# The Relationship Between Green Human Resource Management Activities And Corporate Commitment: An Overview

**Dr. Thenmozhi. S[1], Kalaiarasan C[2], Mrs. E. Nirmala[3] ,Mrs. K. Bhuvaneswari[4]**

Assistant Professor, Patrician College of Arts and Science
Research Scholar, IDE, University of Madras
Assistant Professor, Dr. MGR Janaki College of Arts and Science for Women
Ph.D Research Scholar, PG and Research Department of Commerce, AVS College of Arts and Science

**ABSTRACT**

Human Resource Management is an important managerial role that deals with an organization's most valuable asset: its employees. Today, the entire history of HRM is being investigated for its long-term feasibility. To be clear, we all believe that Green Human Resource Management is the most important aspect of long-term sustainability. Green HRM is a form of human resource management that focuses on a company's environmental concerns. Green HRM is described as the application of human resource management policies to encourage the productive use of resources within businesses and to support environmental causes, thus raising employee morale and organisational engagement. The aim of this study was to look at the relationship between green human resource management activities and organisational engagement.

## INRODUCTION

The use of HR strategies, principles, and practices to encourage the efficient use of market resources while avoiding detrimental consequences created by environmental issues in organisations is referred to as green HRM. Campaigns to promote green human resource management are part of larger corporate social responsibility programmes. Environmentally sustainable HR activities and information resource management are the two core elements of green HR. In all staff positions, green human resources relates to fostering recycling practises and raising worker consciousness and commitment to environmental issues. Green HR is the use of human capital management practises to help organisations use energy more sustainably and, more broadly, to foster environmental sustainability. Campaigns to promote green human resource management are part of larger corporate social responsibility programmes. At any employee contact point/interface, green human resources refers to promoting sustainable practises and increasing employee understanding and dedication to environmental issues. Which involves implementing eco-friendly HR policies that result in increased efficiencies, lower salaries, and higher workforce engagement and retention, all of which help companies minimise their carbon footprints. A few examples include automated filing, carpooling, job sharing, teleconferencing and video conferences, recycling, telecommuting, multimedia planning, and energy-efficient office spaces. The term "green HRM" has recently become a buzzword in the industry, and its significance is growing exponentially with the passing of time. As global understanding of environmental sustainability and sustainable development increases by the day, this concept has also emerged as a hot topic in recent research studies. Green HRM covers not only environmental consciousness, but also the general social and economic well-being of the organisation and its workers.

GHRM is in charge of recruiting, engaging, educating, compensating, improving, and advancing the company's human resources, as well as ensuring that the company's green goals are met in the HRM phase of attracting, hiring, training, compensating, developing, and advancing its human capital. It applies to the policies, techniques, and activities that an organisation uses to keep its workforce green for the good of the employees, society, the community, and the company. Management professionals around the world are currently researching various managerial approaches that can help companies achieve GHRM goals while simultaneously improving their environmental competitiveness.

## GREEN HUMAN RESOURCE MANAGEMENT AS HIGH-PERFORMING HUMAN RESOURCE PROCESSES

Product and production businesses have a once-in-a-lifetime chance to boost supply chain efficiencies that would help the economy and the world in the long term. Creating a sustainability strategy in HR's transformation, as well as extending HR's reach into conventional workforce and staffing areas, would have a huge effect on an organisation. Through lowering operating costs, can revenue in developing markets, training workers, and fostering an employee-centric culture, environmental sustainability can – and should – have a financial effect on a company. However, the degree to which this method can be used in most industries is minimal. Employees are unlikely to be as invested in helping a company thrive as they are in helping the company succeed by successful environmental management.

## MANAGEMENT OF THE ENVIRONMENT

An environmentally conscious, labor-efficient, and socially responsible workplace is referred to as a Green Workplace. The definition of green management for sustainable development has a multitude of interpretations in the environmental literature; all of them, in general, aim to illustrate the need for a balance between economic growth and environmental conservation in order for future generations to succeed.

