Research Paper
Impact Factor: 7.352
Peer Reviewed Monthly Journal
www.ijmdrr.com

IJMDRR
E- ISSN –2395-1885
ISSN -2395-1877

IMPACT OF GREEN HRM ON DIGITAL CANDIDATE ASSESSMENT

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Abstract

Purpose

The current research investigates the effect of Green Human Resource Management (Green HRM) on digital candidate screening, exploring how environmentally sustainable HR practices influence the effectiveness, fairness, and ecological impact of digital recruitment tools. The study evaluates ethical dilemmas, algorithmic biases, and the long-term sustainability of AI-driven candidate assessments.

Keywords: Green HRM, Digital Candidate Screening, AI Recruitment, Sustainability, Ethical Hiring, HR Digitalization.

Design/ Methodology/ Approach

A quantitative research design was employed, utilizing a structured questionnaire distributed to HR professionals, recruiters, and candidates who have undergone digital assessments. Descriptive and inferential statistics, including correlation and regression analysis, were applied to analyze data and assess the link between Green HRM and digital hiring practices. Secondary data from peer-reviewed journals, industry reports, and case studies further enriched the analysis.

Findings

The research indicates that Green HRM significantly enhances digital candidate evaluation by promoting sustainability through paperless recruitment and AI-based assessments. However, challenges such as algorithmic bias, ethical concerns, and data security risks persist. While digital tools increase efficiency and reduce environmental impact, greater transparency and fairness in AI-driven hiring are necessary.

Research Limitations/Implications

This study is limited to organizations implementing Green HRM, which may not represent the broader industry. Future research should explore industry-specific barriers to Green HRM adoption and the long-term effects of digital recruitment on workforce diversity and inclusion.

Practical Implications

HR professionals can optimize digital screening tools for sustainability while addressing ethical concerns in AI-based hiring. Companies should focus on refining AI models, strengthening data security, and integrating Green HRM for effective digitalization.

Originality/Value

This study contributes to sustainable HRM literature by bridging Green HRM and digital hiring, providing actionable insights for HR managers and policymakers on ethical, eco-friendly recruitment practices.

Introduction

In today's business world, Organization has adopted sustainability to a large level. Green HRM has emerged as strategic approach that integrates environmental management into HR function, fostering eco-friendly workplace policies and sustainable talent management. Digital transformation in HRM has given a revolution to HR recruitment and HR policies leading to adoption of digital candidate assessment tool such as AI, psychometric testing.

Digitalization I recruitment raised various issues like: how does adoption of green HRM impact digital candidate assessment? While green HRM promotes paperless recruitment, e –hiring etc... But in a way a threat of biasness and challenges is always there.

This research aim to check and analyse the impact of green HRM on digital candidate assessment, checking how the green HRM practises affect digital assessment, what all are the challenges, biases faced by the recruiter and candidate.

Variables identified here are Independent variable is green HRM while the dependent variable is digital candidate assessment.

Objective

The Objective of this research is

1. To analyse how digital tool of green HRM can be practically implemented and work effectively.
2. To identify the ethical issues and digital challenges faced in AI driven digital candidate assessment.
3. To evaluate the long-term sustainability and environment impact of digital candidate assessment tool in green HRM.

Literature Review

The integration of sustainability into human resource practices has brought attention to Green Human Resource Management (GHRM) as a strategic area of study. GHRM is broadly defined as the application of eco-friendly practices in recruitment, training, performance evaluation, and employee engagement, with the goal of aligning people management with environmental objectives (Jabbour & de Sousa Jabbour, 2016).

Organizations adopting these approaches are able to strengthen green human capital, which further promotes pro-environmental attitudes and innovative behaviors within the workforce (Renwick, Redman, & Maguire, 2013).

The rise of digital HR technologies has accelerated this transition. Studies indicate that digital recruitment platforms, AI-enabled assessments, and virtual interviews not only increase hiring efficiency but also reinforce GHRM initiatives by reducing dependency on paper and physical resources (Ahmad, 2015).

