

GREEN TRAININGS AND REWARDS PRACTICES EFFECT ON ENVIRONMENT SUSTAINABILITY OF CEMENT INDUSTRY IN PAKISTAN

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Abstract

The abstract summarizes a study on the impact of Green Human Resource Management (GHRM) practices on the environmental sustainability of the cement industry in Pakistan. Here's a breakdown of the key points: Global warming has prompted companies to align their HRM practices with environmental sustainability. The belief is that environmentally friendly practices, employee empowerment, and green awareness can benefit businesses. The aim of the study is to analyze the influence of GHRM practices on the environmental sustainability of the cement industry in Pakistan. The study tests two hypotheses:

- Green training and development practices have a significant influence on the environmental sustainability of the cement industry in Pakistan.
- Green rewards management practices have a significant influence on the environmental sustainability of the cement industry in Pakistan.

Variables: The study involves two independent variables: green training and development and green rewards management. The dependent variable is environmental sustainability.

Methodology: The study used statistical analysis tools, specifically SPSS and SmartPLS 3.2.9, to assess both the measurement model and structural model of the research.

Results: Both hypotheses were supported by the data, with statistical significance: - Green training and development (GTD) was found to have a significant positive influence on environmental sustainability (ES). - Green rewards management (GRM) was also found to have a significant positive influence on environmental sustainability (ES).

Conclusion and Implications: The study concludes that in the private sector, employee training and rewards should align with GHRM practices to help achieve environmental sustainability goals. This abstract provides a clear and concise overview of the research study's objectives, methodology, findings, and implications. It underscores the importance of GHRM practices in promoting environmental sustainability within the cement industry in Pakistan and suggests practical implications for organizations.

INTRODUCTION

1.1 Background to the Study

Environment concerns are now globally addressed new environmental standards are developing to fulfill globally environment relevant programs and strategies of industrial business. Agreements on environment sustainability most of the business corporates are practices to manage the climate changes which is main reason in today life more focus on environmentalism. Green Human Resource Management (GHRM) is cluster of human resource practices to optimize the employee's activity on environment sustainability awareness and solution to the issues(Shafaei, Nejati, & Yusoff, 2020). The GHRM polices are practices are globally specific to human resources to promote sustainability in social, economic and environment sustainability. These practices enhance employee's courage to accept any environment relevant issue globally(Shen, Dumont, & Deng, 2018).

Consequently, GHRM goal is increase in employee proficiency in sustainability practices by creating awareness and commitment on sustainability issues. There are basically two mean elements of GHRM which are in focus i.e.:1st one knowledge capita preservation while the 2nd one environment friendly HR practices.

All the firm employees require complete involvement in the environment sustainability for green businesses, whenever the firms realize the requirement of strong social cornices. During corporate social responsibility, the firms' expense on green sense of responsibility which performed by the firm main driver human resource management towards environment sustainability(Yusoff, Nejati, Kee, & Amran, 2020).

Organizations mostly lost their knowledge capital during the hard-economic period because of many reasons one of them is environment sustainability. GHRM practices are initiated and implemented by high skilled technical workers so there is need high skilled managing and technical workers are needed in every business firm. In current scenario firms are setting innovations on environmental initiatives for the firm competitive edge by implementing a cluster of environment concern programs (Yusoff et al., 2020). Environmental innovations are totally dependent on

employee's environment awareness and organizational human resource management practices specifically to environment like recruitment and selection, appraisal and performance system and training of the workers. GHRM practices are found with environment friendly culture of human capital to promote this culture there is special need on green line of entering to exiting of the employee in the firms(Saeed et al., 2019). These practices start from hiring of pro-environment employee's, training, competency of employee's for environmental technologies and universe friendly environment, providing rewards and incentives who practices environment management programs. However, till date there is a huge gape in the field of green human resource management practices and little attention have been paid towards effectiveness of GHRM practices in environment management system(Likhitkar & Verma, 2017).

Aim of the study:

Aim of the study was to evaluate the relationship of green trainings and development, green rewards management with environment sustainability of cement industry in Pakistan.

Research objectives

- i. Assessment of green training and development practices influence on environmental sustainability of cement industry in Pakistan.
- ii. Positive relationship between green reward management and environmental sustainability of cement industry in Pakistan.