Corporations and their investors used to be able to rely on strong economic results to ensure their success; however, this is no longer the case; today, economic and financial impacts must be balanced by reduced ecological footprints and greater exposure to social and environmental issues. As a result, a new strategic topic known as corporate environmentalism or green management arose in the 1990s, and by the 2000s, it had become a popular slogan around the world. Green management is described as the method by which businesses manage the environment by designing environmental conservation policies that strike a balance between economic development and environmental preservation to ensure future generations' survival. This concept has grown into a strategic priority for companies, especially multinational corporations that operate on a global scale. In a nutshell, sustainability management refers to how an organisation handles its relationships with and effects on the environment. In addition to environmental enforcement, it has expanded to include topics such as pollution control, product stewardship, and corporate social responsibility.

## HR PAYROLL FORMS WITH A GREEN INTERFACE

Technology isn't the only method available for making an organisation more environmentally aware. Using Green construction materials, such as sealer shapes, is a safe and convenient way to save the world. Safe personal identification printing and form sealing are possible with the 'Sealer Solution.' Unlike Dot Matrix's traditional payroll printing operation, it can print up to 3200 parts per hour while remaining relatively silent. It not only saves money on labour, but it also strengthens the HR department's indoor working atmosphere.

Identity cards are issued on a regular basis as part of human resource programmes. The bulk of these cards are made of PVC, a non-recyclable substance that pollutes the environment. PETG is a more environmentally friendly plastic card material since it is 100% recyclable, emits no greenhouse gases, and pollutes water and air less. You may also use the 'Disposal Service' to get rid of personal information-containing cards. This makes it easier to easily carry recycled plastic cards for recycling. The methods discussed above will give you some suggestions for minimising waste and environmental impacts in your regular HR operations while still making them more cost-effective and, most importantly, moving to a more environmentally friendly business model.

## THE IMPORTANCE OF HUMAN RESOURCES IN ENVIRONMENTAL PROTECTION

Despite the fact that they have beneficial consequences for managers, it has been discovered that the ethical values that employees hold in opposition to Climate Management have not been adequately adopted in order to achieve organisational environmental programmes. Several companies are automating the integration of Environment Management systems in practise. However, drastic improvements in the behaviour of some HR workers against environmental matters, as well as modifying unhealthy behaviours that all layers of staff may have picked up over decades, are needed to accomplish this convergence of HR and Environment Management.

One of the most critical roles of HR environmental executives may be to counsel line managers on how to gain full staff consent for environmental policy enforcement, which allows HR to foster advocates and create networks of problem-solvers ready to contest the status quo. This can only happen if the organisation maintains both formal and informal employee interaction networks, such as via the company newsletter and website, which showcase the company's green initiatives. Sharing research, demonstrating green behaviour, and working with internal affairs to provide staff with timely and insightful posts, columns, and other material are all feasible choices.

Knowledge processing, work screening, recruiting, redundancy, reducing status differentials, and management style are also HR priority areas that can be integrated to deliver company-wide environmental improvements. Green HRM is a hot subject in today's climate. Strategic Green HRM, which combines environmental and human resource management, is becoming increasingly important. Human Resources' position in fostering a broad commitment to developing a sustainable culture will be important. Several HR tasks, including recruiting, induction, preparation and promotion, performance assessment, and employee compensation, will be strengthened as part of the programme. Human resources green HRM projects are part of a broader corporate social responsibility scheme. It can be used by any employee to promote long-term adoption while also increasing employee tolerance and dedication to environmental issues.

At any employee contact point/interface, green human resources refers to promoting sustainable practises and increasing employee understanding and dedication to environmental issues. It involves implementing environmentally friendly HR programmes that lead to improved efficiencies, reduced costs, and higher employee retention, all of which benefit businesses. It applies to the policies, techniques, and activities that an organisation uses to keep its workforce green for the good of the employees, society, the community, and the company. The goal of green HRM is to encourage, grow, and conserve greening in any organisation employee so that each can make the most individual contribution in each of the four roles: preservationist, conservationist, non-polluter, and developer. Common green practises for reducing travel requirements include video recruitment and the use of internet and video interviews. To inspire people to be active in the eco programme, green benefits will include a range of job and lifestyle incentives, such as carbon allowances and free bicycles. Millennials see environmental protection as a top priority for their managers, while many workers believe it is not their duty to support the environment at work. There is a greater opportunity for linking the population as more people pursue sense and self-actualization in their careers. One example of a simple green initiative is that the amount of written records used in performance reporting, pay reviews, and other relevant activities. In the waste management sector, there is a lot of "eco washing" going on, but there are still a lot of possibilities. However, HR would never be able to have a significant effect on an organisation merely by modifying HR practises; instead, implementing the company's overall green approach is a smarter choice.