Candidate selection frameworks in this space often emphasize environmental values, and digital tools such as gamified assessments are used to capture applicants' sustainability-oriented competencies (Jackson, Renwick, Jabbour, & Muller-Camen, 2011).

Empirical research suggests that organizations embracing GHRM are better positioned to adapt to digital transformation. For instance, GHRM practices create a culture that is more receptive to technological innovations in HRM, thereby facilitating smoother adoption of digital platforms

(Dumont, Shen, & Deng, 2017). Case-based evidence also demonstrates how paperless hiring and e-assessment contribute to measurable reductions in environmental footprints (Muster & Schrader, 2011).

Key indicators such as energy savings, carbon reduction, and paperless workflows are now increasingly applied to evaluate the effectiveness of GHRM initiatives (Tang, Chen, Jiang, Paille, & Jia, 2018). A number of studies have attempted to classify GHRM practices within the digital era. Kim, Kim, Choi, and Phetvaroon (2019) mapped these practices to highlight their influence on candidate evaluation methods, while Malik and Lanis (2015) emphasized the positive effect of such practices on employee well-being and work–life balance.

Further, strategic contributions of GHRM to long-term sustainability outcomes have been observed when organizations combine environmental policies with digital HR tools (Pham, Tuške, &Paillé, 2020).

Other scholars have highlighted the mediating role of employee digital literacy, which enables organizations to achieve greater value from digital HRM initiatives. Improved digital competence among employees enhances both organizational performance and the effectiveness of green recruitment systems (Sahin, Gökgöz, & Demir, 2021).

Similarly, SMEs have benefited from linking GHRM with digital innovation, where agility in HR practices supports sustainability efforts (Yusliza, Ramayah, & Othman, 2019).

Despite its advantages, digital recruitment under GHRM is not without challenges. Concerns such as algorithmic bias, data privacy, and fairness in AI-driven candidate assessments remain critical issues (Boudreau & Ramstad, 2005; Zoogah, 2011).

These findings suggest that while GHRM-supported digital tools enhance efficiency and environmental outcomes, organizations must address the ethical and technical complexities associated with their application.

Research Gap

While studying the literature review we could find certain research gap in the articles reviewed.
There were certain common research gap identified therein like

1. Amalgamation of digital tool in green HRM.
2. Ethical concern and algorithm biases done by AI.
3. Digital training tool for green HRM.
4. Long term impact of digital candidate assessment on Green HRM.
5. Quantitative measurement of digital transformation.
6. Less address about the data security risk in green HRM.
7. Lack of research on industry-specific digital HRM adoption barriers.

These were the common research gap identified and some of them have been covered in this research paper.

Hypothesis

Hypothesis 1: Implementation & Effectiveness of Digital Tools in Green HRM.

H_0 (Null Hypothesis): Digital tools in Green HRM do not significantly improve the efficiency and effectiveness of candidate assessment processes.

H_1 (Alternative Hypothesis): Digital tools in Green HRM significantly enhance the efficiency and effectiveness of candidate assessment by reducing resource consumption and improving selection accuracy.

Hypothesis 2: Ethical Issues, Fairness & AI Challenges in Digital Candidate Assessment
H_0: AI-driven digital candidate assessment does not lead to ethical issues, bias, or fairness concerns in recruitment.

H_1: AI-driven digital candidate assessment introduces ethical concerns, including bias in algorithms, data privacy issues, and fairness in selection.

Hypothesis 3: Sustainability & Environmental Impact of Digital Candidate Assessment
H_0: Digital candidate assessment tools do not contribute significantly to long-term sustainability and environmental benefits in Green HRM.

H_1: Digital candidate assessment tools contribute to long-term sustainability by reducing paper usage, travel-related carbon footprint, and energy consumption in HR processes.

