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 **“A Study on the Importance of Green Management and its Impact on Employee Engagement.”**

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**1. ABSTRACT**

**Purpose**: The purpose of this paper is to understand the importance of green management and its impact on employee engagement. It is a general non probability study restricted to the state of Kerala. The study further wants to understand and correlate the variables of the study with that of the current positioning of green management.

**Research Implication**: The interdependency of green management and its variables such as employee engagement, employee involvement, employee behavior and brand equity are interconnected with green training, green rewards, compensation and bonus. The role of sustainable development and energy management aims at reducing energy and finding alternative energy resources to substitute them. the importance of performance management and appraisal also plays major role in influencing employee engagement, involvement and behavior.

**Findings**: It was concluded that employees believe that green management is a game shifter and has a competitive edge over their opponents, they believe that green management is a process to learn nature and then aid nature accordingly to its need by considering the firms need alongside. They also feel that green management promotes employee behavior and involvement and develops organizational citizenship behavior and green values. Hence green management allows them to feel empowered in aiding nature by reducing and conserving energy through sustainable development.

**Originality:** Few researches have been conducted with to regards green management along with its green variables and direct variables whereas most of the studies focused on direct variable such as employee engagement. Hence this study deals with important direct and indirect variables such as green training, green rewards and compensation.

**Keywords:** Green management, VUCA world Employee engagement, Employee involvement, Employee behavior, Brand equity, Sustainable development, Resource management, Green training, Green rewards and Compensation.

***2. INTRODUCTION***

*"Green Management is defined as an establishment that produces green output”. -* Brown and Ratledge.

Green management is also known as Green human resource management which is a strategy of business management planned and coordinated by different sectors of work life. throughout all these years, earth has been facing some of major consequences of human brutality and hostility towards mother nature creating an ecological imbalance. Some of the major causes are rapid growth of industrialization and increasing mass of population, and its main co-creations such as pollution, degradation and over exploitation of nature’s resources and wealth.

***2.1 MEANING AND DEFINTION OF GREEN MANAGEMENT***

“Green management is a paradigm that includes improving environmental awareness, using energy resources and eco-friendly technologies, reuse of wastes, and recycling activities starting from production activities of businesses to packaging and delivering to consumers.”

Contrary to the current pandemic and natural disasters that was fallen on our economy, there also exists an increasing global completion in the market of technology and conservative strategies hence, it is very important to consider the role of environment in developing the mindset and improving work environment and creating a sustainable organization. The commerce has an impeccable ascendancy towards the essence of these business carried out and their process of controlling both outputs and inputs of the business and it was observed that the firms and business tend to have leave an adverse effect on the environment for the purpose incurring profits and meeting goals. Although the current market demands for a better environment friendly working place and interaction which is believed to change the employee’s behavior and the working environment positively and effectively creating a better workspace and developing interest in a green way to achieve their common goal. Green management intervenes the workspace of a corporate or firm and strives to build a healthy and toxic free relationship between the colleagues and the organization as a whole pertaining to other green disciplines such as sustainability and green technology which would enrich the concept of green management.

***2.2 Green management and employee engagement***

According to the academic scholar’s employee engagement is defined as “converting employee potential into employee performance and business accomplishments” (Shaw, 2005), they believe that there exists a close knit relationship between employee and green engagement in workplace leading to productive business and personal habits which in returns shifts focus on their job performance and assessment. It was observed that active employees in an organization tend to understand and work towards the organizational goals with expected potential of workforce. As of the current global competition in the green management sector and Organizations, the workforce is focused and concentrated on the closely attached green values since in order to be a active employee of a green establishment, one must practice the green values himself/ herself. Hence selection and recruitment are conducted and carried out with the aligned agenda of green management and green value to attain the organization goals. It is very important to consider the basic objectives of green engagement, positively considering the concept of sustainability. Hence the organizations and company make sure to recruit and select employees who stand within their borderline of work interest and they find it important to maintain the enthusiasm of these green employees through rewards and compensations for their achieved goals and objectives such as waste reduction, resource management and energy use. Studies observed that employees engaged in green management corporate these green values into personal life.

