Effects of Green Human Resource Management practices on environmental performance: Evidence from Textile Sector of Emerging Country

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Abstract

This research study explores the impact of Green Human Resource Management practices such as Green Recruitment & Selection, Green Training & Development, Green Employee Empowerment, Green Rewards & Compensation and Green Performance Management on Environmental Performance in context with textile sector. In today's fast moving world where manufacturing and production industries are in vogue, so there is a huge requirement to follow these Green HRM practices to minimize the usage of electricity and power, for the proper utilization of resources and for the sustainability of environment. The data was analyzed by using partial Least Square (PLS) and structural Equation Modeling (SEM) and the discrepancies in relationships were reported. The outcomes of this research study will not only help employees but also help students to study and explore more about Green Human Resource Management activities and their applications in organization for the sustainability of environment. This research will also helpful for the managers or supervisors who can initiates GHRM practices in their firms or workplaces to make the environment green.

Keywords: Green HRM; Environment, Sustainability, Textile sector, developing country, PLS-SEM

Chapter#1
INTRODUCTION

1.1 Introduction:

Green HRM is considered as one of the most important practice to make environment green. Implementation of sustained environment has become the most vital and crucial in shaping firms and organizations image and competitive advantage (Sushma Rani, K Mishra2 (11), 2014). (M Alzgool 2019) stated that most of the Organizations have realized and arranged training and workshops to engage and developed their employees towards reducing waste, reuse old things and proper utilization of resources with minimal usage of power and electricity. (Janna Arney, Irma S Jones, Angela Wolf 2012) stated that Green HRM also leads towards paperless environment and its importance in green business. Thus, many researchers have conducted their research study on (GHRM) to provide proper awareness about the necessity of sustainable environment to employees. Researchers also encouraged employees towards developing green behaviors. (Reza Salehzadeh, Ali Safari, Samaneh Abolghasemian, Razieh Panahi, 2018). Likewise the interest of researchers and scholars has been increasing towards employees green behaviors and GHRM. (Sohail Akhtar, Qaisar Iqbal, Shahid Khan, Siti Hasnah Hassan, 2018). Going green has been becoming an essential and attractive for several companies and fields among several business strategies.

Similarly, Green Training and development is now introduced in firms to provide awareness to employees towards sustainable environment.(Mohammad Safdaar Sial, Linghui Kong, Zhihui Li, Malik Zia-Ud-Din,NaveedAhmad,DanielBadulescuandMarianaSehleanu,1499,2021).Thus, these trainings can make employees to gain awareness of pro environmental behaviors and practices. Furthermore, green Training is crucial on developing and nurturing the green culture and consciousness in an organization (Jacob Cherian, Jolly Jacob, 2012).

Aside from Green training and development, there is another key element that is Green Performance Management in GHRM practices that refers to employees' green behaviors and their performances. It makes the employees able to get timely feedbacks on their pro-environmental behaviors. (Ikram Ullah Khan, Tahir Islam, Zaryab Sheikh, Zahid Hameed, Rana Muhammad Naeem, 2020). This performance management system evaluates resource usage, power consumption and wastage. Many researchers stated that providing timely feedbacks and evaluation on employee's pro-environmental performance can analeptic their keen engagement and interests in green behaviors (Omar Mohammed Ali Ababneh, 2021).

Furthermore, Green rewards and compensation is also most followed GHRM practices that has specifically designed to give rewards to employees on the account of their green behaviors and to encourage them to become more conscious (Jacob Cherian, Jolly Jacob, 2012). This system directly linked with employee's pro-green environmental behavior. Rewarding employees in Green Information Technology initiates a positive linkage towards eco-friendly behavior of IT.

In spite of the fact that, the part of green selection and recruitment (GRS) has been extensively recognized as crucial element of GHRM, there is no any study that has ever depict the territory of Green Recruitment &Selection and literature is reviewed (Do Dieu Thu Pham, Pascal Paillie, 2020). The Green Recruitment &Selection (GRS) has been considered as the foremost module in Green Human Resource Management activities (Ahmand, 2015). The Green recognition of the candidates is the primary facet of GRS, and engages

Elements of personality that makes organization able to achieve environmental goals, such as green conscientiousness, consciousness and the agreeableness of candidates (Tang.etal,2018; Raza et al., 2021).

Apart from these all variables, Green Employee Empowerment is another most crucial element in making environmental performance green. Involvement of employee is essential for CSR (Corporate Social Responsibility) that accounts eventually for the dedication of employees (Crane and Davies, 2010, Rego et al.2010, Ramachandran, 2011). Concerning Green Employee Empowerment, foundation for instituting eco-initiatives is proved by the upper management dedication (Ramus and Steger, 2000)

After above mentioned green HRM practices, eco-friendly behavior is a pivotal factor of firm's performance regarding environmental issues (Alexander Yuriev, Pascal Paillé, Olivier Boiral, Virginie Francoeur, 2018). Many researchers defined the importance of pro-environment behavior of the employees (Birgitta Gatersleben, Niamh Murtagh, Wokje Abrahamse, 2014). Researchers also stated with the context of IT industry where as energy saving and less electricity consumption is now in great demand (Martin Patel, Maarten Neelis, Wim Haije, Pieter Bach, Kornelis Blok, 2007). Reusing and recycling are two important factors as this practice reduce the consumption of resources. This study will state the importance of less energy consumption specifically in Textile industry.