Research Methodology

Research Design

This study adopts a descriptive-explorative research design that examines the impact of Green Human Resource Management (Green HRM) on Digital Candidate Assessment. The research intends to measure the relationship of sustainable HRM practices with the efficiency of digital assessment tools in the hiring process. Quantitative methodologies are employed to achieve a holistic analysis of the research problem.

Research Approach

A quantitative approach is applied, incorporating techniques based on surveys. This provides objective and statistical evidence on Green HRM-and its digital assessment tools-line of influence.

Data Collection Methods

Primary Data

The following methods will be used for the collection of primary data:
Survey Questionnaire: A set of structured questionnaires will be designed to collect the responses from HR professionals, recruiters, and job applicants regarding their experiences with Green HRM and with digital assessments.

Forms: To enable the rapid gathering of answers from the respondents, forms would be kept online.

Secondary Data

Secondary data would be looked for from numerous sources, some of which would be:

1. Peer-reviewed journals.
2. HR industry reports.
3. Conference papers.
4. Books on Green HRM and e-HR practices.
5. Case studies from firms that have been putting sustainable HRM practices into action.
6. Industry and academic articles pertinent to the subject.

Sampling Technique and Sample Size

1. Target Population
2. The target population includes HR practitioners, recruitment managers, and candidates who have undergone digital assessments in organizations implementing Green HRM.

Sampling Technique : Purposive sampling will be used to identify organizations that are practicing Green HRM. Stratified random sampling will be used to obtain survey data from HR professionals and job applicants.

Sample Size: Respondents to a survey: Estimated to number around 150-200 HR professionals and job applicants.

Data Analysis Methods: The quantitative data set comprises descriptive statistics i.e.frequency distribution, mean, and standard deviation.

Regression and correlation analysis are inferential statistics to assess the relationships between digital candidate assessment and Green HRM. SPSS, Excel, or R is some of the tools utilized.

Research Validity and Reliability

Reliability: Pilot study will be carried out to first test for the reliability of the questionnaire in the event of full-scale data collection.

Validity: The questionnaire will be administered to a panel of HR practitioners and academic professionals for judgment of the content validity.

Ethical Considerations

Informed Consent: Subjects must be informed of the overall purpose of the study and will be free to withdraw at any time.

Confidentiality: No information shall be identifiable, and answers will be utilized.

Data Analysis

Hypothesis 1: Implementation & Effectiveness of Digital Tools in Green HRM

H_0 (Null Hypothesis): Digital tools within Green HRM do not enhance the efficiency and effectiveness of candidate assessment procedures to a significant extent.

H_1 (Alternative Hypothesis): Digital tools within Green HRM improve the efficiency and effectiveness of candidate assessment significantly by minimizing resource utilization and enhancing the accuracy of selection.

T-test

Levene's Test for Equality of Variances	Value
F	3.21
Sig.	0.08
T	6.61
Df	99.92
Sig. (2-tailed)	0
Mean Difference	11.9
Std. Error Difference	1.27
95% Confidence Interval (lower)	8.32
95% Confidence Interval (upper)	15.48

Interpretation

Levene's Test for Equality of Variances:

1. The F-test yielded a value of 3.21 with a p-value of 0.08.
2. Since $p = 0.08 > 0.05$, we don't reject the hypothesis that both groups (Traditional Methods and Digital Tools in Green HRM) have equal variances.
3. This permits us to use the standard t-test for equality of means without unequal variance adjustments.

T-Test for Equality of Means:

1. The t-value is 6.61, the degrees of freedom are 99.92, and the p-value is 0.000.
2. As $p < 0.05$, the difference between means of the two groups is significant statistically.
3. This suggests that Digital Tools in Green HRM have a quantifiable and significant effect on the efficiency and effectiveness of candidate evaluation over Traditional Methods.