***2.3 Green management and Employee behavior***

“Organizational citizenship behavior (OCB) refers to anything that employees choose to do, spontaneously and of their own accord, which often lies outside their specified contractual obligations”

The organization or firm may not recognize the employee behavior through rewards or green compensation but several studies have shown that these behaviors arise from the relationship between an employee- employer in the form of appraisal, constant motivation and work acknowledgement in the workplace, which brings in the disciplines of trust and respect among each other, This way there exists a healthy work place environment. The first most and importance objective of OBC is to protect the effective labor interest and utilization of potential resources to meet their goals of the organization. Some organizations rate their employees according to their OBC, this could intend to mean that mostly employees who are inclined towards such practices and liked and held in a respectful position by managers of the organization. This advantage of OBC is also known as the “halo effect”. whereas it also considered as a voluntary action and sense of responsibility of the employee to act upon the needs of the organization effectively, but many have argued that employees tend to have such an interest towards their goals due to the rewards they receive from meeting their goals, promptly; such as promotions, bonus, appraisals, monetary gains.

***2.4 Green management and employee involvement***

“The direct participation of staff to help an organization fulfill its mission and meet its objectives by applying their own ideas, expertise, and efforts towards solving problems and making decisions”.

The four important function of green organization are training & development, staffing, motivation in the form of appraisal and rewards and maintenance. Most common and approved form of green evaluation while recruiting employees are the way of their green job analysis and design and then they are made to undergo a systematic process of green recruitment comprising of green selection process, training and development. The significance of these stages of employee training gives way to proper green performance management. The organization or company in return takes the responsibility of green compensation promoting green health and safety aligned with better work place relationships. While looking for people with similar interest to work on the organizations find it necessary to recruit employee with green interest both in their personal and in their official space, as they believe this can enhance their skills with proper training and green stimulation provided in the organization. These training include that of incorporation of eco-friendly work habits, motivational techniques of green performance management systems and green performance appraisal. Hence it was observed that employee with green values, later trained with organizational green values tend to reflect more employee involvement at workplace maintaining the decorum of their goals at a distinguished pace of speed

***2.5 Green management and brand equity***

“The commercial value that derives from consumer perception of the brand name of a particular product or service, rather than from the product or service itself.”

Over the centuries one of most prevalent and strategic promotion of a brand is its brand equity, a brand is challenged and recognized for its name and equity in the market securing a competitive central spot in the market establishment against its competitors. The concept deals with many sub divisions scoring the product and brand as a whole such as brand associations, loyalty and its quality. Green brand equity positively deals and honors nature and environment in the form of green values attached to the product or organization, also the new market trend shows an evident shift of consumer interest and preference towards brands and companies following green methods and values. The primary advantage comes directly from the outer boundary of companies which includes customers and other forces of market. Hence there must exist a strong relationship between consumers and brand or frim which solely revolves around trust, knowledge and loyalty towards the brand and the company upholding the green values. The three important variables of green equity are green brand, green image and green trust which are inter connected and inter dependent on each other for the upliftment of the brand in the market. It can be also interpreted as “a set of perceptions of a brand in a consumer’s mind that is linked to environmental commitment and environmental concerns” (Chen, 2010). A company firm or brand is said to be green when it can create a healthy consumer relationship in the market where the values of the brand or firm persuades closely with that of his/her beliefs, feelings and attitudes, practices.

**VUCA WORLD AND GREEN MANAGEMNT**

The current pandemic situation highlights the VUCA world theory, enhancing the challenges which are namely volatility, uncertainty, Complexity and ambiguity. To control these factors one of the important attempts put forth must be instruments of nature and conservation. The idea of sustainable development and energy conservation can influence the consequences of VUCA world and reduce the impact. Application of major planning and management such as risk management, strategic planning, decision making and problem solving which were bid in at the time of US cold wars were much more recognized to combat VUCA challenges. Later technological support systems and management schemes were created and acknowledged since the world and biomes experienced a dynamic expedition of technology and service. Sustainable development, green management and energy conservation construed a powerful market audience to not only promote the brands and companies/firms but also to spread awareness and create unity towards the green work and green advantages. Hence green management can be identified as one of the potential tools to control the challenges and hurdles produced in the VUCA world through the assistance of both the commercial markets as well as the consumers.