1.2 Problem Statement:

Many researchers have related HRM in the context of developed country; (neha gupta, ridhi sharma) states Green Human Resource Management as an innovational approach to the sustainability of environment, and the practitioners and employers can demonstrate the functionality of connecting the involvement of employee and participation in different programs regarding environmental management to improved organizational environmental performance. Much inventiveness has been taken to indicate how organizations innovatively and efficiently manage sustainable development by initiating green sense of responsibility and social conscience as a part of company cooperation (J.Kiranmai, Shulagna Sarkar and R.K. Mishra, 2014). GHRM has a notable and important secondary impacts on OCBE from which the green employee empowerment; there is a manifestation too that separately green values diminish the significant and positive interconnection amidst Green Employee Empowerment and OCBE (Ikram Ullah Khan, Zahid Hameed, Zaryab Sheikh, Raana Muhammad Naeem and Tahir Islam, 2020). (Ghasem Rezaei, Hamed Gholami, MatSaman, Safian Sharif, Muhamad Zameri, Norhayati Zakuan 2016) claims that strategies regarding sustainability could be a connection to a structured GHRM at entire levels. Many other researchers have related HRM in the context of developing countries. (Mohammed Othman and Sharifa K. Mousa, 2020) investigates the effects of employee's Green HRM practices on durable and sustained performance and assessed the implementation level of the bundles of GHRM practices. (Ishmael Inore, Richard Sauna and Adimuthu Ramasamy, 2017) studied on Insinuation of Executing Green Human Resource Management in the professional Organizations to the Developing Nations with Special Reference.(Mukaram Khan, Dr Syed Sohaib Zubair,2019) ensures that if environment friendly policies will be adopted, than this world will remain a good place to live in. Organizations may they be private or public can come up with importantly in reassuring a greener environment if they amalgamate different dissimilar basic environmental friendly initiatives to their operations. Many researchers have related to HRM in the context of Pakistan and evaluates the significance of Green HR organizations. (Atif Mahmood, Mehtab-un-Nisa, Moeed Ahmad

Sandhu, Mr. Javed Iqbal & Sara Kanwal, 2016; Ahmed et al., 2021) asserts that production firms in a underdeveloped or developing countries like Pakistan should encourage and promote the green factors or elements in its HRM practices.(Sadia Cheema, Ahmad Tisman Pasha, Farheen Javed 2015) describes the hurdles and implementations of SMEs in Pakistan. (Qusai Saifuddin1, Iqbal Uddin Khan& Faizan Hussain, 2020) strives to execute (GHRM) policies and practices in Pakistan's FMCG sector.

Reviewing the previous literatures, we observed that several scholars examine the importance of GHRM in textiles but there is still gap in textile sector of Pakistan as Green HRM practices are not done properly and even most of the employees are not aware about Green HRM. (M Zia-Ur-Rehman, SA Baig, W Abbas, F Amjad,) examines the moderate part of employee and environmental performance in textile sector. The increasing command for CSR heads towards the implementation of GHRM's tools (Sadia Cheema, Farheen Javed, Tahir Nisar 2017). (Syed Meherab, Rimon Sarker and Sajun Saha and Ahmed 2020) describes that satisfaction of employee is also depend on eco-friendly work environment. Hence, this is important to ensure the correct and conventional use of Human Resource Management with efficacious implications and that will be only possible by following Green HRM practices in organizations.

The aim of this research study is to inquire and explore the role and significance of GHRM practices within the context of textile sector.. The study will provide valuable insights regarding the importance of GHRM and the pro-environmental behavior of textiles sector's employees, which will be useful for researchers, trainers, future entrepreneurs, policy makers as well as government to take major steps towards green HRM to reduce waste, recycling and make whole country sustainable and green.

1.3 Research Objective:

This research's objective is to investigate the effects of GHRM practices with context to pro-environmental behavior of employees and their performance.

1.4 Research Question:

What impact does the Green HRM practice have on pro-environmental behavior of employees and their performance?

1.5 Significance of the study:

This research study's results or finding will revive to the assistance of the society taking into consideration that now a day's green HRM practices has increase into a greatly popular demand. This research study will help the managers and employees to examine and to follow the GHRM and pro-environment behavior. This research will also help the future researchers who will continue and conduct their study on the same variable and provide better results. The researchers will express their veritable admiration to all the field experts, practitioners and judges for their kind motivation and also present their worthy and valuable comments or feedbacks. This will also help the managers or employees in textile industry to enhance their pro-environment behavior. This will also helpful for faculty members in delivering lectures to students with results and statistics. Overall thefindingsofthisresearchstudymayprovidefunctionalandusefulperceptionstoscholars,practitioners,supervisorsan dmanagers.

1.6 Limitations of the Study:

There are few limitations that we have experienced in this research study. The first limitation is of sample size as we were bound to collect data from 250 respondents. The other limitation is of sector that we only selected textile industry for this study. The research is limited to Green HRM activities like Green Performance Management (GPM), Green training and development (GTD), Green Rewards & Compensation (GRC), Green Employee Empowerment(GEE)and Green Recruitment& Selection (GRS)with context to environment performance. The research is also limited to the region that it is only conducted in few areas of Karachi.

1.7 Organization of the study:

The organization of the study is as follows. Part 1 has the complete background, problem statement, object and question of research, limitations and significance of the study is described. Literature reviews to find gaps and issues are explained in section 2.Section 3 further continues with research methodology. Results and its implementations are described in section 4.Finally the section 5 has conclusion, theoretical and managerial implications of the study along with future recommendations.

Chapter#2

Literature Review

2.1 Theoretical background:

A proper structure of your research study is actually the theoretical framework. The theoretical framework basically explains the phenomenon being researched by the researcher and predicts, describes and directs to expand and increase the survival body of understanding knowledge. In this research paper, Resource based View(RBV) model is used. The model of RBV perceives resources as a key to a higher and efficient performance of firm. In this technique, a firm can utilize to attain lasting, sustained and advantages like competitive advantage. The 1994's article of Barney "Firm Resources and Sustained Competitive Advantage" is broadly quoted as a critical and essential task on the exposure of the resource based view. The RBV fully concentrates managerial consciousness on the resources of firms in endeavors to distinguish those abilities, resources and proficiency with the potentiality to provide excellent competitive advantages.

The researcher contributing to the topic of our research is based on understanding the importance of GHRM activities. Are these practices important for pro-environmental behavior of employees and their performances? There are five GHRM practices that has been explored in this research article; Green Training & Development, Green Recruitment & Selection, Green Performance management, Green Rewards & Compensation and Green Employee Empowerment.

