



A Study on Impact of Green HR Practices on Employee Engagement and Retention

¹ *Mr. Akshaykumar Machhi*, ² *Dr. Christina Parmar*

¹Researcher, Parul Institute of Social Work, Parul University, Vadodara

²Assistant Professor (Research Guide), Parul Institute of Social Work, Parul University, Vadodara

Abstract:

The current study looked at how green human resource management practices affected employee engagement and retention at the L&T Technology service in Vadodara. It explains what Green HR practices are and why they are such an important strategy at the organizational level, as well as all of the factors that influence and impact Green HR practices strategies in an organization. People's contributions to organizations are unpredictable, one-of-a-kind, and have the potential for further development because they have beliefs, values, and varying levels of experience that can be tapped for both individual and organizational benefit. Green HRM practices also help employees become more engaged with the organization and stay with it for a longer period of time. The Purposive Sampling Method was used to select 108 respondents. Using a Google form for data collection, 43 questions are covered in a section of basic employee profile, general information and awareness about GHRM, initiatives taken by employees and their welfare through Green HRM, and their impact on employee engagement and retention. The study's findings are encouraging. The study discovered that green HRM practices have a significant positive impact on employee engagement and retention.

Keywords: Green HRM Practice, Employee engagement, Employee retention

1. Introduction

Green HR is simply the application of HRM policies in such a way that it promotes the use of resources in a sustainable manner. The meaning and definition of green HR is very broad and has different meanings for different people. Anjana nath regional head hr, fortis healthcare ltd defines green hr as environment-friendly hr initiatives that lead to better efficiencies, lower costs, and higher levels of employee engagement.

It involves undertaking environment friendly initiatives resulting in greater efficiency, lower costs, and better employee engagement and retention which filling, car sharing, job sharing, teleconferencing, online training, flexible working hours and tel-commuting". Many authors who have contributed to the field of HRM have shown that the success of strategic tools and innovation is heavily dependent on the quality of any organization's human resources. Every employee is made aware of what green hr practices are and is motivated to follow green hr practices in green HRM. There is a need to take a more proactive approach to environmental management. Many businesses around the world have begun to implement green human resource practices.

It contributes to lowering the carbon footprint by implementing measures such as video conferencing, less paper printing, interviews, and so on. Many human resource professionals are assisting companies in adopting green policies by sharing data online, sharing training or learning material online, encouraging employees to turn off monitors when not in use, using minimal lighting, more LED, and so on. Green hr not only keeps the environment from degrading, but it also protects workers' health and well-being. Climate change as a result of global warming is a major issue that should concern the government, the general public, and organizations (arul rajah, 2014). The global green movement has given a boost to the implementation of GHRM strategies in industrial work cultures. This term was coined in 1996 by we HR Meyer, who edited a book titled 'greening people: Human resource and environmental management'. Green HRM refers to the contribution of hr policies to protect and preserve the natural resources (prasad, 2013).

Green HRM refers to HR practices that contribute to environmental sustainability.

Green HRM creates a platform where employees are more satisfied with their jobs and more engaged, resulting in higher productivity. Green HRM can be used to reduce costs, improve efficiencies, reduce carbon footprints, raise employee awareness of environmental issues, and promote green work-life balance. (nijhawan, 2014) The HR department's responsibilities include not only managing, developing, and retaining employees in the organization, but also recruiting the right person for the right job, training them, retaining, and developing them in accordance with industry requirements and current trends. GHRM has pushed the boundaries of traditional HRM practices in the direction of more sustainable and environmentally friendly strategies

DIFFERENT ELEMENTS OF THIS TOPIC:

- Green Job Design and Analysis

- Green Human Resource Planning
- Green Recruitment
- Green Selection
- Green Training and Development
- Green Performance Management
- Green Reward Management
- Green employee Discipline Management
- Green organization structure
- Employee engagement
- Employee retention

Employee Engagement:

Employee engagement academic researchers define employee engagement as converting employee potential into employee performance and business accomplishments (shaw, 2005). Moreover, in engagement, people employ and express themselves physically, cognitively, and emotionally during performing the job (kahn,1990). Employee engagement differs from other constructions, such as employment, commitment to the organization, and intrinsic motivation (lawler and hall, 1970). Some very engaged employees know what is expected of them, and they have a strong relationship with their managers or supervisors. Engaged employees are not only satisfied but also more productive. According to the chartered personnel and development institute (2007), there is a three dimensional approach to employee engagement.