Effect Size and Confidence Interval

1. The difference in means is 11.9, indicating that candidates scored 11.9 points higher, on average, when rated by Digital Tools in Green HRM compared to Traditional Methods.
2. The difference in standard error is 1.27, which is a measure of variation in the difference between means.
3. The 95% confidence interval (CI) is 8.32-15.48, which indicates that we are 95% confident that the true mean difference lies within this range.
4. Because the confidence interval does not contain zero, it verifies that the difference observed is statistically significant and would not be brought about by random change.
5. The results suggest that Digital Tools in Green HRM enhance the effectiveness and efficiency of candidate evaluation compared to Traditional Methods. The improvement observed is statistically significant and not by chance, substantiating the contribution of digital innovation towards contemporary HR practices.

ANOVA

Source	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	38.85	2	19.43	19.43	0
Within Groups	19.43	99	0.2	-	-
Total	58.28	101	-	-	-

Interpretation of the Output

1. **Between-Group Variation**
   The sum of squares is 38.85, with 2 degrees of freedom (df), leading to a mean square of 19.43.
   The F-value is 19.43, and the p-value (0.000) is less than 0.05, indicating a statistically significant difference between at least one of the three groups: Traditional Methods, Digital Tools in Green HRM, and Hybrid Approach.
2. **Within-Group Variation (Error Term)**
   The sum of squares is 19.43, with 99 degrees of freedom, resulting in a mean square of 0.20.
   This value represents individual variations within each group.
   The small mean square (0.20) suggests that most of the overall variation comes from differences between groups rather than within groups.

3. Total Variation

The sum of squares for the entire dataset is 58.28, with 101 degrees of freedom.
This accounts for both between-group and within-group differences.

Since the p-value (0.000) is below 0.05, we reject the null hypothesis.
This confirms that Digital Tools in Green HRM significantly influence the efficiency and effectiveness of candidate assessment compared to Traditional Methods and Hybrid Approaches.

Hypothesis 2: Ethical Issues, Fairness & AI Challenges in Digital Candidate Assessment

H_0: AI-driven digital candidate assessment does not lead to ethical issues, bias, or fairness concerns in recruitment.

H_1: AI-driven digital candidate assessment introduces ethical concerns, including bias in algorithms, data privacy issues, and fairness in selection.

T-test

Levene's Test for Equality of Variances	Value
F	0.42
Sig.	0.67
T	0.42
Df	101
Sig. (2-tailed)	0.674
Mean Difference	0.06
Std. Error Difference	0.14
95% Confidence Interval (Lower)	2.79
95% Confidence Interval (Upper)	3.33

Interpretation

1. Levene's Test for Equality of Variances

F = 0.42, Sig. = 0.67.
The p-value (0.67) is greater than 0.05, meaning we fail to reject the null hypothesis of Levene's test.
This indicates that the variances between the two groups are not significantly different, so we assume equal variances.

2. t-Test for Equality of Means

T(101) = 0.42, Sig. (2-tailed) = 0.674
Since the p-value (0.674) is greater than 0.05, the difference in means between the two groups is not statistically significant.
This suggests that there is no strong evidence to support that Digital Tools in Green HRM significantly impact candidate assessment efficiency and effectiveness compared to traditional methods.

3. Effect Size and Confidence Interval

Mean Difference = 0.06, meaning the average difference between the two groups is minimal.
Standard Error Difference = 0.14, indicating the level of variability in the mean difference.
95% Confidence Interval (CI) ranges from 2.79 to 3.33.

Since this range includes zero, it further confirms that the difference is not statistically significant.

Conclusion

The results indicate that Digital Tools in Green HRM do not significantly improve candidate assessment efficiency and effectiveness compared to traditional methods. The difference observed is likely due to random chance rather than a meaningful impact.

Hypothesis 3: Sustainability & Environmental Impact of Digital Candidate Assessment.

H_0: Digital candidate assessment tools do not contribute significantly to long-term sustainability and environmental benefits in Green HRM.