2.2 Hypothesis development:

Green Training & Development and the Environmental Performance:

Through proper and adequate training and development sessions of employees, organization can attain a sustainable and clean environment. Attitude's development, knowledge, skills, capabilities and behaviors of workers that stops the erosion of environmental associated attitudes and skills comes beneath the shelter of Green Training & Development (Zooghah, 2011). Instruction or training is examined as the making up of multidimensional workers that is related with the expansion of the skills & knowledge needed for new ideas and techniques (Lieboawitz, 2010). (Zakaria, 2012) stated that the exploratory learning and the skill development are the strong mediums of motivating innovations in the firms. To train employees has also been found to have an exceptional impact on the worker's attitude and involvement in eco-friendly activities (Bissing Olson et al.,2013). **H1.** ThereisasignificantandpositiverelationshipbetweenGreenTraining&DevelopmentandtheEnvironmentalPerfo rmance.

Green recruitment & Selection and Environmental Performance:

Green selection & Recruitments confers to the process of appointing employees having behaviors, skills and knowledge of management system regarding environment within the firm. Ethical behavior, professionalism and fairness is needed in problems relating eviction of someone in the organization. Hence, employee's performance is of the essential significance in this regard (Holtom et al. 2008). It always concentrates on the recognition of the highly skilled and high performing workers and the areas where they might work better.(Philips, 2007; Stringer, 2009) examined that the firms are now observing the realities that the image as manager or leader following Green HRM practices is an efficient and effective strategy for grabbing newcomers.TheRoverGroupcarmaker,inBritain,prepareddutiesandresponsibilitiesregardingenvironmentas

part of all jobs and included that in description of job (Wehrmeyer, 1996). Furthermore, fresh employees must be inculcating in the firm's commitment, values and policy to the sustainability of environment (Renwick et al.,2013; Fernández et al., 2017). (Clarke, 2006) describes a research by the British carbon trust (BCT) affirms that many employees (more than 75%) contemplating working for a firm recognized it as an essential that they haveanenergeticanddynamicenvironmentalrulesandregulationstodecreasecarbonemissions.

H2. There is a significant and positive relationship between Green recruitment & Selection and Environmental Performance.

Green Performance Management and Environmental Performance:
Calculating or measuring the Green performance of employee is one of the basic and important functions in Green Human Resource Management. In command to encourage better environmental performance, firms should setup Environmental Management Information System (EMIS) and audits regarding environment. Most organizations have build EMIS (Wells et al., 1993), and environmental audits (Carpenter, 1994). (Schwalm,1994) describes that the goal of an (EMIS) is to efficiently monitor the greater number of contamination, energy, regulatory requirements and resource usage. The indicators regarding environment assures that the workers are made the environmental indicators ensure that the employees are made responsible for the management of environment (CoanandZibarras,2015).

H3. There is a positive and significant relationship between Green Performance Management and Environmental Performance.

Green Recruitment & Selection and Environmental Performance:
Organizations producing Green employer branding image and execute the practices about enhancement of awareness, job shadowing, and mentoring, coaching, on-the-job training and the organization's climate building in reaction to lacking in the national education and abilities formation systems in terms of the shortages of skills (Chaturong Napathorn 2021). Image building as an environment friendly proprietor is one of the biggest strategies for manipulating new comers so that selection and recruitment tasks is the important to reassuring effective management of environment (Karpagam and Deepika, 2016). Green Recruitment & Selection has another sub three sections like green employer stigmatization, employee's green responsiveness and green standard (Tang et al., 2018). (Gholami et al. 2016; Khaskheli et al., 2020) observed that appointing workers with greater skills and abilities regarding sustainable environment might assure the upper level of environmental friendly performance.**H4.** There is a significant and positive relationship between Green Recruitment & Selection and Environmental Performance.

Green Employee Empowerment and Environmental Performance:

(Pascal Paille, Virginie Francoeur 2021) discusses the benefaction of the results to the recent literature regarding environment constant to the question of employee's motivation and encouragement to perform voluntary green tasks. (Mohammad Ashraful Alam Alam, 2021) demonstrates that Green Human ResourceManagementactivitiesmightmakeemployeesleadtowardsgreenencouragementandempowermenttoobtainGreenenvironmentalperformance.

H5. There is a significant and positive relationship between Green Employee Empowerment and Environmental Performance

2.3 Empirical Studies:

- Kelvin M Mawla, 2018 empirically examines the part of GRS regarding the outcomes and performance of manufacturing industries, whereas organizational performance is used as dependent variable and as an independent variable, Green Recruitment & Selection was used. The data was collected from 72 participants from which 26 were females and 46 were males. The research method that was applied in this research was random and Purposive sampling. Result shows the significant interconnection amidst dependent and independent variable. It was observed that practices regarding GRS are in spot and they play their part in grabbing more educated and knowledgeable applicants. It has been recommended that firm's particularly rectifying industries must reassure that they keep in point practices regarding GRS with demand to maintain and enhance their works or outcomes and act in accordance along ethical standards &statutory.

- Mohammed Aboranadan, Osman K Karatepe, 2021, empirically examines the Green HR Management; recognize support of green practices and their respective impacts on the performance of hotel's environment. As independent variable, Green HRM and perceived green organizational support is used and as dependent variable, employees and environmental performance was taken. The details were collected from 200 participants; acquire from medium and small sizes Palestinian hotels. Structural Equation Modeling is used in this research study. Result shows the significant link between dependent variable and independent variable. It was found that there is a deficiency of appreciating evidence towards impacts of GHRM activities and recognized Green OS at positive non-green organizational performance results. Most particularly, there is also a lack of confirmation concerning the appliance connecting Green HR Management to these performance outcomes. It is recommended that managements should take benefits of Green HR practices to obtain and sustain motivated and talented workers or employees whose values and environmental goals fit those of the firm. Employees must be engaged in the issues on green management and environmental sustainability.

- Mohammed Aboramadan, 2020, empirically examines the impacts of Green HR Management on environmental performance in higher education. As an independent variable, Green HRM practices were used and as a dependent variable, environmental performance was used. The findings present significant relationship between dependent variable and free (independent) variable. The details were collected from 208 employees who work in higher education organizations of Palestine. Self-administered questionnaire was used. A technique that is used in this research study was PLS-SEM. A result shows that it put ups to the common writings of Green HR Management. It comes up with the restricted frame of understanding at Green HR Management too. It is recommended that GHRM was an important predictor of employee extra-role and in-role GIWB and Green attitude.

