

**CHRIST**

(DEEMED TO BE UNIVERSITY)
BANGALORE | DELHI NCR | PUNE

Notice for the PhD Viva Voce Examination

Ms Divya, Registration Number: 2090108, PhD Scholar at the School of Business and Management, CHRIST (Deemed to be University), will defend her PhD thesis at the public viva-voce examination on Monday, 31 August 2026, at 3.00 pm in Room No. 044, Ground Floor, R&D Block, CHRIST (Deemed to be University), Bengaluru - 560029, Karnataka, India.

Title of the Thesis	:	Green Human Resource Practices and Sustainable Competitive Advantage in Selected Service Industries
Discipline	:	Management
External Examiner - I	:	Dr T Frank Sunil Justus Associate Professor Department of Business Administration Annamalai University Annamalainagar, Chidambaram Cuddalore District - 608002 Tamil Nadu
External Examiner - II	:	Dr Kanupriya Misra Bakhru Associate Professor Jaypee Institute of Information Technology A-10, Sector 62 Noida - 201309 Uttar Pradesh
Supervisor	:	Dr Jain Mathew Professor Department of Management School of Business and, Management CHRIST (Deemed to be University) Bengaluru - 560029 Karnataka

The members of the Research Advisory Committee of the Scholar, the faculty members of the Department and the School, interested experts, and research scholars of all the branches of research are cordially invited to attend this open viva voce examination.

Registrar (Academics)

Place: Bengaluru
Date: 20 August 2026

ABSTRACT

This study examines the impact of Green Human Resource Management (GHRM) practices—specifically Green Recruitment and Selection, Green Training and Development, and Green Rewards and Compensation—on Sustainable Competitive Advantage (SCA) in selected service industries, with Employee Environmental Behavior (EEB) and Green Organizational Culture (GOC) as mediating mechanisms.

Grounded in the Resource-Based View Theory and Ability-Motivation-Opportunity Framework, this study employed a quantitative, cross-sectional design using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS 4.0 and R. Data was collected from 390 line, middle, and senior managers across IT, hospitality, and healthcare sectors in India (130 per sector). All hypotheses were tested using 5,000 bootstrap samples.

Findings confirm that all three GHRM practices significantly and positively influence SCA, explaining 48.6% of its variance ($R^2 = 0.486$). Green Training emerged as the strongest predictor ($\beta = 0.312$), followed by Green Rewards ($\beta = 0.267$) and Green Recruitment ($\beta = 0.234$). Mediation analysis revealed that Employee Environmental Behavior partially mediates GHRM–SCA relationships (VAF: 38.5%–51.3%), while Green Organizational Culture fully mediates these relationships (VAF: 87.7%–94.4%), establishing culture as the dominant mechanism. Significant inter-sector differences were confirmed ($p < 0.001$), proving strong culture-driven outcomes.

The study contributes a validated Green Organizational Culture scale, comparative cross-sector evidence, and a dual-mediation model clarifying the pathways from GHRM to competitive advantage in service organizations.

Keywords: *Green Human Resource Management, Sustainable Competitive Advantage, Employee Environmental Behavior, Green Organizational Culture, Service Industry, PLS-SEM, Resource-Based View*

Publications:

1. **Paul, D., & Mathew, J. (2025).** Using internal resources for transition from temporary to sustained competitive advantage. In M. Silic, M. Luthia, F. Ahmad, & P. Chakraborty (Eds.), *Empowering sustainable performance and competitive advantage in tourism* (pp. 57–88). IGI Global. <https://doi.org/10.4018/979-8-3373-4546-8.ch003>
2. **Divya, & Mathew, J. (2025).** *Green Organisation Culture: A measurement scale* (Indian Patent Application No. 202541021127 A). Office of the Controller General of Patents, Designs and Trade Marks, India.