Companies are constantly using the EMS (Environmental Management System) to achieve a strategic edge as a defence weapon. This technique assists the company in reducing its environmental effects. Commitment, planning, instruction, execution, evaluation and analysis, testing, and the design of HR programmes that are in line with the organization's culture and long-term priorities are all part of this process. Green HR tactics can affect employees at any point of their careers, from recruiting to termination. Marketing the organisation and its operations as 'Employee friendly,' as well as 'Eco friendly,' will draw a substantial number of high-potential prospects through the recruiting process. According to survey results, high-achieving graduates in the United Kingdom base their work selection choices on a company's environmental success and prestige. Furthermore, using technology for pre-screening, interviews, and entering formalities, among other things, will save a large amount of paper, travel, and time for both employers and job seekers, lowering carbon footprints. New employee induction is necessary to ensure that they understand and appreciate the environmental culture of their organisation. As a result, environmental concerns must be taken into account during the recruiting process.

They should discuss all of the organization's social, environmental, and economic issues and opportunities, as well as how to recognise them. Employees should be told about green procedures and strategies through this initiative, including the company's vision/mission statement, sustainability-oriented incentives, and company-wide programmes including greenhouse gas reduction, green product growth, and so on. Companies train teams of front-line workers to execute a waste analysis of their working environments as a primary intervention in waste management (in terms of both prevention and reduction). Green teams in each department are suggested, with the intention of increasing general knowledge and providing specialised training.

Searching for eco-entrepreneurs who are socially or environmentally aware inside the company is a smart way to encourage employee involvement and involvement. They'll add value to the company's goods and services by coordinating the company's internal financial, human, and natural resources in ways that didn't exist before. Employees should be involved in developing environmental policies based on the findings in order to improve and expand the skills used to market "green products." Employees are expected to come up with innovative strategies for reducing greenhouse dioxide and conserving oil.

## SCOPE OF THE STUDY

The service industry is testing out new tactics to keep afloat and respond to changing market conditions. This research on green HRM practises would aid the hotel industry in further understanding employee attitudes toward it and how it affects worker satisfaction, organisational culture, and engagement. To show the value of certain variables that can help hoteliers gain a competitive advantage, the researcher looked at the different factors that inspire hoteliers to participate in green HRM activities, as well as the relationships between them.

## RESEARCH OBJECTIVE

To investigate the connection between green HRM activities and organisational commitment.

## HYPOTHESES

H05 There is no statistically relevant connection between green HRM activities and organisational commitment.
Ha5 There is a statistically relevant connection between green HRM practices and organizational commitment

## METHODOLOGY OF THE RESEARCH

A research design is a strategy or structure for undertaking the analysis. It explains how to collect the information required organizing or solving the research issue. The researcher's analysis style is followed by the exploratory sample parameters. As a consequence, it includes the various forms of data gathered, data analysis methodology, and data description and hypothesis testing methodology. It's an exploratory study that draws on primary data gathered by the researcher from a well-designed, structured, and informative questionnaire, as well as personal interviews and conversations, in light of theoretical literature and previous research results. The survey contains likert scale questions on a five-point scale. The survey was given to 200 Salem hospital workers. Every hospital's HR managers or Assistant General Managers received the questionnaires. In keeping with the aims and hypothesis, the researcher edited the properly conducted questionnaires and produced univariate and bivariate tables. The findings were evaluated using the association test and the Chi-square test.

It's a research-based approach to science. Exploratory research aims to delve further into a situation or disease in order to get a greater understanding of it. It sets the basis for the advancement of numerous test theories. A sampling technique is a method for selecting sample sampling units from the subject population's sampling frame. Non random Sampling was used as a screening method in this study.