- Adedapo Oluwasei Ojo, Mazni Alias, Christine Nya Ling Tan, 2020, empirically examines the GHRM activities and tasks to environmental performance in IT sector. Green HRM practices were applied as anunconventional(independent)variableandenvironmentalperformancewasappliedasreliant(dependent)variable.Thedetails were collected from 333 professionals in IT field in ISO 14001Malaysian companies. This study used Resource-based view with PLS-SEM technique. The result examines the Green HRM practices as organizational assets for invigorating employee's eco-friendly IT attitude to assist outcomes. The result suggests that GTD, management, involvement, performance andencouragementareimportantinrestoringeco-friendlyenvironmentalperformance.

- Richa Chaudhry, 2020 empirically defines the part of GHRM and environmental performance. As an independent variable, Green HRM was taken and as dependent variable, environmental performance was used. Result shows significant relationship between dependent variable and free (independent)variable. Details were gathered by 301 employees from automobile sector. The research design that was used is Cross sectional, with the help of hierarchical regression analysis, the proposal model of research was tested. Green HR Management was established to importantly forecast both tasks associated and voluntarily green behaviors of employee. The findings suggested the part of GHRM in obtaining reliability of environment and highlights on the critical requirement to implant dimensions of reliability to Human resource procedures to obtain goals of sustainability.

- Imas Rosidawati Wiradirja, Hernawati Ras, 2020, empirically examines the importance of employee engagement, green shared vision and green training on the pro-environmental performance, whereas green involvement, training and green shared vision was used as free (independent) variable and environmental performance was applied as reliant (dependent) variable. Result shows the significant interconnection amidst both variables. The details were obtained from the textile industry's employees through visit (survey) method. 59.83% was the rate of response of the study. PLS 3.9.9 was used as the employed tool for analysis. The results of the research assure the intermediating importance of OCBE between green training, green employee engagement and green shared vision activities on employee's performance regarding environment. The result recommended practitioners and policy makers in the sector of textile to apply green HRM tactics in demand to enhance employee's performance regarding environment.

- Nik hasnaa Nik Mehmood, Mohd Yusof Yusliza and Nousheen anwar,2020 empirically examines GHRM for organizational citizenship behavior to the environment, on the campus university. The GHRM was applied as an free (independent) variable and environmental performance was taken as reliant (dependent) variable. Result shows the significant interconnection amidst both variables. The figures and details are obtained from September till November 2017 at the well-known Malaysian public research University. Convenience sampling is applied to choose the participants from the universities, and the partial least square (PLS) modeling method is followed to analyze the details, which consists of122 participants. The result presented that OCBE revealed by academics and staff members behaved as a medium by which the GHRM activities of a campuses could constructively impacted the performance of an environment of a campuses of university. The generalizability of the research pauses in discharging gleam on GHRM activities in the sector of higher education and emphasizes the article role of academia and staff's member's eco-friendly behavior for enhancing the university's pro-environment performance

- Siti Ridloah, Nuri Ariani Wutansari and Rini Setyo Witiastuti, 2019 empirically examines the GHRM indicators that are responsible for performance and development of workers. In this research study, Green HRM indicators were taken as free (independent) variable and Environmental Performance Measurement was taken as reliant (dependent) variable. The details were collected from 90 participants that have 5 years of working experience. To test the hypotheses, Structural Equation Modeling (SEM)with warp PLS program was used, that presents there is a positive and important interconnection along dependent & independent variables. Mentioning on the findings, it stipulates, there is a intermediating part of firm's recognition amidst GHRM on pro-environmental performance. This is suggested that companies in common and institutes in specific required to execute and increase the perception of GHR activities in demand to achieve outcomes of positive work.

- Omar Mohammed Ali Ababneh, 2020 empirically examines how GHRM practices affect environmental and performance. In this research article, green HRM is independent variable and environmental performance and behavior is taken as dependent variable.. Details were gathered from 403 participants who are full time employee in Jordan's four and five star hotels. A purposeful sampling technique was used with a quantitative research method. Result shows the significant interconnection between both variables. This research showed real findings stipulating that the involvement of employee mediates partially the association between the GHRM activities and environmental performance. The research provides and recommended HRM managers with empirical evidence on the relatively importance of GHRM activities in promoting the organization's efficient & successful execution of environmental associated rules and regulations. Particularly, organization needs to design tasks and activities again in a process that inscription their environmentally related objectives.

- Hui Wang, Weihang Tang, yuye Chen and Jian zhu, 2021, empirically examines the influence if GHRM on environmental performance--- A research on the intermediating impacts of environmentally related believes and Green Identity of Organization. GHRM is used as free (independent) variable and environmental performance is dependent variable. Findings of the study present the significant interconnection amidst both variables. Details were obtained from 228 participants through electronic questionnaire. To analyze the data, the SPSS 23.0 and Mplus 7.4 were used. To test the reliability first, SPSS 23.0 was used and second for confirmatory factor analysis, Mplus 7.4 was used. The result shows the significance interconnection between both variables. It is recommended that workers green propensity must attention seeking in interviewing and appointing, that will be accessible to enhance the feasibility of workers involving in pro-environmental behaviors. It also recommended that respective training regarded green environment must be delivered for workers to promote their practical operation ability and environment awareness.

- Hakeem ur Rehman, Fiza Amjad and waseem Abbas, 2021 empirically describes effects of GHRM activities on sustainability of organization: the intermediating importance of employee and environmental performance. In this study, GHRM practices are taken as free (independent) variable and organizational sustainability is (dependent) variable along with the mediating part of employees and environmental performance. The details were collected from 165 respondents. Result shows the positive interconnection amidst both variables. Result of the research shows important impacts of Green HRM activities (Performance appraisal, Recruitment & Selection and Training & Development). The research analytically inquires the definite intermediating part of employees & environmental outcomes along Green HR Management activities & the sustainability of organization. This is recommended to introduce and follow GHRM activities and tasks in production industries of Pakistan for sustainability and green environment.