***3. REVIEW OF LITREATURE***

**Margaretha et.al (2013),** the study defines green HR practices and the importance of adopting green organizational culture. According to them green management practices has the ability to influence and instill values promoting their organization in a positive eco-friendly way. They study denotes the necessity of green behavior and considerations of nature and society hand in hand.

**Sharma et.al (2015),** the study highlights the importance of green management in workplace and its influence on their productivity. According to them the global competition and advancement in the market need to be applied in green management and green. The study focuses on increasing employee awareness and commitment on the concept of green HRM and sustainability.

**Cory Hallam (2016),** They believe an organization can achieve its objectives such as waste reduction, energy conservation etc. through introducing better environment management practices and hence can successfully attain their green outcomes.

**Jawad Abbas (2019),** The study discusses the importance of green management and its role in intensifying the pace of green innovation and inculcation of corporate sustainable development in to the organizational goals and promises. The study is structural in nature. The study also mentions about knowledge management and the importance of sustainable development in an organization and how they can affect the corporate sustainable development in the coming future, providing a competitive edge.

* ***Green management and Employee engagement***

**Glavas (2012),** the study demonstrates the importance of inclusion of sustainability in workplace and rescue principles of green management. The study focuses on the establishment of sustainability in the organizational planning and charts to attain their affirmative goals. There must exist positive attention between employee engagement and employee involvement to understand and indulge in the work as a single organizational force.

**Lindsay j. McCurn (2012),** The study advances about the importance of a green workplace to feel productive and active, as they have observed that a green environment unlike a corporate setup relax employee and often rejuvenates their mind and body. Hence there forms a green persona which further improves employee behavior and attitude in the workplace.

**Sharma (2014),** According to them green practices leads to a much friendly environment which is cost effective and competitive in nature. The study has considered some driving factors of green management to infuse the market with competitiveness and regulatory pressures sided with some pre-determined aspects such as employee engagement and employee participation. And hence make a profound effect in the organization culture helping the organization to get recognized in the market.

 **Akhtar et.al (2019),** the study highlights relationship between employee engagement and green management and how green management influences the employee behavior in creating a better working space in a productive way. According to them green employee- participation and green training and development has shown productive results in workplace with respect to their efficiency.

**Dilrukshika et.al (2020),** The study deals with the impact of green human resource management practices on employee engagement with respect to banking sector. The study has focused on some of the severe global issues like global warming, pollution, natural disaster, pandemic that different parts of the world are witnessing. They have resonated with the idea of sectors contributing ot taking up green management as a solution to these problems According to them banks play a very crucial role in the economic development of a nation with huge capital income. The study conducted was quantitative in nature. Moreover, the study witnessed a green involvement form the part of employees.

* ***Green management and Employee behavior***

**Hussein (2019),** the study has taken note of modification made in green management when the relationship between GHRM and individual green values creating an organizational citizenship behavior and employee engagement.

**Ababneh (2020)**, the study demonstrates the importance of building a green workplace and healthy management practices which speaks strictly against draining workload and downloads slopes of interest and motivation charts, hence while planning the organization objectives, the plan designers should take into the consideration of healthy work schedules and meticulously designed performance management. The priority must be stressed on working towards sustainability and energy conservations. The study conducted is empirical in nature. The study has collaborated the classical theory of person-organization-fit to examine the volatility of employee behavior in examining environmental changes with respect to workplace involvement.