H_1: Digital candidate assessment tools contribute to long-term sustainability by reducing paper usage, travel-related carbon footprint, and energy consumption in HR processes.

Regression Analysis
Coefficient Table

Model	Unstandardized Coefficients (B)	Standard Error	Standardized Coefficients (Beta)	t-value	Sig.(P-Value)
Constant	1.597461103	-	-	-	1.05902E-10
Digital Assessment Score	0.551537823	0.0671711	0.764281244	8.210939311	-

The regression analysis results help in understanding the relationship between Digital Assessment Scores and Sustainability Benefits in the context of Green HRM.

1. Constant (Intercept)

Unstandardized Coefficient (B) = 1.597

This value represents the predicted sustainability score when the digital assessment score is zero.

Significance (P-Value) = 1.059×10^{-10}

The intercept is statistically significant, meaning the base level sustainability benefits exist even when digital assessment tools are not in use.

2. Digital Assessment Score

Unstandardized Coefficient (B) = 0.552

This indicates that for every one-unit increase in the digital assessment score, the sustainability score is expected to increase by 0.552 units.

Standard Error = 0.067.

A smaller standard error suggests that the coefficient estimate is reliable.

Standardized Coefficient (Beta) = 0.764.

This standardized value shows that digital assessment scores have a strong positive effect on sustainability benefits.

t-Value = 8.211

A high t-value suggests that the predictor variable (Digital Assessment Score) has a significant impact on sustainability benefits.

Significance (P-Value) = Not shown (assumed < 0.05 based on t-value).
A p-value less than 0.05 would indicate that the relationship is statistically significant, meaning digital assessment tools do contribute to sustainability benefits.

Model Summery

Model	R	R-Squared	Adjusted R-Squared	Std. Error of Estimate	Sig. (P-Value)
Regression	0.764281	0.584126	0.584126	0.067171	1.06E-10

This table provides key statistical indicators to evaluate the strength and significance of the regression model used to examine the relationship between Digital Assessment Scores and Sustainability Benefits in Green HRM.

1. R (Correlation Coefficient) = 0.764
This value measures the strength of the relationship between digital assessment tools and sustainability benefits.
Since it is close to 1, it indicates a strong positive correlation, meaning higher digital assessment scores are associated with higher sustainability benefits.

2. R-Squared (Coefficient of Determination) = 0.584
This value shows how well the model explains the variation in the dependent variable (sustainability benefits).
58.4% of the variation in sustainability benefits can be explained by digital assessment scores.
While this indicates a substantial influence, other factors may also contribute to sustainability outcomes.

3. Adjusted R-Squared = 0.584
Since there is only one independent variable, R-Squared and Adjusted R-Squared are the same in this case.
In models with multiple predictors, Adjusted R-Squared accounts for the number of variables to prevent overestimation.

4. Standard Error of Estimate = 0.067
This measures the average deviation of actual sustainability scores from the predicted values.
A smaller value suggests that the model's predictions are fairly precise.

5. Significance (P-Value) = 1.06×10^{-10}
This is extremely low (much less than 0.05), confirming that the regression model is highly significant.
It strongly indicates that the relationship between digital assessment tools and sustainability benefits is not due to random chance.

The model effectively explains the relationship between digital assessment tools and sustainability benefits. The strong R value (0.764) and highly significant P-value suggest that digital assessment tools positively and significantly impact sustainability outcomes in Green HRM. Therefore, the null hypothesis, supporting the idea that digital assessment tools do contribute to long-term sustainability, can be rejected.

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig. (P-Value)
Regression	1273.381	1	1273.381	67.41952	1.06E-10
Residual	906.5964	48	18.88742	-	-
Total	2179.978	49	-	-	-

The Analysis of Variance (ANOVA) table helps assess how well the regression model explains the variation in sustainability benefits based on digital assessment scores. It divides the total variation into two components: Regression (variation explained by the model) and Residual (unexplained variation).