- Qasim Ali Nisar, Sonaina Saif Gill, 2021 empirically examines the part of Green HR Management activities on the performance of environment of Malaysian Green hotels. In this study, GHRM practices are independent variable and environmental performance is dependent variable. Survey questionnaire was used for data collection having 374 workers. For analysis, they were subjected to PLS-SEM. Results showed that GHR activities (Green discipline management and Green training & development) are important forecasters for green intellectual capital. In demand to manage with the increasing concerns in the environment of the hospitality industry, current research recommends that supervisors must keep up

eco-friendly ethics and manners by taxing for fining workers for not serving good to the hotel's environmental policya.

- Kullada Phetvaroon, Woo Gon Kim, Hyong-Min Chui, Yong Joong Kim, 2019 empirically examines effects of GHRM on employee's environmentally friendly behavior and performance regarding environment in hotels. In this study GHRM activities are independent variable and worker's eco friendly environment performance is dependent variable. The data collected from 412 employees having at least 1year experience of working in Puckett's hotel. Result shows significant interconnection between both variables. To analyze the data, Smart PLS version 3 is used. According to the results from combined sample, as anticipated hotel employees perception of GHRM in their properties generally enhanced their commitment to their organizations, their eco friendly behaviors and the environmental performance of their properties. The findings appertaining to the positive effects of GHRM on EOC, EEB and HEP were consistent with previous scholar findings. This is recommended that hospitality organizations should provide GHRM before other functional efforts in an environmental management. It is important for hotel organizations to carry out pertinent GHRM as it assists in employees, feeling proud of their organizations' role in environmental protection, which not only reinforces employee's commitment to their organizations but also encourages eco friendly behavior, resulting in their successful environmental performance of hotel organizations.

- Adnan M. Rawashdeh 2018 empirically describes an effect of GHRM on employee's performance regarding environmental issues in Jordanian Health Service Organization. In this research study, GHRM is independent variable and the environment performance is dependent variable. The findings present the significant interconnection between both variables. Details were collected from 91 participants from the environmental friendly hospitals of Jordan. SPSS is used to test T-Test and regression analysis and Pearson correlation co-efficient. To test the internal consistency of the instrument, Cronbach's Alpha was used. The results showed that the execution of the GHRM activities were at a normal level, there was also a statistically positively association amidst GHRM activities separately &environmental performance. It is suggested that management of hospitals must redesign an efficient recompense criteria which might set every person in demand to captivate and sustain confidently Green workers, as many of them viewed Reward system as an important element for working in organizations

- Siska Augustin Sinaga, Lenny C. Nawangsari, 2019, empirically examines an effect of green training and Green selecting on employee's outcomes or performance. In this study, green recruitment and green training was applied as free (independent) variables and environmental performance was applied as reliant (dependent) variable. Result shows significant relationship between dependent variable and independent variable. The method that was used for a sampling is a probability sampling with simple technique of random sampling. Data was collected from 100 peoples. Structural Equation Modeling(SEM) was used for data analysis with software Smart PLS. Study found that green training and green recruiting have a significant & positive effects on the performance of employee by the (OCBE). It is suggested that recruitment process can be done by online facilitate of HR management in recruiting who have knowledge of managing the environment.

- TareqObaid,2015empirically describes an effect of green learning, green recruitment and green training on the employee's outcomes or performance. In this study, green training, green learning and green recruitment was taken as free (independent) variable and environmental performance was taken as dependent variable. Details were collected through employees of different organizations. Result shows

the significant interconnection between both variables. SPSS was used to analyze the data. This study found that the several challenges for the HR professionals are the acknowledging of the worth, scope and depth of GHRM in the procedure of changing their organizations to green organizations. This is recommended to managers to introduce and follow Green learning in the organization to make environment sustainable, clean and effective.
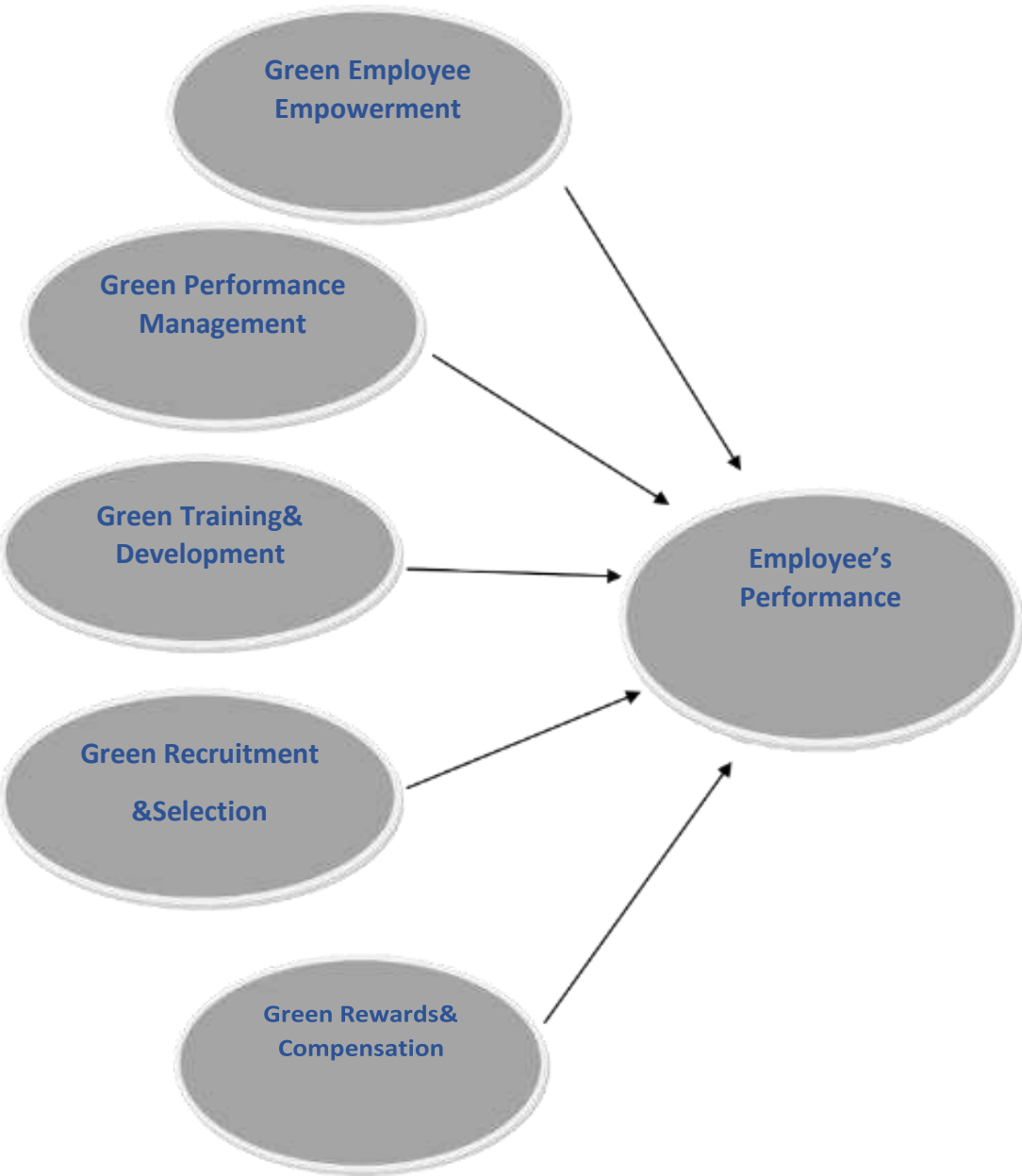
- Sanjay Kumar Singh 2020 empirically describes eco-friendly new ideas and innovations and employee's performance regarding environmental issues: part of green transformative management and GHRM. In this research, green innovation was applied as free(independent) variable and environmental performance was applied as dependent variable. Result shows a significant intercourse between both variables. Survey questionnaire was used to obtain data from 309 production sector (SMEs). To analyze the data, Structural Equation Modeling was used. Studies show that GHRM secondarily flip green innovation impacts on employee's environmental performance. This is suggested that HR Management outcomes interconnection not rely on the compelling impact of green transformative management &eco-friendly green innovation as mediator and antecedent..