- Intellectual intervention – thinking hard about the job and how to do it better.
- Engaging in engagement – a positive feeling about getting a job to engage
- Social engagement – get opportunities to discuss work-related improvements with others.

Green employee engagement Nowadays top talents are attracted by organizations that have a high environmental concern. Green jobs concern about sustainability and environment-related job opportunities. The green servant has a genuine interest and passion for business fitness. Engaging employees for environmental sustainability is very important for an organization. The Human Resources manager recruits customers, employees, and people who are committed to the environment and employees are rewarded for achieving goals such as waste reduction or energy use. Employees take the company's sustainable values into their personal lives. There are several ways to get employees involved in turning green.

Employee retention

Employee retention is the organizational goal of keeping productive and talented workers and reducing turnover by fostering a positive work atmosphere to promote engagement, showing appreciation to employees, providing competitive pay and benefits, and encouraging a healthy work-life balance.

Employers are particularly interested in retaining employees during periods of low unemployment and heightened competition for talent. To retain employees, organizations use human resources technology for recruiting, on boarding, engaging and recognizing workers, as well as offering more work flexibility and modern benefits like physical and financial wellness programs.

2. REVIEW OF LITERATURE

2.1 Green HRM Practices and Employee Retention

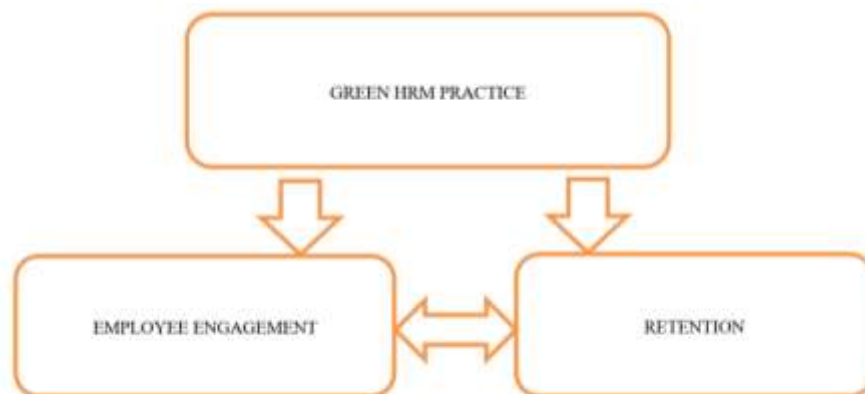
Green HRM is a relatively new concept among academics and professionals involved in human resource management (Shahriari, & Hassanpoor, 2019). Green HRM is a useful tool for developing green skills in employees, such as awareness, and motivating them to take part in important initiatives (Shen, Dumont, & Deng, 2016). Green HRM encompasses a number of functions, including green hiring, green training, green remuneration, and green employee motivation (Shahriari, & Hassanpoor, 2019). Green HRM has several benefits, including increased employee morale, talent acquisition, cost savings, and corporate social responsibility. Green HRM also aids in lowering employee turnover rates; when turnover rates are reduced by any activity, the retention rate rises, implying that Green HRM practises aid in increasing employee retention (Deshwal 2015).Furthermore, Dutta (2012) stated in his scholarly work that green HRM is an eco-friendly function of HR and that it aids in employee retention. Furthermore, Likhitar and Verma (2017) discovered that Green HRM practices such as compensation help increase employee retention in their study to measure the combined effect of Green HRM practices such as compensation on employee retention review analyses. H1: Green HRM practices improve employee retention significantly.

2.2 Green HRM practices and work engagement

Consider the environment when developing dedicated HRM practices for a successful business. Although the relationship between green practices and performance has been studied previously (Zhu & Sarkis, 2004), the current study focuses on the impact of green HRM practices on work engagement of working employees in Oman's pharmaceutical industry. Green HRM practices are critical to business sustainability (Dumont, Shen, & Deng 2016). Green HR practices (GHRM) demonstrate increased efficiencies and improved employee engagement at work (Deshwal 2015). This implies that green HRM practices increase employee commitment and engagement at work. Notably, it has been demonstrated in the study by Dutta (2012) that green HR helps in increasing employee engagement at work, demonstrating that green practices have a positive association with employees' work engagement. Organizations must encourage employees' behaviour for organizational outcomes by involving them in the implementation of green policies (One & Dilchert 2012). HRM practices have predicted workforce work engagement (Karatepe & Olugbade 2016). Thus, green HRM in the workplace can be viewed as a motivator with a positive relationship to employee work engagement (Schaufeli & Bakker 2004). Based on the discussion, this study proposed a link between Green HRM practices and job engagement. H2: Green HRM practices have a significant positive effect on employee work engagement.

