

Original Research Article

Influence of Green Human Resource Practices on Environment Sustainability of Cement Industry in Pakistan

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Abstract

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Global warming aligns firms green human resource management (HRM) practices, categories with environmental sustainability. Researchers believes that environment friendly practices, employees' empowerment, awareness towards green environment promotes firms' businesses. Aim of the current study is analysis of the GHRM practices on environment sustainability of cement industry in Pakistan. The first hypothesis was Green recruitment and selection practice have significant influence on environmental sustainability of cement industry in Pakistan. The second hypothesis was green performance management practice have significant influence on environmental sustainability of cement industry in Pakistan. There were two independent variables (green recruitment and selection and green performance management and appraisal) one dependent variable environment sustainability were tested. SPSS and 2nd generation statistical software Smart PLS 3.2.9 were used for the measurement model and structural model. Both hypotheses show significance level i.e., green recruitment and selection $GRaS>ES$ ($\beta = .235$, $t = 2.385$, $p < .003$) with f^2 of .035 and green performance appraisal $GPA>ES$ ($\beta = .258$, $t = 3.345$, $p < .002$) with f^2 of .025 were significant. The current study suggests that employees' recruitments and appraisals in private sector should be performed on the GHRM practices to achieve the environment sustainable goals.

Keywords: Environment sustainability, Green Human Resource, Performance, Recruitment

INTRODUCTION

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 corporate 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 and 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 et al., 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 and 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 and Verma, 2017).

Aim of the study

Aim of the study was to evaluate the relationship between green human resource management practices and environment sustainability of cement industry in Pakistan.

Research objectives

- i. Assessment of green recruitment and selection practices influence on environmental sustainability of cement industry in Pakistan.
- ii. Positive relationship between green performance and appraisal and environmental sustainability of cement industry in Pakistan.

Literature Review

The GHRM is relatively assumed the modern concept for professional, laymen and academician 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/ touch point 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 (Likhitkar and Verma, 2017).

Green recruitment and selection

Human resource faces the most common challenge is hiring highly professional and skilled employees who sustain globally the challenging environment. Multinational firms are pestering themselves as environment compliance to attract the new talented and skilled employees who are practitioners to environment sustainability also understanding and knowledge on green practices (Hamayun et al., 2020). However, on the other side, job seeker to equip their knowledge, skills,

and ability according international environment standards to tag as green employee. Most of the employee prefer to be work in an organization who have merit on environment issue considering green environment as a social responsibility. Globally increase in environment concerns not only changed recruiters' minds, but job seeker also as well joining decisions for seeking the organization who have good reputation in environment protection and policies (Likhitkar and Verma, 2017). Green recruitment of employees through green recruitment process for employee's selection and scrutiny process may affected the organizational environment performance. The organizational goal should be clear regarding environmental performance which can only be possible by GHRM practices (Shah and Asaduzzaman, 2017).

Green performance management and appraisal

Human resource management practice of performance management and appraisal function to asses' salaries, evaluation of salaries. They also evaluate employee's performance by identifying their strengths and weaknesses, performance feedback to enhance employee business work and firm growth through performance and transformational process. Employees performance ability frat when there is leak in the formal performance assessment process which slows the organization growth. To explore the knowledge capital and their efforts it should be fully developed performance assessment system in the firm (Shah and Asaduzzaman, 2017).

According to GHRM perception, green performance management and appraisals that "the appraisal and registration of employees' environmental performance throughout their careers in a company and provides them with feedback about their performance to prevent undesirable attitudes or reinforce exemplary behaviour" (Yusoff et al., 2020). The companies who possess certification on ISO 14001 practices in real they set environmental goals, evaluating employee's performance towards addressing the environmental concerns and how they contribute to resolve the issues.

If firms implement an effective performance assessment not only promotes firm's environment also gives feedback to employees that how to constant environment improvements. The firms who goal regarding environmental innovation and remedies for pollution control have good environment policies have great impact from performance appraisal (Hamayun et al., 2020).

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 and 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).

Hypothesis Development

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

H 2: Green performance management and appraisal practice have significant influence on environmental sustainability of cement industry in Pakistan (Figure 1)

MATERIALS AND METHODS

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 and Jaaron, 2017; Shen et al., 2018).

Research paradigm

This study used the positivist research paradigm by setting up the hypotheses based on the existing theories.