- Xin Li, Wanxing jiang, Silu Chen, and Han Gao, 2021 empirically examines the viewed GHRM on workers eco-friendly attitudes & environmental performance in mining and oil industries. In this research, Perceived Green HRM is independent variable and Green Behaviors and Environmental performance are dependent variable. Result shows the significant interconnection between both variables. The firm's samples inspected in this research were compose through the mining and oil industry in China. Data was obtained from employees and their supervisors. Two types of questionnaires were designed for these sources. Data were analyzed by using Confirmatory factor Analysis (CFA).Study found that workers psychological green effects only intermediate their interconnection amidst viewed GHRM and voluntarily organizational green behaviors. The study suggested obtaining organizations eliciting broader and green goals positively workers behaviors & attitudes, firms must appoint candidates having much sensibilities regarding environment and create training & developing sessions to promote workers abilities for efficiently underrating green practices and creating and promoting green iniatives.

- Ayman Alshaabani, Farheen Naz, Ildiko Rudnak. 2021, empirically describes an effect of Green HR activities on green work involvement & environmental performance in Renewable energy departments. In this research study, Green Human resource practice is used as independent variable and employees work engagement and performance was applied as dependent variable. Details were gathered from 238 employees by questionnaire surveying. After obtaining data, SEM analysis was used to test the hypotheses to fulfill the study aims. Result shows an important interconnection between both variables. Findings showed that only green training, green performance management and green rewards importantly forecasted GWE.

- Chaudhry Shoaib Akhtar, Nazia Habib, Sajid Hussain Awan,2020 empirically describes the efficiency of green management system for effective environmental outcomes. In this research study, green performance management was taken as independent variable and environmental performance was taken as dependent variable. The sample size of 285 respondents was taken from different branches of banks in Pakistan. Result shows the positive interconnection between both variables. Findings showed an important impact of PMSE and work involvement on contextual and tasks and the performance. Also, complementary mediation of worker's involvement in the interconnection amidst

performance of employees and PMSE. This research also recommends that a PMSE model includes the fairness perception as a most important part, maybe initiate for worker's promoted work involvement and tasks contextual performance.

- Paul Kinda Muisyo, Su Qin, 2021 empirically describes promoting the organization's environmental Green performance through Green HR Management: The mediating effect of culture of Green innovation. In this research study, Green HRM is used as independent variable and Firm's green environmental performance was taken as a dependent variable. Details were obtained from a broad surveying of 300 workers in manufacturing firms of China placed in the province of Jiangsu. The findings show the positive interconnection between both variables. The research recommends that green HRM activities which include green training & development, recruitment & selection, reward & payment, management & appraisal, and the involvement of employee has a positive impacts on employee's pro-environmental performance. This research also advised that firms that integrate GHRM activities and Green innovated environment or culture are related to the greater green performance than organizations that only follow GHRM.

- Ms. Poonam Likhitkar and Dr.Prianka Verma,2017, empirically examine an effect of Green HR Management activities on organization sustainability and environment performance. In this research, GHRM practices were applied as independent variables and organization sustainability and environmental performance were applied as dependent variable. The details were obtained from secondary sources like case studies, research articles, internet websites, and whitepapers. This research found positive effects of GHRM activities such as Green induction, Green Training & Development, Green Recruitment & Selection, Green Performance Management and appraisal and Green culture. This is advised to conserve energy and power by install automatically timers for turning off of lights, using of light bulbs who are energy efficient, use of jute bags instead of poly bags and provide flexible timing or work at home facility.

- Indumathi Welmilla and Vimansha Ranasingha, 2020 empirically describes the green HRM practices on employee engagement and employee performance. In this research, green HRM practices are used as independent variable and employee engagement and behavior taken as dependent variable. The details were gathered from 250 employees of different organization. GHRM connects environmental friendly HR start ups and following for retained usage of resources that differently resulted in several positive ways. It is also helpful in stimulating their workers, and high attempts or efforts has been taken to inspect what makes employees able to be involve in pro-environmental behaviors. This is suggested that employees need to have the right attitude about 'Greeting'.