2.3 Work engagement and employee Retention

According to Schaufeli and Baker (2003), promising employees are more committed to their jobs than those who are exhausted or burned out. Similarly, the importance of work engagement in various work settings has been rigorously highlighted in various scholarly empirical work (Ahmed, Isa, Majid, Zin, & Amin 2017; Awang et al., 2017). According to Armstrong and Brown (2009), promising employees are interested in their work and put forth their best effort, which leads to performance. Similarly, engaged employees are more resourceful for the organization, and their interest in their work keeps them with the organization for a longer period of time. Staying with any organization for a long time leads to a higher retention ratio, and it is even better when employees are engaged with their work. Given the significance of work engagement, scholarly evidence has identified a link between work engagement and employee retention. Different strategies, such as performance management and employee expertise development, increase employee retention (Cascio 2014). Furthermore, Alzyoud (2018) provided scholarly evidence that engagement is related to employee retention. The higher the employee engagement, the higher the retention rate. Employee retention rates typically decrease when employees are preoccupied, confused, and distracted from potential outcomes by following the organization's transactions, causing employees to switch jobs (Griffeth, Hom, & Campion 2000). Less is acknowledged to various factors that may induce employees to stay, particularly work engagement. As a result, the current study has focused on examining the direct impact of work engagement on employee retention as well as its role as a moderator in the relationships between green HRM practices and employee retention. H3: Work engagement has a significant positive effect on employee retention.



3. METHODOLOGY:

3.1 OBJECTIVE OF THE STUDY:

MAIN OBJECTIVE:

“To Find out impact of green HR on employees engagement and Retention”

SUB OBJECTIVE:

- To study profile of respondents.
- To analysis general information and awareness about green HR practices in between employees.
- To analysis the potential impacts of Green Human Resource Management on organization in the matter of increasing environmental improvements and gaining sustainability.
- To analysis about employees welfare in green HR practice.

-To analysis Initiatives taken by respondent in Green Human resource management practice

-To analysis a effectiveness of Green HR practice in organization in this time

3.2 RESEARCH DESIGN:

In pursuance of the above mentioned statement of problem and objectives, the following methodology was adopted for the study. It is a descriptive and exploratory method based on both primary and secondary data. The first objective of the study was pursued by the collection and analysis of data from secondary sources whereas all the other objectives have been achieved by collection and analysis of primary data.

Population to be studies:

Universal

The universe of the study were all employees Working in L&T Technology Service ,Vadodara, Gujarat.

Sample to be taken:

The sample size of the study were 108 employees working in L&T Technology Service ,Vadodara, Gujarat.

Sampling Method to be used in the research:

The sampling method used was Stratified random sampling and purposive sampling method. The criteria for selecting the respondents was that they should belong from managerial cadre. The data was collected via primary sources (questionnaire) and secondary sources (websites and reports available on the internet)

Tool of data collection: Questionnaire

Medium: Google Form

5. ANALYSIS & FINDINGS:

SECTION – 1: BASIC INFORMATION OF THE RESPONDENTS

- It can be seen that majority of the respondents belongs to the age group of 26-30 year.
- It can be found that majority of the respondents n=70 (64.8%) out of 108 are working from less than 15 years in the organization.

Section 2. General information and awareness about Green HR practices in your organization

- The sustainable use of resources in its policies in the organization. Majority of the respondents are at great level (n=65)
- It was found that the 78 of the respondents believes that the organization is using tools of virtual mode for the recruitment process
- 80.55% and 14.81% of the respondent thinks that the organization use virtual medium for recruitment and selection process at a great and moderate level extent.
- It was found that 54.79% of the respondent thinks that the organization is concerned towards climate change in their induction program at a great extent which is the highest.
- It was found 79 of the respondents thinks that the organization is exploring more opportunities for implementing alternative energy sources at great extent which is the highest.
- It was found 72.22% of the respondents that the organization takes disciplinary action against the employee who violates the green HR practices in the organization at great extent which is the highest.
- It was Found 93.51% of the respondents thinks that their organization provide training through virtual medium which is the highest.
- It was found 90.74% of the respondents thinks that their organization has a compensation policy and provide rewards to their employees for their green or eco-friendly Contribution.
- It was Found 94.44% of the respondents thinks that their organization uses the virtual medium for circulating the information to its employees at great level 4.62% respondents who think that their organization use virtual medium to circulate the information sometimes to the employees.
- It was found 91.66% respondents think that the management is concerned about the segregation of waste and proper disposal of waste in office premises.
- It was found 94.44%(n=102) believe that after applied green HR, Mostly attention has been provide the environment in each of the HR works.