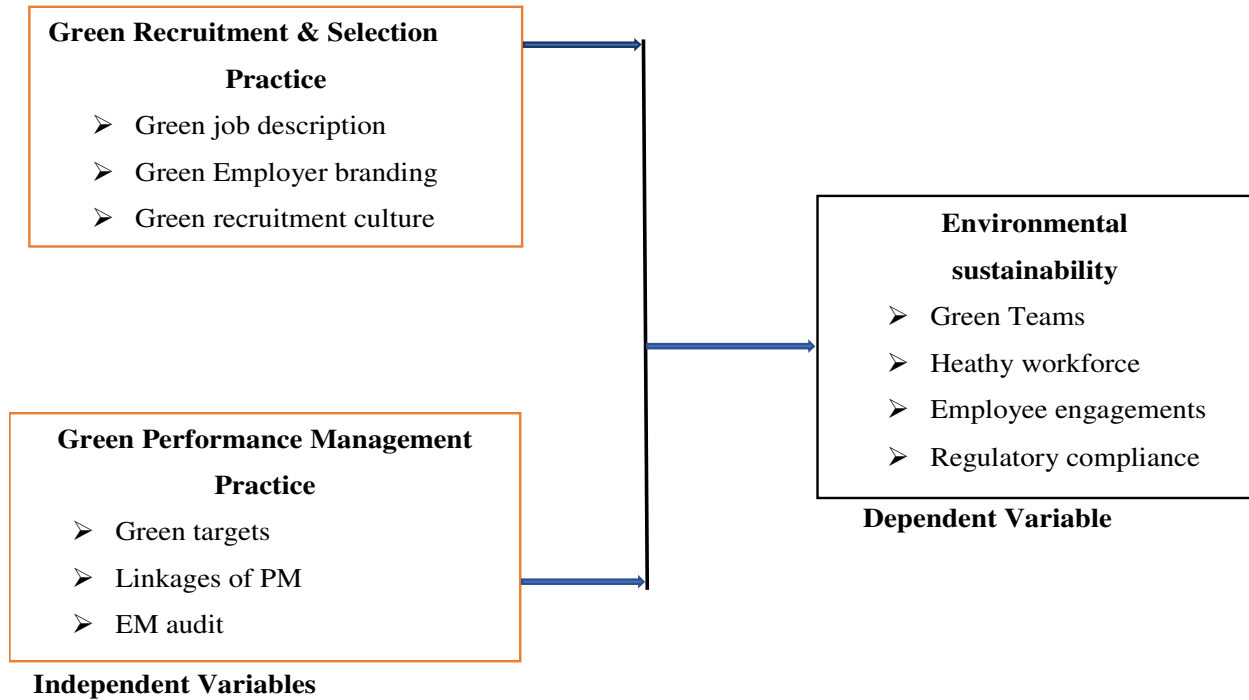


Figure 1. Conceptual Framework (Hamayun et al., 2020)

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 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).

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.

$$\text{Sample size} = \frac{N}{1 + N e^2} + \frac{300}{300 (0.09)^2} = 87.46$$

..... Equation 3.1 (Alzgoool, 2019)

The sample size was 78 respondents: 10 top level management, 20 middle level management and 48 Supervisors/ line managers from five cement industry in

Pakistan. Proportionate distribution was used to get the respondents from the five cement industries. As sample size became 88, when five environment concern industries selected sample size reduced due to 78 respondents 10 of them never responded (Likhitkar and Verma, 2017).

Data Analysis

Demographic and respondents were basically analyzed through statistical software SPSS 26 through which the items five Likert response showcased. Both descriptive statistics and inferential statistics was conducted. This was done by computing the percentages, mean and standard deviation which assisted with the generalization of results. 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 et al., 2020).

RESULTS

Demographic Data

The findings revealed that 71.8% of the respondents were male while the remaining 28.2% were female. The

Table 1. Demographic Presentation of respondents

	Respondents	Frequency	Percentage
Gender	Male	56	71.8
	Female	22	28.2
	Total	78	100
Level of Education			
	Diploma	10	12.8
	Bachelors	31	39.7
	Masters	34	43.6
	PhD	3	3.8
	Total	34	100
Employment Duration			
	0 to 3 years	16	20.5
	3 to 5 years	21	26.9
	Over 5 years	41	52.6
	Total	34	100

Table 2. Reliability and validity

Constructs	Cronbach's Alpha	rho_ACRAVE			
Environment sustainability	0.907	0.910	0.931	0.728	
Green Recruitment and Selection	0.805	0.812	0.805	0.510	
Green Performance Management and Appraisal	0.868	0.932	0.889	0.623	

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

findings indicated patriarchal respondents; however, gender diversity can enhance the environmental sustainability. The low number of female respondents was because Pakistan is an Islamic republic country in Islamic countries the economy always run by male in private sectors. Gender distribution is presented in Table1.