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* ***Green management and Employee involvement***

**Jianfeng jia et.al (2018),** the study mentions the influence of green management on employee involvement, according to them GHRM creates green leaderships and green creativity building a competitive green environment by improving the employee’s ability, motivation and creativity. The study conducted is empirical in nature. The study discusses the relationship between transformative leadership and green management.

**Nat Than Pham et.al (2018),** according to them green management practices have influenced organizational citizenship behavior. The study has connected various variables to GHRM. The study has introduced the concept of ability motivation opportunity theory. The study conducted is qualitative in nature. The findings of the study govern around direct influences of green management practices on organization citizenship behavior, the inclusion and importance of three GHRM practices such as training, performance management and employee involvement. They believe that these are motivating factors which drives the employees in to work life with determination.

 ***Green Brand equity***

**Y S Chen (2009),** The study mentions the importance of green image, green satisfaction, green trust and green brand equity. They believe that there are three driving forces of governing the concept of green brand equity, spot lighting green brand, image and trust. The findings of the study showed that there’s a positive relationship between green brand equity and customers since most of the customers preferred the natural essence that the product or service offered enhancing the brand name and its equity.

***4. RESEARCH METHODOLOGY***

The research conducted is primary in nature and hence the data collected for the same are from primary sources or known as primary data. Primary data collected are from sources such as questionnaire, interview and from original documents or data collected from first hand resources. The study conducted a questionnaire sampling of 70 respondents. In the present study, both ‘Exploratory Research Design’ and ‘Descriptive Research Design’ have been used by the researcher to study the importance of green management in the workplace.

***4.1 Research variables***

The identification of the research variables is significant for the study in formulating the hypothesis. The following are the research variables:

Green management

Employee engagement

Employee involvement

Employee behavior

Green brand equity.

In the present research, the researcher has attempted to study the importance green management and its impact on employee engagement. The researcher has identified the core dimensions of green management and employee engagement and its variables in understanding and studying the research better.

***4.2 Sources of data***

The core dimensions of these three variables have been researched through primary data as well as Secondary data. Primary data are information collected by a researcher specifically for a research assignment.

For the purpose of this research, primary data was collected through a questionnaire for which google forms were used. These questionnaires were distributed online through the medium of electronic mail and WhatsApp. The research pertains to the state of Kerala and which is why only respondents based in Kerala were contacted. Secondary data was collected through the medium of

business journals, articles, books, records, newspaper, published statistical data and other such databases available online.

***4.3 Period of data collection***

The primary data required for the study was collected during the months of August 2020 to October 2020.

***4.4 Sample design***

***4.4.1 population(N)***

In this study, the universe for the present study shall constitute respondents from Kerala including cities, districts and villages.

***4.4.2 Sample***

Sample is a subgroup of population selected for the participation of the study. In this study, a subgroup of respondents is educated people who are aware of social marketing and its influence

***4.4.3* *Sampling unit***

The Information has been collected from people regardless of their age, sex, employment and income status. To understand the holistic nature of the study.

***4.4.4* *Sample size***

It specifies the number of samples chosen from a target population. The researcher has tried her best to maintain the heterogeneity of the population with only geographical restraint. The sample size has been selected as 70 in order to include some more elements of the population.

***4.4.5* *Sampling method:***

The sample size of 75 respondents from Kerala have been estimated by using Non-probability sampling. In Non-probability sampling, the researcher has used convenience and purposive sampling methods. There is no classification of respondents based on sectors.

***4.4.6* *Research area***

The study being exploratory will cover the length and breadth of Kerala. The research was based in Kerala, covering cities, districts and villages.

Kerala- 14 districts.

respondents were drawn from them on the basis of research hypothesis and objectives of study.

The total sample size was 70 units and these were drawn from the regions of Kerala.