- In organization, 12.03% of the respondent believes that the other employees taking the green HR practices seriously some extent. 87.96% of the respondents thinks that the other employees are taking green practices quite a bit and very seriously.
- It was found 95.37%(N=103) of the employees thinks that they are mostly do the car pooling and public vehicles.
- It was found 92.59 % of the respondents think that they have use the digital platforms while interacting with the colleagues.
- 95.37%(n=103) of the respondents think that they have always planted the trees near their surroundings.

Section 3. Employees welfare in green human resource management Practice

- It was found 94.44%(n=102) respondents think that the organization use the virtual platforms like web and teleconferencing mostly
- It was found 91.66% respondents believe that their management mostly encourages its employees to plant trees. None of the respondent thinks that the management is never concerned about tree plantation.
- It was found 89.81%(n=97) respondents think that the organization use the online platforms while applying for leave mostly
- It was found 94.44% of the respondents Agreed and believes that green HR practices reduce the cost of the company which is highest.
- It was found 92.59% of the respondents thinks that green hr practices help the organization to increase its revenue a mostly which is also marked as highest among all.
- 103 of the respondent agrees and believe believes that green hr practices help the management to retain its fresh talent in the organization.it clearly shows that there is a positive relationship of good GHRM policies in the organization and employee retirement.
- It was found 22.29 % respondents believe that Lack of Management, 30.40 % respondents think that Lack of employee support. 5.06 % Respondents Inappropriate Policy.9.7 % respondents Cost of implementing those . 7.4 % respondents Cost of Maintenance . 15.54 % respondent thinks Lack of government support . 9.4 % respondents thinks that any other on indicating impact of implementing green human resource management practices.

Section 4. Initiatives taken by respondent in GHRM

- 38 respondents believe that they have very often use the excessive number of papers while working.44 respondents believe that they have Always use the excessive number of papers while working.
- 81 of the respondent believes they always and most of the time switch off the appliances whenever they are not working
- 103 respondents believe that Green HR practice was give positive impact on employees and organization.. Hence, it can be said that green hrm played an important part in an emerging as sustainable organization
- 100 employees think that it is very important for them . Hence, it can be said that green HRM played an important part in an emerging as sustainable organization.

Section 5. Impact of Green HR practice on employee engagement and Retention

- 89 employees green HRM played an important part in relationship build-up with your co-workers and higher authorities.
- 92.59%(n=100) of the respondents thinks that they like the working in a healthy environment and healthy space after applied the green HR practices
- 90.74% of the respondents Agreed and believes that After applied green HR practice Employees are getting more involved in the daily work
- 98.74% of the respondents Agreed and believes that after applied green HR practices, employees are more satisfied with their job
- 98.14%(n=106) of the respondents believes that happy for the organization take and applied green HR practice.
- 93.51%(n=101) of the respondents think and believe that HR practice buildup a good relation between employees and their supervisor.
- 92.59%(n=100) of the respondents think that After applied green HR, they are happy and energetic for come and work in this organization
- 92.59%(n=100) of the respondents think that green HR concept is useful and necessary for sustainable development in this time.
- 95.37%(n=103) of the respondents think that Green HR provided to mental peacefulness and energy for better performance.
- 95.29%(n=104) believe that after applied green HR , They are happy in work in this organization and they are engaged for long time in this organization
- 95.37%(n=103) respondents believe that Green HR established a environment sustainability with employees sustainability

- It was found 93.51% (n=101) respondents believe that Green HR increased a individual performance
- 93.51%(n=101) believe that Green HR policies increase their speed of work .

CONCLUSION:

Today, Organization are attempting to balance their commitment to the environment with their desire to maximize profits. Organizations that focus more on the environment in today's world are more well-liked by the general public. Organizations are being urged to give the environment more consideration as a result of the society's growing environmental consciousness. It may appear right now that increasing investments in environmental challenges will result in profit reduction. In that instance, non-financial practices, such as green human resource management, could be introduced within the company. A country's financial assistance to a portion of its entire population may receive less attention than Green HRM's efforts to be environmentally friendly. A greater concentration will result in greater acceptance.