2.0 LITERATURE REVIEW

The GHRM is relatively assumed the modern concept for professional, laymen and academican while most of the people are still unaware from the concept. In 1996 Wehrmeyer first coined the term GHRM in his book, by introducing the GHRM as "Green HRM is the use of HRM policies to promote the sustainable use of resources within organizations and, more generally promotes the causes of environment sustainability" (Shafaei et al., 2020).

There is short evidence in the academic research and literature regarding GHRM practices which is becoming critical factor for environmental issues and sustainability. Environment and sustainability issues must be aligned to HR practices to achieve the organizational environment sustainability and competitive edge. Sustainable performance and green organizational goals are only acquired from adapting green human resource practices. The inclusive Human Resource Management practices like, compensation, training, recruitment, and selection are associated to green practices (Yusoff et al., 2020).

Most of the HR experts and researchers considers human resource management practices are very operative tool for organizational transformation, organizational development, developing human capital, giving competitive edge and sustainability to the industries. To accomplish the organization environment objectives, its mandatory to implement GHRM practices equipping the employees from management and technical skills. Currently researcher claim that there should be innovative environmental techniques implemented in HRM practices which further added into GHRM by green training, recruitment, rewards, and performance management (Saeed et al., 2019).

To implement the green standard strategy in the organization it is mandatory to incorporate green culture in the firm linked to the environment policy. However, the research conducted on the relationship of GHRM practices like green recruitment and selection and performance appraisal on environment sustainability in cement industry of Pakistan. GHRM main goal is to optimize the employee during their work hours interface/ touchpoint to enhance the sustainability, commitments, and awareness regarding environment issues. Besides other jobs it is one of Human resource duty to implement the laws and clear environmental sustainability (Likhitar & Verma, 2017).

2.1 Green training and development management

After recruitment and selection, the human resource management firstly focus on the area of training and development to achieve the

organizational goal. For the purpose activities regarding environmental management practices the organization provide trainings to their employees to be recognize their environment aware employees. Meanwhile environment training also known as green training define as, "provides employees with the needed knowledge about the environmental policy of a company, its practices, and necessary attitudes" (Chaudhary, 2019).

Green training will in general be the best HR practice for supporting environmental administration and is a critical factor in both the improvement of environment mindfulness in workers and the underlying cycle of actualizing natural procedures. Green trainings may build workers' natural exhibition and might incorporate environmental lawful issues, directions for the utilization of new gadgets, and corporate sets of principles (Arulrajah, Opatha, & Nawaratne, 2016)

((Rani & Mishra, 2014)) contend that green trainings fill two needs: (a) showing workers the organization's environmental approach and everyday methodology and (b) changing representatives' perspectives and expanding their environment mindfulness. Green training is currently far and wide practiced publicly and private in certain nations. For example, in the United Kingdom, a CIPD/KPMG study revealed that 42% of associations instruct and train workers in harmless to the ecosystem strategic policies (Rawashdeh, 2018).

2.2 Green rewards Management practices

Rewards work to draw in, hold, and inspire the best representatives while additionally developing the improvement of new information, activities, and capacities to accomplish authoritative objectives. reward are integral assets that can connect hierarchical interests with representatives' inclinations; they can guide representatives' focus toward the main parts of their work and persuade them to apply most extreme exertion (Shah, 2019).

Green rewards are characterized as "the implementation of a system of financial and nonfinancial rewards for employees with a distinct potential to contribute to environmental management" (Mishra, 2017). Several organizations have developed reward systems to incentivize environmental

performance. (Yusliza, Othman, & Jabbour, 2017) contend that financial and nonmonetary rewards are integral assets in supporting environment administration exercises. A CIPD/KPMG study assessed that 8% of firms in the United Kingdom were remunerating green practices with monetary impetuses or acknowledgment (Mwita, 2019).

2.3 Environment Sustainability

Increase in social responsibility towards climate change and environmental pressure also impact on organizations to priorities the environmental sustainability practices due to social pressure and new regulatory. Firms administrators provide more attention to environment sustainability which protruding gained sustainability as organizations goal (Yusoff et al., 2020).

According to (Likhitkar & Verma, 2017) the triple bottom line principle the sustainability has three basic pillars i.e., social, environment, economic which together or alone presents sustainability. Defining economic sustainability as firms continuously provide goods and services which have major role to provide financial gain to the firm. Second pillar of the sustainability is firm environment sustainability

by utilizing the natural resources for the purpose of integrational equity and innovative economical production. However, the third pillar social sustainability emphasis on the employees' health related issues, poverty, inequality in income and education to satisfy them for optimum work in the firm (Shen et al., 2018).