***5. DATA, FINDINGS AND ANALYSIS***

The finding of the research with respect to the study, helped the researcher to understand the connection between and importance of the primary sources when it is linked with the major variables of the study as it gives us the basic information of the current positioning. Some of the important findings are as follows:

* Out of a total 75 respondents, 38 respondents are male which is 50.7% and only 37 respondents are females that is 49.3% in the study conducted to understand the importance of green management and its impact on employee engagement. After an in-depth research It was observed that green management has been accepted by people from throughout the world and has been induced that both genders encourage and look forward to have more outreach to the outer world with in an another level of interaction. The green management offers an ocean of opportunity to new comers and fresh graduates since graduates are keen to please the team with hard work to gain recognition. It was taken into notice that only people with an interest in green values can help the organization to achieve its goals and for that, it is important to recruit people who are into this field of management and further improving their skill by providing green training, rewards and compensation. Highlighting the importance of Green recruiting as it is the administering employees on the basis of green values of the organization and the objectives, giving priority to natural resources and environment. Positively the recruits find it interesting and motivated to work for the company goals because the purpose served by the company or brand entirely different form other country facilitates a vast target group of people. while recruiting and selecting the apt employee’s fir for the organization, they tend to observe that employees with inclination towards nature and green values are much competitive and eligible since they are aware of the mission of the organization and its moto idea of sustainability and energy conservation. Grolleau et al. (2012) in their study they recognized an absolute affirmative relationship between employee with green values and organization because of his/her green commitments which enhances the brand equity a brand name.
* Out of a total 75 respondents, 40 respondents, i.e. 53.3% of the survey conducted, agrees to the statement that “green management promotes employee involvement and enhances green brand equity." 32 respondents, i.e. 42.7% of the survey are neutral to the statement. Whereas, only 2 respondents, i.e. 2.7% of the survey disagrees to the statement. Since green management has gained a lot of market and consumer support due to its objectives of conservation and sustainability and hence organization makes sure to maintain and motivate their employee in the forms of rewards and appraisals. The intersecting of environment management and business strategy creates the scope for this, affecting global business. the areas of green performance management targets ecological development and concerns with respect to their policies and agendas of the firm or organization, strengthening the environmental responsibilities of the organizations at a wider length. Performance Appraisal is an integral part of performance management. Apart from the other supporting factors of performance management such as reliability, authenticity, and fairness in workplace, appraisal seem to give a boost to the employees the attitude and green mentality influencing the organization’s goal outcomes
* Out of a total 75 respondents, 17 respondents, i.e. 23% of the survey conducted, agrees to the statement that “green Management is establishing a new platform for competition and market." 39 respondents, i.e. 52.7% of the survey are neutral to the statement. Whereas, 18 respondents, i.e. 24.4% of the survey disagrees to the statement. It was observed that green management has created new market platform in business and in consumer’s space. As green practices have obtained attention among masses because of its contribution by firms and their active participation in reducing carbon emissions and energy conservation has uplifted their firm’s goodwill and recognition. it was also observed the green management also introduces an enhancement in technology and innovation performances and gives importance to green attributes than financial performance of the firm.
* Out of a total 75 respondents, 51 respondents, i.e. 68% of the survey conducted, agrees to the statement that “I prefer brands that follow green practices as it makes me feel empowered as a concerned citizen". 21 respondents, i.e. 28% of the survey are neutral to the statement. Whereas, only 3 respondents, i.e. 4% of the survey disagrees to the statement Green products and green brand equity has also played a very major role in enhancing the firm’s name as consumers believe that green products with green values hold positive attributes and buying such products will be considered as a contribution to the nature by choosing green approved products such as which follows 3R’s and sustainable planning hence giving them an edge over other synthetic products. The firms and brands that follow green practices holds ethical and green values and a share in such practices can give people a feeling of empowerment as it is believed that COVID 19 is one such consequence of harms done by human beings while trying to secure a stable financial status. Hence people believe that they are responsible for the harms caused and should actively participate to reduce the impact by positively contributing to society and nature **(Saranya 2020).**