Long-term profit maximization will be made possible for an organization via more focus. CSR can be carried out in a similar manner using green HRM. Therefore, implementing Green HRM will have a favourable effect on the industry, enabling them to eventually attain higher levels of social approval as well as higher levels of profit.

The researcher has offered helpful insights into the green practices used by firms in the background of a developing economy like India where environmental awareness is on the rise in this empirical research effort. Impact of green HR practices on employee engagement and retention Confirmatory factor analysis is used 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) Organizational Commitment
- h) Employees engagement
- I) Retention

In addition to establishing the structural relationship between these factors, they are crucial for the adoption of green practices by various organizations in India. Insights from the study can be used to create a variety of strategies, particularly for green services in various sectors in India. In the end, it would result in environmentally friendly development and preservation. Green HRM aids in the efficient outcomes, such as the ability to gain a first mover advantage. Many organizations can also gain a competitive edge by building a reputation as an environmentally conscious company. This study's findings suggest that green concepts and methods are becoming more and more relevant across a wide range of organizations and in the HR industry. HR leaders, as advocates of organizational culture and policies, must instil in each employee a sense of responsibility for sustainable green human resource management. However, more change is required to ensure that employees and organizations "take that big leap in ensuring greening process in all their activities.

GHRM also very important in engaged to employees with organization and also with organization people. GHRM also increased a work efficiency and productivity of employees in organization. Employees happy for work in this type of organization and engaged for long time with this organization. So, end of process, positive impact on employees retention. Employees are not leave a job and retain a long period of time.

GHRM provide environment sustainability with employees sustainability

References

- Agarwal, U. A., Datta, S., Blake-Beard, S., & Bhargava, S. (2012). Linking LMX, innovative work behaviour and turnover intentions. *Career Development International* 17(3), 208-230.
- Ahmad, S. (2015). Green human resource management: Policies and practices. *Cogent Business & Management*, 2(1), 1030817.
- Ahmed, U., Isa, N. M., Majid, A. H. A., Zin, M. L. M., & Amin, B. M. (2017). Towards understanding work engagement: can HR really buffer HR? Test of a moderated model. *International Journal of Economic Research*, 14(20), 1-18.
- Aktar, A., & Islam, Y. (2019). Green Human Resource Management Practices and Employee Engagement: Empirical Evidence from RMG sector in Bangladesh. Available at SSRN 3363860.