Environment sustainability promotes organizational practices develops an environment which not only have economic importance also without affecting future needs sustains current situation. Environment sustainability develop innovation to preserve the future availability of resources, however management of employees who are known by their green practices found critical for firm's sustainability (Shen et al., 2018).

2.4 Hypothesis Development

H 1: Green training and development practice have significant influence on environmental sustainability of cement industry in Pakistan.

H 2: Green reward management practice have significant influence on environmental sustainability of cement industry in Pakistan.

2.5 conceptual Framework

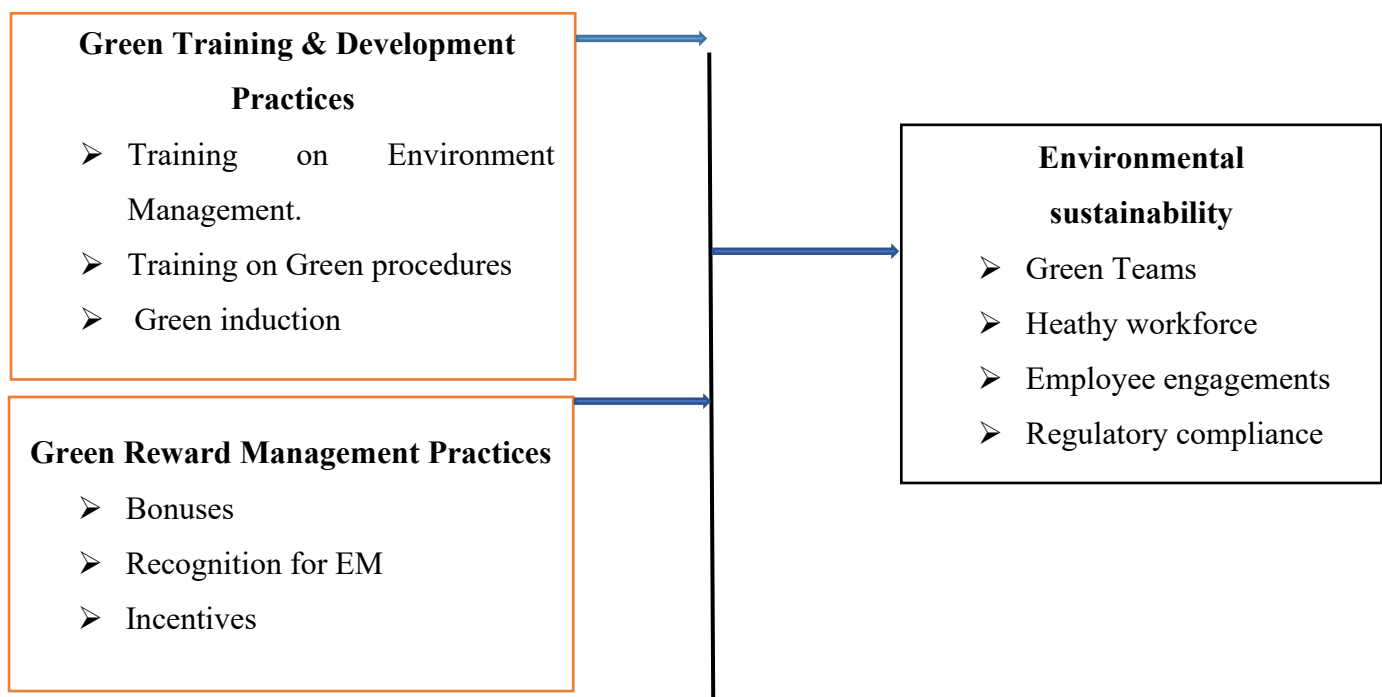


Figure.1 Conceptual Framework (Hamayun, Khan, & Adil, 2020)

3.0 METHODOLOGY

3.1 Research Design

It was analyzed that how green performance management and recruitment encourage environmental sustainability in cement industry, survey design was the best option for relationship analysis between dependent and independent analysis, five Likert questionnaires is considered the basic option (Masri & Jaaron, 2017; Shen et al., 2018).

