities of effective green environmental behavior.

Thousands of businesses are attempting to implement Green HRM to decrease their carbon footprint. Using biomass to create a green business is a viable option. Employee engagement in such circumstances can improve the likelihood of green approaches and framework objectives, abilities, inspirations, and observations. Employees can be educated about this green, an ecologically friendly condition through training.

Green HRM techniques result in higher efficiency, reduced waste, improved job-related attitudes, enhanced work/private life, lower cost, improved employee performance and retention, and supporting organizations in decreasing their employees' carbon footprints.

All the employees who are selected for this they need to show the right behavior towards the organization which means favorable. Beliefs, right decisions, the appreciable intention with the approach of going greening. Nowadays, the Green HRM not only stands for the help of environmental pollution and so on, but it also helps for the well-being of social and economic for both firms and their people in many other perspectives. It is vital to remember that implementing



Green HR practices will not improve corporate performance on its own; instead, organizations must invest in the firm's overall green strategy.

Finally, it clearly shows that building a sustainable HRM helps the environment to keep green. This also reduces the cost for the long term. As well as enables the business to perform or continue the business in a long life. With the increase of longevity and cut in cost through green system usage it helps the organization to keep ground the profit. Moreover, it helps the stakeholders to have good environmental feelings. These help the product sell to grow as well as create brand value increasing stock market growth. These initiatives clearly show that using green HRM helps to gain the organizational goals more effectively.

## **Conclusion**

Due to climate change researchers are on the lookout for legislation that will ensure a healthy environment for future generations. They established Green HRM, which is based on the organization's policies and procedures for adopting green initiatives that promote environmental sustainability. It's crucial to understand the impact on the environment and how this HRM policy benefits firms. As a result, in this study, I looked at what green HRM is, how it can be implemented, and most significantly, how green HRM can help a business reach its objectives. I found that a green HRM procedure is a highly effective approach for ensuring the environment's long-term viability. Green HRM aids in achieving organizational goals more effectively, according to supporting evidence.

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