The research findings of the education level revealed that 43% of the respondents were found to be master's degree holders. This is attributed to the fact that cement industry requires master's degree qualification for managerial positions in Pakistan. Bachelors were 39.7 % because they were appointed when bachelor's degree was considered for higher managerial positions or they are fresh appointments. The diploma holders were 12.8% holds line managerial/ supervision positions because of their practical and technical skill. PhD degree with the least with 3.8% and this is attributed to the fact that those employees who advance their education to this level prefer to teach at institutions of higher learning as compared to working in the office.

The respondents were required to state the number of years they had worked with the cement industry. The findings indicated that 52.6% of the respondents had worked for over 5years. A further, 26.9% worked for between 3 to 5years while 20.5% had worked for less than 3years. According to most cement industry interviewed over 5 years of work experience was

considered adequate for an employee to be considered informative on the study. The findings also indicated that employees stay in employment for long periods within cement industry and therefore a good indication that corporations have high employee retention.

Measurement model

New updated 2nd generation statistical software Smart PLS 3.2.9 was used for the measurement model, this model for data set construction specially 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 0.80 to 0.86 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 0.80 threshold (Masri and Jaaron, 2017). Following 1st order factors, the 2nd order factors was analyzed for discriminant validity test which shows .95 threshold passed the HTMT criterion (Shah and Asaduzzaman, 2017).

Table 3. Discriminant validity (HTMT criterion)

Constructs	ES	GRaS	GPA
Environment sustainability	0.821		
Green Recruitment and Selection	0.765	0.909	
Green Performance Management and Appraisal	0.650	0.801	0.954

ES = Environment Sustainability, GRaS = green recruitment and selection, GPA = green performance

Table 4. Green Recruitment and selection Practices and Environmental Sustainability

	SA	A	N	D	SD	Mean	Std. Deviation
Does your employment industry possess green job descriptions.?	17.9%	42.3%	25.6%	11.5%	2.6%	2.38	.99
Only green aware employees are recruited in cement industry	20.5%	37.2%	26.9%	11.5%	3.8%	2.41	1.06
Green aware employees are labelled	35.9%	35.9%	15.4 %	9.0%	3.8%	2.09	1.10
The cement industry has familiarized green features to the orientation method							

Descriptive Results

Green Recruitment and selection Practice and Environmental Sustainability

The first objective of the study was to determine the influence of green recruitment and selection on environmental sustainability of cement industry in Pakistan (Saeed et al., 2019). The respondents were required to rate various statements on green recruitment and selection and environmental sustainability using a scale of 5-1 (SA=strongly agree, A=Agree, N=Neutral, D=Disagree, SD=Strongly Disagree). The findings are in Table 4.

This means that the cement industry has policy to guide in the implementation of GHRM practices in various departments. The average mean of 2.27 indicated that majority of the respondents agreed that green recruitment and selection practices influenced environmental sustainability in cement industry of Pakistan (Likhitkar and 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 .95 and 1.16. This indicates that the responses to the items were not deviating from the mean and an average of 1.04 for all statements on green recruitment and selection management practices signifies the moderate responses are distributed. The research pursued to identify whether use of green recruitment and selection have an influence on

environmental sustainability. The findings showed that majority of the respondents agreed that the use of green recruitment and selection has an influence on environmental sustainability (Shafaei et al., 2020).

Green Performance Management and appraisal practices and environmental Sustainability

The result outcomes evaluate impact of green performance management and appraisal practices on environmental sustainability. The researcher further explored whether the organizations incorporated green performance management and appraisal practices with HRM policies, ways of incorporating green performance management practices in HRM and aspects of green performance management practices on environmental sustainability. Analysis of whether the organizations incorporated green performance management practice in HRM policies and practices revealed that there was incorporation of green performance management practices in HRM policies and practices (Jyoti, 2019). The results structure indicated in Table 5.