3.2 Research paradigm

This study used the positivist research paradigm by setting up the hypotheses based on the existing theories. The hypotheses were systematically analyzed through statistical and quantities methods, confirming the proposed objectives. The choice of a positivist approach was justified on the basis that the study was

$$\text{Sample size} = \frac{N}{1 + N e^2} = \frac{300}{1 + 300 (0.09)^2} = 87.46 \dots \dots \text{Equation 3.1 (Alzgool, 2019)}$$

3.4 Data Analysis

Demographic and respondents were basically analyzed through statistical software SPSS 26 through which the items five Likert response showcased. Both descriptive measurements and inferential perceptions were administrated in tables. This was finished by measuring the percentages, mean and standard deviation which helped with the speculation of results.

guided by theories from which specific hypotheses were drawn up that led to gathering of facts that provided the basis for subsequent hypothesis testing (Bombiak, 2019).

3.3 Sampling technique

The study adopted three stages sampling technique; cement industry was selected in 1st stage. The 2nd stage was selection of five cement industry who possess command on environment management. The managerial cadre top, middle and lower managers were selected in 3rd stage to response on the survey, questionnaire was distributed to respondents who are employees in the selected five cement industries (Shafaei et al., 2020). The target population was 300, management employees of the 12 cement industries.

Construct model and structural model were used, the measurement model was used for the reliability and validity analysis while the structural model was conducted to analyze the relationship of independent variables with dependent variable (Hamayun et al., 2020; Hameed, Khan, Islam, Sheikh, & Naeem, 2020).

4.0 Results

Response Rate

Table 1: Response Rate

Respondents	Expected Number		Response
	of Respondents	Total (N)	Rate (%)
Top level management	12	10	83
Middle level management	22	20	90
Line managers/ supervisors	54	48	88
Total	88	78	

The findings in Table 4.1, indicates that the study involved 78 (88.6%) respondents

from the five cement industries. Thirty-four (78) out of 88 respond to the administered

questionnaires were received. A total of 12 questionnaires were administered to top level managers and 10 were returned representing 83% response rate. Another 22 questionnaires were issued to middle level managers and 20 were returned which represented 90 percent. This level of response rate from the top and middle level managers was ascribed to the way that the respondents announced that they had very bustling timetables and could not make time to react to the polls. Some of them notwithstanding, guaranteed that they would make time to react yet even after rehashed updates by the scientist they neglected to answer. On the other hand, 54 questionnaires were issued to the line managers and supervisors and 48 were returned representing 88 % (Arulrajah et al., 2016).

This good response was attributed to the fact that most line managers had time to

read through the questionnaires and respond even though there were those who were on leave and therefore could not be available to respond. In general, the good response rate was attributed to the strategies the researcher used which included making follow up calls to the organization. The researcher also had to establish contact persons in most of the organizations and this assisted as the contact persons ensured that the questionnaires were filled. Another strategy used was personal visits made to the organizations by the researcher and sending of emails as reminders to the organizations (Rani & Mishra, 2014).

4.2 Pilot Testing Results

Individual items in the instrument measuring a single construct gave highly correlated results with an average of 0.754. The analysis is revealed in Table 2.

Table 2: Reliability Coefficients

Variables	No of Test Items	α – value
Green recruitment practice	5	0.819
Green training and development practice	3	0.715
Green reward and compensation practice	3	0.711
Green performance management practice	6	0.749
Environmental sustainability	10	0.777
Average		0.754

4.2 Measurement model

New updated 2nd generation statistical software SmartPLS 3.2.9 was used for the measurement model, this model for data set construction especially for non-normal of partial least squares (PLS). This research work was composed of survey type data which is non-normal in nature and this technique was more accurate for analysis. For measurement model analysis we used two orders factor analysis, the first order factors consist of composite reliability (CR), Conbach's Alpha and average

variance extracted (AVE) for both reliability and validity (Hamayun et al., 2020).

The Conbach's Alpha in Table 2 shows that the constructs are ranging from 0.653 to 0.987 which means that all the constructs are valid and reliable. The AVE values are mostly higher the 0.5 and the construct reliability are mostly greater the 0.702 thresh hold (Masri & Jaaron, 2017). Following 1st order factors, the 2nd order factors was analyzed for discriminant validity test which shows .85 threshold passed the HTMT criterion (Shah Ridwan Chowdhury & Asaduzzaman, 2017).