- Engin Ari, Osaman M. Karatepe, Hamed Rezapouraghdam and Turgey Avci, 2020 empirically describes the conceptual model for GHRM: Indicators, Multi pro-environmental outcomes and Employee Green Recovery performance. In this research, GHRM was taken as independent variable and environmental performance was used as dependent variable. Result shows significant relationship between both variables. Details were gathered from 205 participants. To analyze the data, PLS-SEM technique was used. Study shows that HR activities such as Training & Development, Recruitment & Selection or worker's engagement towards green imitative can be converted to Green HR activities. This is suggested that organization can promote the measures of GHRM when it has to make decision as have to invest in and encourage Green HR practices.

- Quyen Phu Thi Phan,Zuzana Tuckova,Nhattan Pham,2019 empirically examines GHRM along employees performance and dedication with the environment. In this research, Green HRM practices were taken as an independent variable and environmental performance was taken as dependent variable. Details were collected from 209 respondents. To analyze the data, Smart PLS software is used. The findings show the significant relationship amidst dependent variable and independent variable. In this research, researchers highlight particularly the part of relationships of these green practices.

2.4 Conceptual model:

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        ┌─────────────────┐
        │  Green Employee │
        │   Empowerment   │
        └─────────────────┘
                        ╲
 ┌─────────────────┐     ╲
 │ Green Performance│     ╲
 │   Management    │      ╲
 └─────────────────┘       ╲
                   ╲        ╲
 ┌─────────────────┐╲        ╲   ┌─────────────────┐
 │ Green Training& │ ────────────▶│   Employee's    │
 │  Development    │             │   Performance   │
 └─────────────────┘          ╱  └─────────────────┘
                            ╱      ▲
 ┌─────────────────┐       ╱      │
 │ Green Recruitment│─────╱       │
 │                 │             │
 │   &Selection    │             │
 └─────────────────┘             │
                                 │
              ┌─────────────────┐│
              │ Green Rewards&  ┘
              │  Compensation   │
              └─────────────────┘
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- Green Employee Empowerment
- Green Performance Management
- Green Training& Development
- Green Recruitment &Selection
- Green Rewards& Compensation
- Employee's Performance

Chapter# 3
METHODOLOGY

3.1 Research purpose:

Research purposes are of three kinds which are descriptive, explanatory and explorative. In this research study, explanatory research purpose has been used because this method allows research to find a phenomenon that was not studied in depth and it also helps to understand the problem efficiently. The main cause of explanatory research is to increase the understanding of the topic, the flexibility if sources such as published literature or data and better conclusions.

3.2 Research Approach:

Approach used in research is of three types, Qualitative approach, quantitative approach and pragmatic approach. In this study, quantitative approach is used because we collected data in numerical form so we used statistical technique for the better analyzation and evaluation of the data (Guoyan et al., 2021).

3.3 Research Design:

The reason of this research was to investigate the interconnection between GHRM activities and environmental performance. In this research study, correlation research design is used to regulate the nature of the relationship amidst independent and dependent variables (Raza et al., 2017).

3.4 Sampling techniques:

We have used a convenience sampling techniques in this research study which is a non-probabilistic sampling technique. In the convenience sampling technique, we always target easily accessible and reachable respondents. This is a non-probability sampling technique that allows the researcher to attain data and information for their research and provides proximity and convenient accessibility to the researcher (Raza & Hanif, 2013).

3.5 Target Population:

In this research study, our targeted population is employees of textile industry, so they will provide honest reviews and we can generalize the link or relationship between GHRM practices and environmental performance.

3.6 Sample size:

In this study, the sample size consists of 250 employees of textilefirms, Karachi.

3.7 Statistical technique:

For analyzing the research model, "PLS-SEM (Partial Least Square method to Structural Equation Modeling)"is applied.

3.8 Questionnaire:

The questionnaire was used as a data collection tool for the present study. The responses were taken online through Google form. All the measurement items comprising the research questionnaire are adapted from the literature. For proper understanding, some terminologies were changed in the existing measurement scales. All

responses have been measured by using five-point scale items, ranges from "1 = strongly disagree" to "5 =strongly agree"

The computation of first item for the scale of "Green Training & Development" is taken from (Frankling dang Kum Richard Cowden Anis Mahomed Karodia,2014) whereas second items for the scale of "Green performance management" is taken from (Debarun Chakraborty, Wendrila Biswas, 2020) and third items for the scale is taken from (Solveig Lothe, Ingunn Myrtveit, 2003) and the fourth items for the scale is taken from (TrongTuanLuu,2018)

3.9 Ethical Consideration:

In this research study, respondents have been fully informed about the purpose of the study and respondents are assured that their provided facts and data will remain confidential, and will use for only educational purpose. The questionnaire we distributed for collecting data among the respondents is not forced. In contrary, the researcher tries to assemble positive relationship with participants.

Chapter # 4

Data Analysis

4. Data Analysis:

The Partial Least Square structural equation modelling (PLS-SEM) was used to analyze the hypotheses. PLS-SEM is favored over the other conventional multidimensional methods (Kaplan &Haenlein,2004; Raza et al., 2020) and specifically for inspecting intermediate hypotheses this method is highly recommended (James et.al, 2006). Furthermore, this procedure is appropriate for describing the highest differences of the collected data having a complicated model by little sample size has a lowest demand in respect of model fitness and does not required supposition regarding to multidimensional uniformity (Chin, 1998). To regulate the importance of the hypothesized association and their path coefficients, the recommendation of Ringle and Sarstedt, (2011) was used for the bootstrapping of 200 sample size methods. The approximation was complete in two steps which were in conformation with the instruction and recommendation of Gerbing's and Anderson (1988). First step is associated to the evaluation of the model of measurement, its rationality and reliability, and in the second step the hypothesis and structural model were tested. In command to assess the measurement model(i) individual item reliability (ii) construct reliability (iii) convergent validity and the (iv) discriminant validity have been evaluated, while on the contrary, the structural model i.e., the hypothesis obtaining has been calculated by inspecting the size sign and importance of the coefficient amidst the independent and dependent variables.