The average mean of 2.11 indicated that green performance management practice influenced environmental sustainability to a greater extent and respondents agree that it influenced environmental sustainability. A standard deviation of more than 1 shows that the responses are moderately distributed, while less than 1 indicates that there is no agreement on the responses obtained. An average standard deviation of 1.00 for all statements on performance management practice indicates that the responses are moderately distributed. The findings indicated that majority of the respondents suggested that it could be done through setting of green performance targets for every employee

Table 4. Green Recruitment and selection Practices and Environmental Sustainability

	SA	A	N	D	SD	Mean	Std. Deviation
Does your employment industry possess green job descriptions.?	17.9%	42.3%	25.6%	11.5%	2.6%	2.38	.99
Only green aware employees are recruited in cement industry	20.5%	37.2%	26.9%	11.5%	3.8%	2.41	1.06
Green aware employees are labelled	35.9%	35.9%	15.4 %	9.0%	3.8%	2.09	1.10
The cement industry has familiarized green features to the orientation method	25.6%	46.2%	24.4%	3.8%	0.0%	2.10	.92
During recruitment process those job-seekers are encouraged who aware about green environment	26.9%	37.2%	17.9%	15.4%	2.6%	2.29	1.10
Your firm have full section/ department who handles handle environment issues	32.1%	25.6%	23.1%	16.7%	2.6%	2.32	1.16
There firm possess strategies concerning environmental sustainability	16.7%	47.4%	21.8%	12.8%	1.3%	2.34	.95
Average						2.27	1.04

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

Table 5. Green Performance Management Practice and Environmental Sustainability

	SA	A	N	D	SD	Mean	Std. Deviation
There is incorporation of green performance symbols into performance and appraisals systems.	35.3%	44.1%	11.8%	5.9%	2.9%	1.94	.96
Appropriate communication of green schemes are done to all levels of staff.	23.5%	58.8%	11.8%	2.9%	2.9%	2.07	.95
Managers set green targets, goals and responsibilities	29.4%	44.1%	20.6%	2.9%	2.9%	2.17	.97
Firm has integrated green criteria in appraisals	32.4%	41.2%	23.5%	0.0%	2.9%	2.15	1.04
There are penalties for noncompliance on targets in environmental management	17.6%	29.4%	32.4%	17.6%	2.9%	2.25	1.08
Average						2.11	1.00

N=34, SA=strongly agree, A=Agree, N=Neutral, D=Disagree, SD=Strongly Disagree S.D=Standard Deviation

while some suggested that it could be through documentation of performance policies (Masri and Jaaron, 2017).

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 show significance level i.e., green recruitment and selection GRaS>ES ($\beta = .235$, $t =$

2.385, $p < .003$) with f^2 of .035 and green performance appraisal GPA>ES ($\beta = .258$, $t = 3.345$, $p < .002$) with f^2 of .025 were significant (Jain and D'lima, 2018). As both hypotheses showed significance on 0.05 confidence interval, so we support the hypothesis; H1 green recruitment and selection have significant impact on environment sustainability of firm, H2 green performance and appraisal have significant impact on environment sustainability. Environment sustainability was dependent variable which show 32.2% of the variance whom R^2 was .332 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

Table 6. Hypothesis testing

Hypothesis	Relationship	Std beta	Std error	t value	p value	f ²
H1	GRaS>ES	.235	0.115	2.385	0.003	0.035
H2	GPA>ES	.258	0.20	3.345	0.002	0.025
ES	GRaS>ES ⇔ GPA>ES	.412	0.116	2.05	0.00	