Table 3 Reliability and validity

Constructs	Cronbach's Alpha	rho_A	CR	AVE
Environment sustainability	0.987	0.924	0.743	0.828
Green Trainings and Development	0.787	0.812	0.905	0.610
Green Rewards Management	0.653	0.742	0.789	0.723

*Rh= Reliability measure, CR = Composite Reliability; AVE** = Average Variance Extracted

Table 4 Discriminant validity (HTMT criterion)

Constructs	ES	GTD	GRM
Environment sustainability	0.821		
Green Trainings and Development	0.865	0.809	
Green Rewards Management	0.750	0.701	0.854

ES=Environment Sustainability, GTD= green trainings and development, GRM= green rewards management

4.3 Descriptive Results

4.3.1 Descriptive of Green Training and Rewards Management

The descriptive study was conducted on both objectives to determine the influence of green trainings and rewards management on environmental sustainability of cement industry

in Pakistan. (Saeed et al., 2019)The respondents were required to rate various statements on green trainings and rewards management and environmental sustainability utilizing a size of 5-1 (SA=strongly agree, A=Agree, N=Neutral, D=Disagree, SD=Strongly Disagree). The breakthroughs are in Table 4.



Table 5 Descriptive of Green Training and Rewards Management

Constructs	SA	A	N	D	SD	Mean	Std. D
There is training introduced on environmental management & processes/material use.	38.5%	38.5%	19.0%	3.0%	1.0%	3.34	.85
The cement industry conducts environmental management training needs analysis	26.9%	43.6%	21.8%	2.6%	5.1%	1.13	1.02
There is integration of training on instruction and generation of eco-values.	21.8%	60.3%	5.1%	9.0%	3.8%	1.11	.98
There is improvement of abilities and competence of employee in environmental management.	41.0%	23.1%	23.1%	10.3%	2.6%	1.34	1.13
Employees are educated about climate change and other environmental issues.	33.3%	41.0 %	15.4%	7.7%	2.6%	1.65	1.01
The firm has safety representatives who give emerging information on green programs.	30.0%	40%	20%	8.2%	1.8%	2,14	.99
The cement industry conducts job rotation to train managers for the green sustainability	10%	30%	55%	3.3%	1.7%	1.78	1.23
The employees who complete assignments are awarded with extra bonus.	20.6%	41.2%	26.5%	8.8%	2.9%	1.22	1.00
The cement industry acknowledges staffs who are evaluated as environmental champs	20.6%	44.1%	23.5%	8.8%	2.9%	2.40	1.00.
The firm issue unusual leave and vacations to workforce who are environmental champs	8.8%	29.4%	44.1%	8.8%	8.8%	2.36	1.03
Cement industry administration selects to convert their compensation package to imitate their environmental goals	23.5%	41.2%	26.5%	5.9%	2.9%	2.81	0.98
There is form of agenda litness in the form of reward	35.3%	35.3%	26.5%	2.9%	0.00%	1.25	0.86
Staffs who resolve environmental matters acquire waged time off	8.8%	35.3%	29.4%	14.7%	11.8%	1.21	1.15
Reward expands firm determination to device sustainable practices.	29.4%	35.3 %	26.5%	5.9%	2.9%	1.27	1.02
Workforce acknowledgement is used as a form of reward in the firm	23.5%	41.2%	23.5%	8.8%	2.9%	2.20	1.02

N=78, SA=strongly agree, A=Agree, N=Neutral, D=Disagree, SD=Strongly Disagree S.D=Standard Deviation

This means that the cement industry has policy to guide in the implementation of GHRM practices in various departments. The average mean of **1.66** indicated that majority of the respondents agreed that green trainings and rewards practices influenced environmental sustainability in cement industry of Pakistan. (Likhitar & Verma, 2017)The distribution of respondents following mean of the study,

standard deviation explains how respondents are normally responds to the item. Standard deviation in Likert questionnaire explains that how respondents observed each item with respect to the mean. A standard if the value of standard deviation was lesser than 1 it shows that response do not have any effect however the response is more than one shows that response is accurately distributed. From the

findings, the standard deviations of the items are in the range of .85 and 1.13. This indicates that the responses to the items were not deviating from the mean and an average of 1.02 for all statements on green trainings and rewards management practices signifies the moderate responses are distributed. The research pursued to identify whether use of green trainings and rewards have an influence on environmental sustainability. The findings showed that majority of the respondents agreed that the use of green trainings and developments has an influence on environmental sustainability (Shafaei et al., 2020).