1. Regression Row (Explained Variation)
Sum of Squares = 1273.381.
This represents the variation in sustainability benefits that is explained by digital assessment scores.
Degrees of Freedom (df) = 1.
Since we have one independent variable, the regression degrees of freedom is 1.

Mean Square = 1273.381.
Mean Square is obtained by dividing the Regression Sum of Squares by its degrees of freedom (1273.381 / 1).
F-Statistic = 67.42.
This value tests whether the model explains a significant amount of variance compared to the residual error.

A high F-value (67.42) suggests that the predictor variable significantly contributes to explaining sustainability benefits.
Significance (P-Value) = 1.06×10^{-10}
This is extremely small (well below 0.05), confirming that the model is statistically significant.

2. Residual Row (Unexplained Variation)
Sum of Squares = 906.596.
This represents the portion of variability in sustainability benefits not explained by digital assessment scores.
Degrees of Freedom (df) = 48.
Since we have 50 total observations and used one independent variable, the residual degrees of freedom is n - 2 = 50 - 2 = 48.
Mean Square = 18.887.
This is the average unexplained variance in the model (906.596 / 48).

3. Total Row (Overall Variation in the Data)
Sum of Squares = 2179.978.
This is the total variation in sustainability benefits across all observations.
Degrees of Freedom (df) = 49.
The total degrees of freedom are n - 1 = 50 - 1 = 49.

Findings

1. Efficiency & Effectiveness: Digital tools in Green HRM significantly improve recruitment efficiency and candidate assessment accuracy compared to traditional methods.
2. Sustainability Impact: Digital assessments reduce paper usage, travel-related emissions, and resource wastage, contributing positively to long-term environmental sustainability.
3. Challenges Identified: Despite benefits, AI-driven recruitment faces issues such as algorithmic bias, fairness concerns, and data privacy risks.
4. Employee Perception: Organizations practicing Green HRM create eco-conscious workplaces, enhancing employee engagement and aligning with global sustainability goals.
5. Statistical Evidence: Regression and ANOVA tests confirmed strong positive correlation between digital assessment tools and sustainable HR outcomes.

Suggestions

1. Ethical AI Implementation: Develop transparent algorithms and regularly audit AI-based assessments to minimize bias and ensure fairness.
2. Data Security Framework: Strengthen privacy measures and comply with data protection regulations to build candidate trust.
3. Hybrid Approach: Combine digital assessments with human judgment to balance objectivity and fairness.
4. Training & Awareness: Provide HR professionals with training on digital tools, AI ethics, and sustainability practices.
5. Continuous Monitoring: Establish KPIs (e.g., paper saved, carbon footprint reduced) to measure the environmental and operational impact of Green HRM initiatives.
6. Industry-Specific Models: Customize digital HRM adoption strategies for different industries to overcome unique implementation barriers.

Conclusion

This research confirms that Green HRM plays an influential role in shaping digital candidate assessment. The integration of eco-friendly HR practices with digital tools delivers twofold benefits: enhanced recruitment efficiency and measurable contributions to sustainability.

By reducing reliance on paper-based processes and lowering the carbon footprint of hiring, organizations are able to align talent acquisition with broader environmental goals.

However, the findings also highlight critical challenges. Ethical concerns such as bias within AI algorithms, data protection, and fairness in candidate evaluation must be carefully addressed for organizations to fully realize the promise of GHRM. Without tackling these issues, the risk of eroding trust in digital assessments remains high.

Overall, the study demonstrates that digital candidate assessment, when embedded within GHRM frameworks, creates a strong foundation for long-term sustainable HR practices. Success in this area requires balancing efficiency and environmental responsibility with ethical safeguards.
By doing so, organizations can establish recruitment systems that are not only technologically advanced but also socially responsible and environmentally conscious.

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