Human intelligence, rather than random chance, is used to choose sample units within a report. The sample was selected using a stratified random sampling process. The identification of hospitals was the first step in the sampling process. The collection of respondents was the second step in the sampling process. Respondents were sought from different levels of management as well as various departments within the company for this reason. The third stage entailed creating appropriate data collection methods to achieve the research's goals. This includes constructing a questionnaire and extracting information from both primary and secondary sources. Furthermore, the test sampling method was chosen. The accuracy of the measurement is its consistency; the results would not vary if the same subject was measured in the same way. "If a person's score on the same exam offered twice is equal, a measurement is said to be accurate." Only efficiency, not evaluation, can be calculated. The term "validity" refers to a metric's ability to calculate what it is meant to measure. In a nutshell, validity refers to the measurement's precision. In order for the results to be correctly implemented and understood, a test must be accurate.

**ANALYSIS AND INTERPRETATION**

**Table No. 1 Green Human resource practices and Organizational Engagement**

| | Organizational Engagement | | |
|---|---|---|---|
| **Green human resource practices** | **Opinion: YES** | **Opinion: NO** | |
| Y | 111 | 9 | 120 |
| N | 27 | 53 | 80 |
| Total | 138 | 62 | 200 |

**Table No. 2 Results from Chi Square Analysis**

| **Tabular Value** | **Calculated Value** | **Degree of Freedom** | **H0 Accepted or Rejected** |
|---|---|---|---|
| 3.85 | 148.52 | 1 | Rejected |

At the.05 importance amount and 1 degree of freedom, the measured chi square value is much higher than the tabular value. As a result, the null hypothesis is dismissed, and we can infer statistically that green HRM behaviours are linked to organisational commitment.