* Out of a total 75 respondents, 49 respondents, i.e. 65.3% of the survey conducted, agrees to the statement that “Organizations should focus on employee green training, green rewards and compensations to accelerate employee involvement and engagement in the workplace." 22 respondents, i.e. 29.3% of the survey are neutral to the statement. Whereas, only 4 respondents, i.e. 5.3% of the survey disagrees to the statement. While recruiting and training, the organization found it important to provide the job description to the new comers because they felt that only people who can genuinely devote their time and efforts can successfully accomplish their company goals and for that green recruitment, selection and training was considered equally necessary and importance before building up a green team. **(Priyanka 2018)** This is to ensure that there exists no difference in company’s social and ecological concerns and employee’s organizational concerns. Similarly, green rewards and green compensation and bonus accelerates employee involvement and engagement in the workspace. Workplace environment plays a great deal in exploring the potential and goals of the organization and for the same, the need of a healthy employee relations is important. Better the employer- employee relation, better the employee behavior and attitude exposed. The main ingredients of this bond is the inclusion of trust and morale which further develops in to motivation and greater outcomes. Employee participation and employee involvement are the other adjoining forces of employee relations. The benefits of the same are better decision making and speedy dispute resolution in the workplace which leads to effective work deals. A healthy employee relation is an asset to the organization providing the organization a competitive edge over its competitors. The concept of green rewards, green compensation and appraisal play a major role in promoting employee involvement in the organization as monetary incentives have always been an accelerator in challenging to create new ideas and innovations to understand the environmental behavior and plan and perform accordingly. These human resource practices are the central piece in holding the ideologies of the employee and organization together, bridging the distance between their goals. Hence green management, rewards and compensation can be viewed as an essential tool in shaping the strategy design of the organization. It has been observed that with the help of performance management and appraisal, they develop organizational citizenship behavior since when organization appreciates and acknowledges their work, it is normal build a personal commitment towards their work as they feel their presence and position in the organization is needed and appreciated. Hence challenging themselves to maintain their position and considering the work as not a duty towards the organization but more as a personal obligation as responsible employee.
* Out of a total 75 respondents, 55 respondents, i.e. 73.3% of the survey conducted, agrees to the statement that "green awareness must be imparted at all stages of organizations to attain organizational goal.” 16 respondents, i.e. 21.3% of the survey are neutral to the statement. Whereas, only 4 respondents, i.e. 5.3% of the survey disagrees to the statement The importance of imparting awareness and education to all types of organization about green values since even in CSR, they have highlighted the importance green contributions that are ought to be made by corporates. Since the world is facing an environment aggression from the mother nature itself in form of calamities, pandemic and epidemic diseases. It is important to understand the roles of corporates in maintaining an ecological and environment balance. **(Sharma 2012)**
* Out of a total 75 respondents, 54 respondents, i.e. 72% of the survey conducted, agrees to the statement that “I believe Green Practices plays a major role in the employee's personal life and principles." 16 respondents, i.e. 21.3% of the survey are neutral to the statement. Final observation of the study explains the relevance of green values and its influence on a person’s personal life and his/her principles since they have been following green objectives as their core professional objectives which would bring changes in their personal behavior as green practices is a process of learning and developing ways to conserve and save nature which could even be brought to action from home such as converting to energy saving appliances and usage of electrical vehicles and use of less energy consuming products and purchasing products that can be reused, recycled and reduced once their purpose is served.