4.4 Structural model/Hypothesis Testing

Bootstrapping path analysis with 5000 sample rate was run for structural model, the values like p value, bootstrapped confidence interval and t values were analyzed for hypothesis testing. There are two hypotheses for environment sustainability were tested, presented in Table 6 both hypothesis show significance level i.e., green trainings and development GTD>ES ($\beta = .325$, $t = 3.213$, $p < .004$) with f^2 of .035 and rewards management GRM>ES ($\beta = .285$, $t = 3.579$, $p <$

.003) with f^2 of .025 were significant (Jain & D'lima, 2018). As both hypotheses showed significance on 0.05 confidence interval, so we support the hypothesis; H1 green training and development have significant impact on environment sustainability of firm, H2 green rewards management have significant impact on environment sustainability. Environment sustainability was dependent variable which show 34.3% of the variance whom R^2 was .343 indicated that how much this model usefully constructs. As R^2 varies with area of research in case of GHRM practices R^2 value must be high, but environment sustainability can be influenced by other than GHRM practices factors. Blindfolding procedure was analyzed for the predictive relevance Q^2 value .46 was obtained from the omission distance of 8, the result is greater than 0 confirm the predictive relevance model. Furthermore, SRMR value in PLS-SEM is considered for the model fit (Shafaei et al., 2020) were estimated. The value for SRMT which is lower than 0.08 is acceptable for PLS-SEM (Shen et al., 2018). The results shown SRMR model fit values of 0.045 and 0.06 for Saturated and Estimated model, respectively.

Table 6 Hypothesis testing

Hypothesis	Relationship	Std beta	Std error	t value	p value	f^2
H1	GTD>ES	.325	0.116	3.213	0.004	0.035
H2	GRM>ES	.285	0.110	3.579	0.003	0.025
ES	GTD>ES $\Leftrightarrow$ GRM>ES	.312	0.201	3.861	0.003	

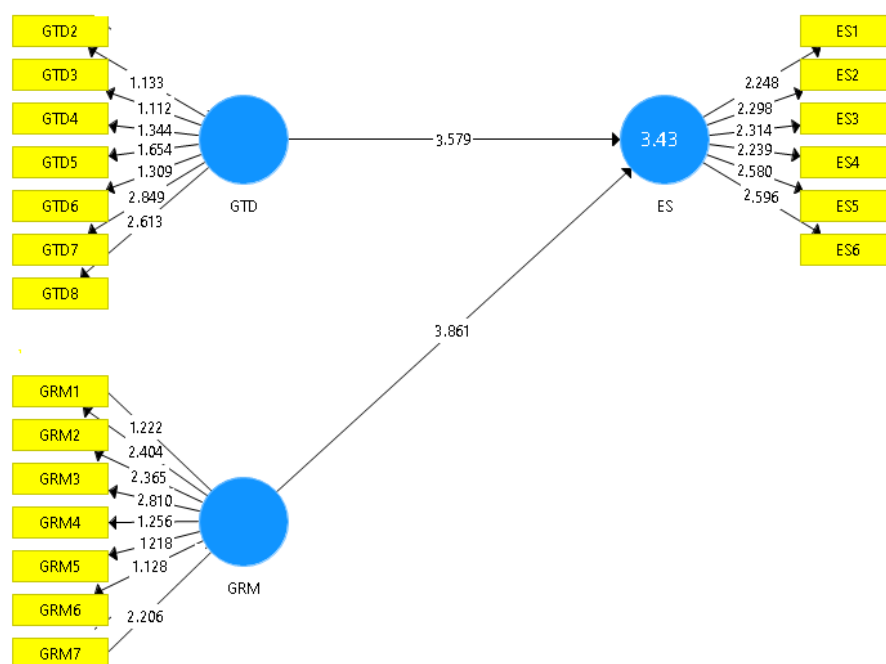


Figure 1 Structural Equation modeling (bootstrapping)