**Table No. 3 Correlations between green Human Resource Management and Organizational Engagement**

| | | Reliable | Safety | Paperless work | Secured | Loyalty | Competitive Advantage | Commitment | morale | retention | flexible | defined goals | value | priorities | expected |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Reliable | Pearson Correlation | 1 | -.006 | .109* | .068 | -.098* | -.219** | -.265** | .206** | .431** | -.256** | .394** | .453** | -.364** | -.236** |
| | Sig. | | .919 | .027 | .172 | .046 | .000 | .000 | 0.000 | 0.000 | 0.000 | 0.000 | .001 | 0.000 | 0.000 |
| | N | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 |
| Safety | Pearson Correlation | -.006 | 1 | .117* | -.190** | -.039 | .116* | .160** | .284** | .216** | .148* | .189** | .276** | .363** | .353** |
| | Sig. | .918 | | .020 | 0.000 | .443 | .021 | .001 | 0.000 | 0.000 | .003 | 0.000 | 0.000 | 0.000 | 0.000 |
| | N | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 |
| Paperless work | Pearson Correlation | .109* | .117* | 1 | .266** | .056 | .126* | -.165** | -.189** | -.169** | -.187** | .188** | .114* | -.072 | -.208** |
| | Sig. | .029 | .020 | | 0.000 | .262 | .012 | .001 | 0.000 | .001 | 0.000 | 0.000 | .024 | .152 | 0.000 |
| | N | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 |
| Secured | Pearson Correlation | .069 | -.190** | .266** | 1 | -.041 | -.215** | -.281** | .264** | -.245** | -.291** | .296** | .003 | -.270** | -.168** |
| | Sig. | .168 | 0.000 | 0.000 | | .419 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | .945 | 0.000 | .001 |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | N | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 |
| Loyalty | Pearson Correlation | -.099* | -.038 | .056 | -.041 | 1 | .173** | .082 | -.111* | .010 | .029 | .061 | -.166** | -.032 | -.050 |
| | Sig. | .047 | .443 | .262 | .419 | | .001 | .101 | .027 | .845 | .560 | .221 | .001 | .525 | .318 |
| | N | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 |
| Competition | Pearson Correlation | -.218** | .116* | .126* | -.215** | .173** | 1 | .183** | .223** | .272** | .190** | .162** | .080 | .229** | .161** |
| | Sig | 0.000 | .021 | .012 | 0.000 | .001 | | 0.000 | 0.000 | 0.000 | 0.000 | .001 | .110 | 0.000 | .001 |
| | N | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 |
| Commitment | Pearson Correlation | -.264** | .160** | -.165** | -.281** | .082 | .183** | 1 | .200** | .251** | .166** | .273** | .115 | .184** | .118* |
| | Sig. | 0.000 | .001 | .001 | 0.000 | .101 | 0.000 | | 0.000 | 0.000 | .001 | 0.000 | .021 | 0.000 | .019 |
| | N | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 |
| Morale | Pearson Correlation | -.207** | .284** | -.189** | -.263** | -.111* | .224** | .200** | 1 | .522** | .226** | .432** | .245** | .410** | .543** |
| | Sig. | 0.000 | 0.000 | 0.000 | 0.000 | .027 | 0.000 | 0.000 | | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| | N | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 |
| Retention | Pearson Correlation | -.430** | .217** | -.169** | -.245** | .010 | .272** | .251** | .522** | 1 | .537** | .568** | .284** | .473** | .398** |
| | Sig. | 0.000 | 0.000 | .001 | 0.000 | .845 | 0.000 | 0.000 | 0.000 | | .001 | 0.000 | 0.000 | 0.000 | 0.000 |
| | N | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 |
| flexible | Pearson Correlation | -.257** | .148** | -.187** | -.291** | .029 | .190** | .166** | .226** | .537** | 1 | .419** | .131** | .395** | .210** |
| | Sig. | 0.000 | .003 | 0.000 | 0.000 | .560 | 0.000 | .001 | 0.000 | 0.000 | | 0.000 | .009 | 0.000 | 0.000 |
| | N | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 |
| defined goals | Pearson Correlation | -.393** | .189** | -.188** | -.296** | .061 | .162** | .273** | .432** | .568** | .419** | 1 | .402** | .518** | .449** |
| | Sig | 0.000 | 0.000 | 0.000 | 0.000 | .221 | .001 | 0.000 | 0.000 | 0.000 | 0.000 | | 0.000 | 0.000 | 0.000 |
| | N | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 |
| | Pearson Correlation | -.456** | .276** | .114* | .003 | -.166* | .080 | .115* | .245** | .284** | .131** | .402** | 1 | .432** | .262** |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Value | n | * | | | | * | | | | | | | | | |
| | Sig. | 0.000 | 0.000 | .023 | .945 | .001 | .110 | .021 | .000 | .000 | .009 | .000 | | .000 | .000 |
| | N | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 |
| priorties | Pearson Correlation | -.363** | .362** | -.072 | -.270** | -.032 | .229** | .184** | .410** | .473** | .395** | .518** | .432** | 1 | .538** |
| | Sig | 0.000 | 0.000 | .152 | .000 | .525 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | | 0.000 |
| | N | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 |
| Expected | Pearson Correlation | -.234** | .353** | -.208** | -.168** | -.050 | .161** | .118* | .543** | .398** | .210** | .449** | .262** | .538** | 1 |
| | Sig | 0.000 | 0.000 | 0.000 | .001 | .318 | .001 | .019 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | |
| | N | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 |

*. Indicated Correlation is significant at the 0.05.

**. Indicated Correlation is significant at the 0.0.

There is a link between various green HRM variables and employee happiness and corporate engagement at the 0.05 percent significance level. The following connections are shown in the matrix: Employees respect and take advantage of one another's particular talents and abilities, with the most positive connection being Green HRM is Trustworthy. Employee wellbeing is related to improved work retention and a detrimental correlation with Green HRM procedures. Employees appreciate green HRM activities because they benefit their well-being. It encourages paperless work and gives you a competitive edge. There is a negative link between increased employee satisfaction and enhanced employee morale. Employees understand what is expected of them and how their actions affect others, departments, and roles. Employees respect and use one another's particular talents and abilities, and they have good working experiences. Employees understand what is expected of them and how their decisions affect other staff, departments, and roles. have constructive experiences with one another

Employees value and draw on one another's particular talents and strengths, culminating in paperless environments and strong working relationships. Employees know what is expected of them and are aware of how their decisions affect other people, teams, and departments. Employees are aware of their roles and the influence they have on other staff, departments, and duties. Have a good friendship with each other and have a good relationship with each other.