***6. RECOMMENDATIONS FOR FUTURE STUDY***

This study will provide further scope of research into various variables of green management such as employee engagement, employee behavior, employee involvement and brand equity. Also the study puts focus on various dimensions such as sustainable development, resource management, green recruit, green rewards, green compensation, performance management and appraisal. Recommendation for the future study would be regarding the awareness on the importance of green management as it is different from the common and conventional mode of management as the main objective of the firms is to reduce carbon emission, energy reduction and sustainable management rather than financial profits. Hence most people aren’t aware of green management and its impact. The importance of sustainable organizational management must be brought to light. This can be also done by creating awareness about the environmental problems that the world is facing.

Another recommendation is to educate employees on work methods that allow to reduce energy even starting from home. In another terms providing proper green training to employees to understand the job description and organizational goals that they are supposed meet and target accordingly.

Another recommendation companies should invest more in resource development sector and find ways to reduce and save energy. This can progressively help in Identifying innovative methods to balance ecological and economic needs of the organization.

To encourage workers to find out opportunities in their jobs to help their companies become more sustainable; Overall, to push and create an atmosphere for an environmental protection mindset on a company’s workforce, wishing that it acts consciously today and tomorrow for the benefit of the nature and people living in it.

***7. CONCLUSION***

Green management can be defined as the set of policies, practices, and systems that concentrates on the importance of green behavior of a company in order to create an environmentally sensitive, resourceful, efficient and socially responsible workplace organization. The importance of green management comes in to role with the inclusion of sustainable development and energy conservation and reduction. The firms and corporates are finding it necessary to help the nature regain its beauty and spirit because a major damage has been caused by the direct and indirect actions of corporates by polluting the air, contaminating the water with chemicals, deforestation, exploitation of resources and production of products that can’t be recycled, reused and reduced.

 The current ecological scenario of world is difficult to comprehend as it is creating apprehension of fear in the mind of people in the form of global warming, calamities, pandemic and epidemic as they are the signs telling us to rethink about our ecological and economic uses of resources in abundance. It’s time that we find alternate practices such green management to safeguard a better future for the next generation and for ourselves. Sustainable development must be taken seriously and followed even in houses and corporates, for this it is importance to understand and follow green practices. The study has also researched on various variables such as employee engagement, employee involvement, employee behavior and brand equity. All the variables have a close knit connection with green management and inter dependent on each other with the intrinsic variables such as green rewards, training, compensation and bonus. Hence the study concludes by proving that, “There is a significant relationship between green management and employee engagement.”

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**9. ANNEXURE:**

The following is the questionnaire circulated online.

1. Name

2. Sex

* Female
* Male
* Third gender
* Other:

3. Age

* below 20 years
* 21-30 years
* 31-40 years
* above 40 years

4. Educational Qualification

* Matric
* Intermediate
* graduation
* post-graduation

5. Occupational Status

* Student
* Housewife
* Employed
* Business

6. Your/ family Monthly Income

* below Rs. 500
* Rs. 5000 - Rs. 10,000
* Rs. 10,000 - Rs. 20,000
* Above Rs. 20,000

7. How long have you been working in an organization?

* Less than 6 month
* Between 6 months and 1 year
* Between 1 year and 5 years
* more than 5 years.

8. Are you aware of the term "Green Management"?

* Yes
* No
* Maybe

9. Are you aware of the term "employee engagement'?

* Yes
* No
* Maybe

10. " I Believe that green management promotes green values and healthy work space behaviors".

* Strongly Agree
* agree
* Neutral
* Disagree
* Strongly Disagree

11. “I feel that green management plays a major role in improving employee behavior in workspace.”

* Strongly Agree
* agree
* Neutral
* Disagree
* Strongly Disagree

12. "green Management is establishing a new platform for competition and market."

* strongly Agree
* Agree
* Neutral
* disagree
* Strongly Disagree

13. "I prefer brands that follow green practices as it makes me feel empowered as a concerned citizen".

* Strongly Agree
* Agree
* Neutral
* Disagree
* Strongly Disagree

14. "Green Management strengthens employee Organizational citizenship behavior (volunteering and putting in extra effort will contribute to every organization's success)."

* Strongly Agree
* Agree
* Neutral
* Disagree
* Strongly Disagree

15. "Organizations should focus on employee green training, green rewards and compensations to accelerate employee involvement and engagement in the workplace."

* Strongly Agree
* Agree
* Neutral
* Disagree
* Strongly Disagree

16. "green awareness must be imparted at all stages of organizations to attain organizational goal."

* Strongly Agree
* Agree
* Neutral
* Disagree
* Strongly Disagree

17. "I believe Green Practices plays a major role in the employee's personal life and principles."

* Strongly Agree
* Agree
* Neutral
* Disagree
* Strongly Disagree

18. Any suggestions or recommendations.