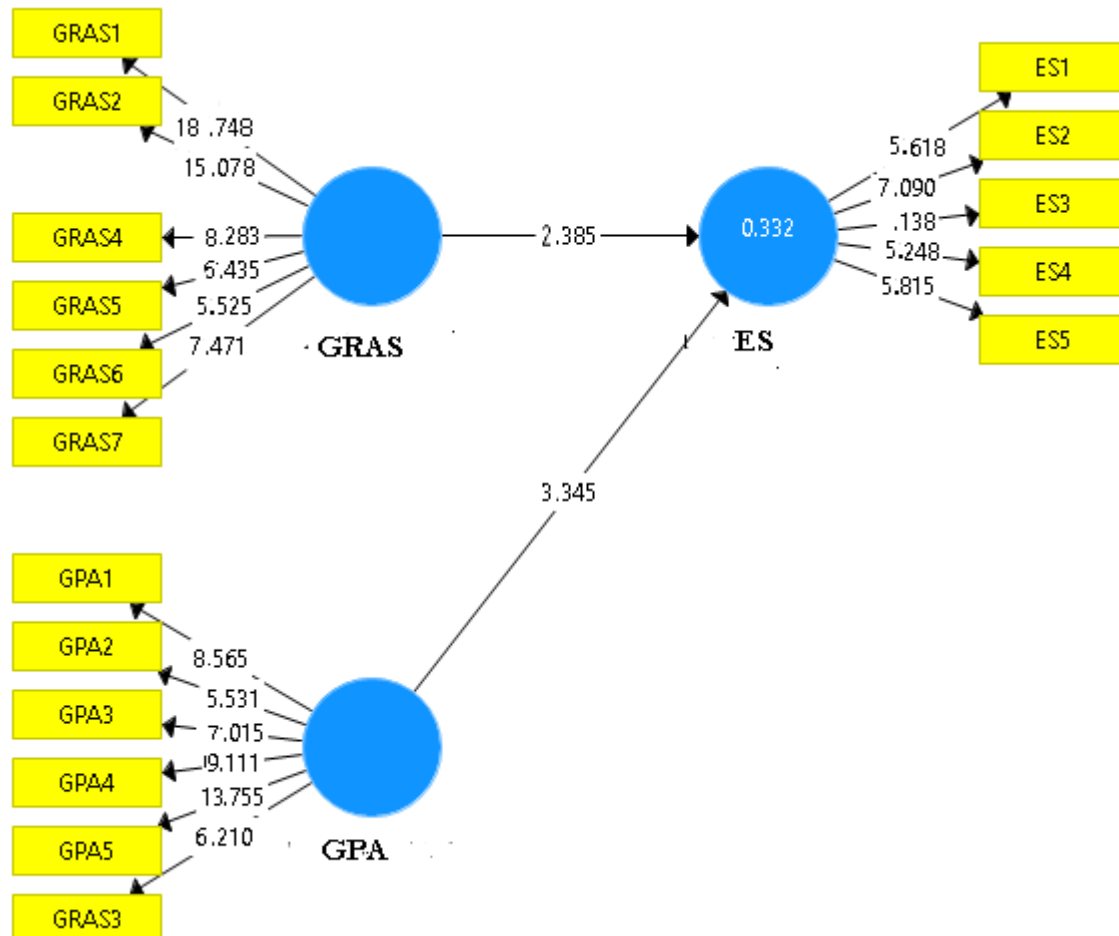


Figure 2. Structural Equation modeling (bootstrapping)

practices factors. Blindfolding procedure was analyzed for the predictive relevance Q² 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 0.061 and 0.035 for Saturated and Estimated model, respectively. Figure 2

DISCUSSION

According to RBV theory about green HRM practices this theory was also hypothesized that GHRM practices such

as green recruitment and selection, green performance appraisal would have positive relationship with environment sustainability. In this research both hypothesis (green performance appraisal and green recruitment and selection) found statistically significant relationship with environment sustainability (Sharma and Gupta, 2015). These results indicate that employee recruitment and selection. Although most of the cement industry comply the environment relevant job description but it is observed that this type of JD only assigned to the employees who working in the environment section or corporate social responsibility section. The respondents were at managerial positions that is why most of them were agree with environment concern job description (Yong et al., 2020).

The employee that aware about sustainable environ-

ment consider as employee branding most of respondents were agree and strongly agree to the phenomenon and statistically it is proved that green branding have positive effect on environment sustainability. Again, lower staff are never having much concern with environment issues being not selected on the bases of environment demerits my affected the firm by losing valuable employee (Mohammadnejad and HajHeidari, 2017). Other items like does cement introduced green induction policy or firm specific department for environment sustainability, there was moderate response. Many private firms claims green recruitment and selection policies with pronounced term of environment sustainability but in practical they never as much serious to this third pillar (Hamayun et al., 2020).

The second hypothesis green performance management and appraisal analysis indicated that cement industry have significant implications on environment sustainability. Most of the private sectors developing strategic goals with proper appraisal and monitoring system while green target , responsibilities are becoming major concern for the firms (Shafaei et al., 2020). Like other private sectors cement industry also green criteria in appraisal with proper green responsibilities. During performance and appraisal system environment relevant KPI,S are also incorporated in performance evaluation system (Alzgoool, 2019; Jain and D'lima, 2018). There was significant relationship between environment sustainability and green performance management and appraisal. Cement industries show that firms evaluate employee performance through green performance metrics. Most of the cement industry comply a non-confirmatory report to the employees who do not follow the environment cleaning rules because the firms practicing ISO 14001 environmental standards (Hameed et al., 2020).

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 relied 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.

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.

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 recruitment and selection, green performance management and appraisal) on environment sustainability also fill the research gap in the literature. Based on the above-mentioned arguments, research conclusions disclosed that both green recruitment and selection and green performance and appraisal) practices found leading to environment sustainability. The study suggests that, HR managers should adopt green recruitment and selection for the new talent hunt a proper green performance and appraisal system 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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