**CONCLUSION OF THE PAPER**

It is concluded that, in order to enhance organisational efficiency, a greater focus on the role of humans in environmental conservation should be imposed. Employee assessments of green performance on a daily basis can promote a constructive attitude and reinforce the idea that green practises are not only a short-term business approach, but rather a long-term ideology that benefits the environment. Depending on the needs and wishes of their employees, hotels can introduce a variety of green training programmes. Green targets can be department-specific, based on the department's needs, in order to promote engagement in green preparation. Innovative benefits will be an ideal approach for facilitating green engagement during green planning and workers who are unwilling to adopt environmental initiatives must be encouraged.

**REFERENCES**

1. Abhilasha, N. (2011). Innovative Hr Practices in Banking and Insurance Sector-E Human Resource Management, Journal of Management and Science - JMS ISSN 2250-1819 (Online) / ISSN 2249-1260 (Printed)
2. Adewoye J. O. and Obasan K. (2012). The Impact of Information Technology (IT) on Human Resource Management (HRM): Empirical evidence from Nigeria Banking Sector. Case Study of Selected Banks from Lagos State and Oyo State in South- West Nigeria. A European Journal of Business and Management ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online), 4(6), 28-37.
3. Akmanligil, M. and Palvia, P. (2004), ―Strategies for Global Information Systems Development. Information & Management. 42(1), 45-59.
4. Bell, J. (2007). E-learning: your flexible development friend? Development and Learning in

Organizations, 21(6), 7-9.

5.  Bernardin, H. J., and Russell. J. E. A. (1993). Human resource management: An experiential approach. Singapore: McGraw-Hill

6.  Cedar. (2002), Human Resources Self Service/Portal Survey, Cedar Enterprise Solutions, Available: at www.cedar.com.

7.  Chapman, D.S., & Webster, J. (2003). The Use of Technologies in the Recruiting, Screening, and Selection Processes For Job Candidates. International Journal of Selection and Assessment, 11(2/3), 113-120.

8.  Crestone C. (2009). HR Systems Survey: HR Technologies, Deployment Approaches, Value, and Metrics 12th Annual Edition, Downloaded from http://www.cedarcrestone.com/research.php on September 30, 2013.

9.  Ensher, E. A., Nielson, T. R. and Grant-Vallone E. (2002). Tales from the Hiring Line: Effects of the Internet and Technology on HR Processes, Organizational Dynamics, 31(3), 224-244

10. .Esen, M., & Erdogmus, N. (2011). An Investigation of the Effects of Technology Readiness on Technology Acceptance in e-HRM. 7th International Strategic Management Conference. Procedia Social and Behavioral Sciences, 24, 487-495.

11. Foster, S. (2009). Making sense of e-HRM: transformation, technology and power relations. IGI Global, 1-19.

12. Francis, H. and D'Annunzio-Green, N. (2005). HRM and the pursuit of a service culture: Managerial encounters with competing discourses. Employee Relations, 27(1), 71-85

13. Geetha, R. (2014). Multi-dimensional Perspective of e-HRM: A Diagnostic Study of Select Auto-component Firms. Dharna, International Journal of Business, Birla Institute Of Management, 8 (2), 65-77, ISSN 0974-0082.

14. Ghosh, B. (2002). Human Resource Management, Vikas Publishing, 88-103.

15. Heikkila J. P. (2010). A Delphi Study on E-HRM: Future Directions, Paper presented in 3rd European workshop on E-HRM, Bamberg, Germany.

16. Hempel, P.S. (2004). Preparing the HR profession for technology and information work. Human Resource Management, 2(3), 163-177.

17. Lucas, R. (2002). Fragments of HRM in hospitality? Evidence from the workplace employee relations survey (WERS) 1998. International Journal of Contemporary Hospitality Management, 14(5), 207-212.

18. Manivannan S.K. (2013). Employee satisfaction for e-HRM, Abhinav, International Monthly. Refereed Journal of Research In Management & Technology, ISSN – 2320-0073 , II, available at www.abhinavjournal.com.