- Alzyoud, A. A. Y. (2018). The influence of human resource management practices on employee work engagement. *Foundations of Management, 10*(1), 251-256.
- Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended twostep approach. *Psychological bulletin, 103*(3), 411-423.
- Angadi, A.B., & Naik, D.M. (2012). Retention of employees in pharmaceutical industries of Bangalore. *Elixir International Journal*43 () 6763-6772.
- Armstrong, M., & Brown, D. (2009). *Strategic reward: Implementing more effective reward management*. London, UK: Kogan
- Awang, Z., Ahmed, U., Hoque, A. S. M. M., Siddiqui, B. A., Dahri, A. S., & Muda, H. (2017). The Mediating Role of Meaningful Work in the Relationship Between Career Growth Opportunities and Work Engagement. In *International Academic Conference on Business and Economics (IACBE 2017), Faculty of Economics and Management Sciences (FESP), Universiti Sultan Zainal Abidin (UniSZA), October 07* (8).
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management, 17*(1), 99-120. Cardy, R. L., & Lengnick-Hall, M. L. (2011). Will they stay or will they go? Exploring a customer-oriented approach to employee retention. *Journal of Business and Psychology, 26*(2), 213-217.
- Cascio, W. F. (2014). Leveraging employer branding, performance management and human resource development to enhance employee retention. *Human Resource Development International 17*(2), 121-128.
- Chin, W. W. (1998). The partial least squares approach to structural equation modeling. *Modern Methods for Business Research, 295*(2), 295-336.
- Deshwal, P. (2015). Green HRM: An organizational strategy of greening people. *International Journal of Applied Research, 1*(13), 176-181.
- Dumont, J., Shen, J., & Deng, X. (2016). Effects of green HRM practices on employee workplace green behavior: The role of psychological green climate and employee green values. *Human Resource Management, DOI:10.1002/hrm.21792*
- Dutta, D. (2012). Greening people: A strategic dimension. *ZENITH International Journal of Business Economics & Management Research, 2*(2). 143-148
- Falk, R. F., & Miller, N. B. (1992). *A Primer for Soft Modeling*. University of Akron Press.
- Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics. *Journal of Marketing and Research 18*(3), 382-388.
- Griffeth, R. W., Hom, P. W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of Management, 26*(3), 463-488.
- Hausknecht, J. P., Rodda, J., & Howard, M. J. (2009). Targeted employee retention: Performance-based and job-related differences in reported reasons for staying. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in Alliance With the Society of Human Resources Management, 48*(2), 269-288.
- Hejase, H. J., El Dirani, A., Hamdar, B., & Hazimeh, B. (2016). Employee Retention in the Pharmaceutical Companies: Case of Lebanon. *Journal of Business Management, 58-75*.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science, 43*(1), 115-135.
- Herman, R. E. (2005). HR managers as employee-retention specialists. *Employment Relations Today, 32*(2), 1-7
- Imam, T., Ali, H., & Soo, H. S. (2018). Dilemma of Employee Retention through the Lens of Organizational Politics: A Quantitative Study on Pharmaceutical Industry of Pakistan. *International Journal of Academic Research in Accounting, Finance and Management Sciences, 8*(3), 26-36.
- Jackson, S. E., Ones, D. S., & Dilchert, S. (2012). *Managing Human Resources for Environmental Sustainability* (32). John Wiley & Sons.
- Karatepe, O. M. (2013). Perceptions of organizational politics and hotel employee outcomes. *International Journal of Contemporary Hospitality Management 25*(1). 82-104
- Karatepe, O. M., & Olugbade, O. A. (2016). The mediating role of work engagement in the relationship between highperformance work practices and job outcomes of employees in Nigeria. *International Journal of Contemporary Hospitality Management 28*(10). 2350-2371
- Khalid, N., Pahi, M. H., & Ahmed, U. (2016). Loosing your best talent: Can leadership retain employees? The dilemma of the banking sector of Hyderabad Sindh, Pakistan: A mediation investigation. *International Review of Management and Marketing, 6*(3), 608-616.
- Kramar, R. (2014). Beyond strategic human resource management: is sustainable human resource management the next approach? *The International Journal of Human Resource Management, 25*(8), 1069-1089.
- Likhitkar, P., & Verma, P. (2017). Impact of green HRM practices on organization sustainability and employee retention. *International Journal for Innovative Research in Multidisciplinary Field, 3*(5), 152-157.

- Lockwood, N. R. (2006). Talent management: Driver for organizational success. *HR Magazine*, 51(6), 1-11.
- Ones, D. S., & Dilchert, S. (2012). Environmental sustainability at work: A call to action. *Industrial and Organizational Psychology*, 5(4), 444-466.
- Salem, M. A., Hasnan, N., & Osman, N. H. (2012). Balanced scorecard: Weaknesses, strengths, and its ability as performance management system versus other performance management systems. *Journal of Environment and Earth Science*, 2(9), 1-9.
- Schaufeli, W. B., & Bakker, A. B. (2003). Utrecht work engagement scale: preliminary manual, version 1. *Occupational Health Psychology Unit, Utrecht University*.
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 25(3), 293-315.
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, 66(4), 701-716.
- Shah, S. M. M., Hamid, K. B. A., Malaysia, Shaikh, U. A., Qureshi, M. A., & Pahi, M. H. (2016). The Relationship between Leadership Styles and Job Performance: The Role of Work Engagement as a Mediator. *International Journal for Social Studies* 2(10). 242-253
- Shahriari, B., & Hassanpoor, A. (2019). Green human resource management in the east and west. *Revista Gestão & Tecnologia*, 19(2), 27-57.
- Sinha, D., & Shukla, S. K. (2013). A study of Employee Retention in the Pharmaceuticals sector in Dehradun City. *International Journal of Education and Psychological Research*, 2(1), 30-39.
- Vincent-Höper, S., Muser, C., & Janneck, M. (2012). Transformational leadership, work engagement, and occupational success. *Career Development International* 17(7), 663-682.
- Wee, Y. S., & Quazi, H. A. (2005). Development and validation of critical factors of environmental management. *Industrial Management & Data Systems* 105 (1), 96-114.
- Yang, M. G. M., Hong, P., & Modi, S. B. (2011). Impact of lean manufacturing and environmental management on business performance: An empirical study of manufacturing firms. *International Journal of Production Economics*, 129(2), 251-261.
- Zhu, Q., & Sarkis, J. (2004). Relationships between operational practices and performance among early adopters of green supply chain management practices in Chinese manufacturing enterprises. *Journal of Operations Management*, 22(3), 265-289.