5.0 Discussion

According to RBV theory about green HRM practices this theory was also hypothesized that GHRM practices such as green training and development, green rewards management would have positive relationship with environment sustainability. In this research both hypothesis (green training and development and green rewards management) found statistically significant relationship with environment sustainability (Sharma & Gupta, 2015). These results indicate that employee training and development have strong relation with environment sustainability. Similar study was conducted by (Yong et al., 2020) which shows positive relationship of trainings and development on environment sustainability. Apparently, the green training and development can promote awareness in employees regarding environment, motivate employees about environment innovation, create knowledge about environment, commitment towards environment concerns, which ultimately promotes environment performance. Practicing green training and

development teams are stimulated to invent methods to reduce energy and paper consumption and decrease in the use of environment destructive supplies in their goods, focus on the production workforce working in manufacturing industry. Realizing the training need about environmental practices there is training need analysis conducted from the cement industry. Most of the employees are agreed on the integration of trainings on sustain eco-values which promote employees' abilities and competence in environmental management (Yong et al., 2020). Developing new skills, knowledge, and abilities about global warming and green practices will enhance long term positive impact on environment sustainability. Hence, with continuous green training, companies should be able to improve their economic and environmental performance. Subsequently, with persistent green training and development, organizations ought to have the option to improve their environment and economic performance. Besides, the manufacturing firms are significantly affecting

the climate, and there has been a long-term accentuation on environment sustainability (Likhitar & Verma, 2017). Moreover, this relationship proposes that green trainings can assist organizations with procuring and create representatives who can more likely ensure the sustain environment just as society. Furthermore, green training and development that furnishes workforce with environment knowledge builds the environment consciousness of workers and puts an accentuation on their well-being; this thus will in general risk reduction to the overall population and accordingly adds to the long-term social advantage of both internal employees and outside environment (Rani & Mishra, 2014). The second hypothesis green awards management analysis indicated that cement industry has significant implications on environment sustainability. Among GHRM practices, green reward management is designed in the firms to stimulate staff's encouragement parallel both in performance management and environmental management, which directly affect the environment sustainability of the firms (Jyoti, 2019). (Sharma & Gupta, 2015) conducted the same study in which they reported positive impact of green reward management practices on the environment sustainability. Acknowledgment of the firm employees who accomplish the environment relevant assignments with extra bonus motivate the workforce to ensure more green practices in the firm. In this case although employee focus only rewards in the form of extra bonus extra but it directly promotes environment sustainability (Saeed et al., 2019). Among the item from green rewards management is unusual leaves awarded to employee in the account of employee green practices promote sustainability? Most of the respondents disagree with this practice means there is no significance relation. If the firms, select their compensation packages accordingly to green goal and objectives every employee will try to achieve such goals which ultimately achieve the firm green sustainability target. If staff is conscious about environment matters and practicing resolving the long-term environment issues in return organization award them with wage off promotes environment sustainability (Likhitar & Verma, 2017).

5.1 Limitations of the study

There are some limitations observed like framework of the research must be extended including many variables, outcomes after sustainability. Second respondent from non-managerial positions should be selected because response from managerial positions is some extend looking biased. Most of the respondents reply with agree showing that they replied on self-assessment basis and keeping their industry by name to green environment. Due to shortage of time frame the study was limited to industries who already doing green sustainability practices.

5.2 Future perspective

Future work in the field GHRM may performed to extend the GHRM practices selecting on firm or analysis of four basic human resource by extending the target population and firms. The second perspective increase in time frame of research also through longitudinal level through comparison of different private/ government organizations.

6.0 Conclusion

Globally focus on environment issues, new environmental laws and natural resources depletion insured firms to develop environmental sustainability strategy. Currently public and private firms paying more attention towards environment sustainability innovations like GHRM to remain competitive edge in global market. Implementation of GHRM practices function Human resource department which develop strategic planning like value creation, cost reduction and environment friendly strategies for sustainability.

Following RBV theory on environment sustainability the current research was conducted to analyze the impact and relationship of GHRM practices (i.e., green training and development, green rewards management) on environment sustainability also fill the research gap in the literature. Based on the above-mentioned arguments, research conclusions disclosed that both green training and development, green rewards management) practices found leading to environment sustainability. The study suggests that, HR managers should adopt green training and development programs for the employees

giving rewards and compensations should implement in the firm to secure the environment sustainability policy.

Besides limitation of the current study the authors are hopeful the private firms in Pakistan will merit further research in the field of GHRM. This small contribution is just providing a model to achieve the environmentally sustainable goal; hence the researcher highly recommends GHRM practices with further research in the field.

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