4.1 Measurement model:

Prior to the hypotheses testing, it was crucial to assess and calculate the strength and sturdiness of the data, its validity and internal consistency. Consequently, four different methods are used to evaluate the measurement model. The internal consistency of the responses among the measuring items was shown by the individual item reliability (Tabachnick & Fidell 2007; Raza et al., 2020). The accuracy of the measuring items of the constructs (AK11, AK12, AK13, AK14, AK9, FV29, FV31, FV32, IC15, IC16, IC17, IC21, IC22, IM5, IM6, IM7, IM8, KT1, KT2, KT3, KT4, PH23, PH24, PH25) was calculated by the value of Cronbach Alpha (λ), which should have the lowest value of 0.5 as given by Fidell and Tabachnick (2019). The construct reliability was assessed by combined reliability which considers the inner or internal stability amidst the measuring modules in the construct, and the value must be higher than 0.7 (Straub, 1989; Qazi et al., 2021). As mentioned in Table 2, Cronbach's alpha (λ) and composite reliability outstretch the entry or threshold value. The divergent rationality reflects the propensity to which the measuring modules of a construct assemble within the same construct approximately, was evaluate by average variance extracted (AVE) and in accordance with the Larcker and Fornell (1981), every assemblesmusthaveavaluegreaterthan0.5.the chart shows that all variables have a value higher than the threshold value.

Table2Measurementmodelresults.

Constructs	Items	Loadings	Cronbach'sα	Composit ereliabilit y	Average Variance extracted
EP	**EP1**	**0.864**	0.722	0.842	0.520
	EP2	0.822			
	EP3	0.852			
	EP4	0.514			

	EP5	0.891			
	EP6	0.876			
GEP	GEP1	0.863	0.852	0.723	0.532
	GEP2	0.841			
	GEP3	0.835			
	GEP4	0.843			
	GEP5	0.801			
GPM	GPM1	0.836	0.762	0.703	0.527
	GPM2	0.840			
	GPM3	0.823			
	GPM4	0.714			
	GPM5	0.745			
GRC	GRC1	0.755	0.751	0.836	0.541
	GRC2	0.705			
	GRC3	0.745			
GRS	GRS1	0.943	0.834	0.852	0.502
	GRS2	0.852			
	GRS3	0.750			
	GRS4	0.872			
	GRS5	0.812			
GTD	GTD1	0.796	0.710	0.842	0.529
	GTD2	0.723			
	GTD3	0.751			
	GTD4	0.745			
	GTD5	0.705			

The validity of discrimination reflects the propensity to which the measuring modules of a create is discriminant from the other construct is assessed by using two tests; the first one is "Average Variance Extracted (AVE)" analysis and the second one is "Cross Loading analysis". In (diagonal in table 3), the square root of the AVE must be higher than the correlations amidst the variables (the-off diagonal factors in table 3) (Raza et al., 2019). As seen from Table 3 the diagonal value is higher than the off-diagonal value. The cross loading analysis displayed in table 4 presents that the individual items of each construct are filled greater in their applicable constructs contrast to other constructs and the cross loading difference is also greater than the recommended threshold of 0.1 (Straub and Gefen, 2005; Qazi et al., 2020; Raza et al., 2021) thus, the model has robust discriminant validity.

Table3Summarystatistics.

	EP	GEP	GPM	GRC	GRS	GTD
EP	**0.844**					
GEP	0.395	**0.854**				
GPM	0.279	0.267	**0.774**			
GRC	0.261	0.110	0.113	**0.703**		
GRS	0.297	0.290	0.349	0.217	**0.854**	
GTD	0.298	0.142	0.196	0.410	0.471	**0.479**

Table4Loadingsandcrossloadings.

	EP	GEP	GPM	GRC	GRS	GTD
EP1	**0.864**	0.194	0.280	0.310	0.490	0.170
EP2	**0.822**	0.129	0.460	0.410	0.180	0.102
EP3	**0.852**	0.192	0.178	0.114	0.170	0.184
EP4	**0.514**	0.145	0.180	0.267	0.189	0.101
EP5	**0.891**	0.397	0.281	0.171	0.264	0.295
EP6	**0.876**	0.370	0.162	0.590	0.430	0.165
GEP1	0.178	**0.863**	0.114	0.195	0.340	0.150
GEP2	0.197	**0.841**	0.122	0.130	0.570	0.175
GEP3	0.174	**0.835**	0.250	0.430	0.136	0.153
GEP4	0.202	**0.843**	0.363	0.230	0.460	0.120
GEP5	0.189	**0.801**	0.244	0.410	0.291	0.130
GPM1	0.137	0.357	**0.836**	0.145	0.181	0.208
GPM2	0.130	0.370	**0.840**	0.530	0.501	0.590
GPM3	0.310	0.120	**0.823**	0.112	0.490	0.400
GPM4	0.186	0.460	**0.714**	0.190	0.313	0.250
GPM5	0.118	0.161	**0.745**	0.180	0.290	0.291
GRC1	0.147	0.236	0.163	**0.755**	0.550	0.470
GRC2	0.118	0.168	0.130	**0.705**	0.314	0.270
GRC3	0.121	0.520	0.206	**0.745**	0.105	0.380
GRS1	0.190	0.134	0.366	0.361	**0.943**	0.518
GRS2	0.290	0.300	0.390	0.170	**0.852**	0.395
GRS3	0.470	0.390	0.180	0.164	**0.750**	0.170
GRS4	0.104	0.310	0.151	0.106	**0.872**	0.433
GRS5	0.340	0.206	0.164	0.390	**0.812**	0.300
GTD1	0.200	0.216	0.480	0.540	0.550	**0.796**
GTD2	0.270	0.104	0.161	0.100	0.408	**0.723**
GTD3	0.168	0.102	0.300	0.460	0.310	**0.751**
GTD4	0.235	0.200	0.177	0.170	0.430	**0.745**
GTD5	0.110	0.390	0.162	0.501	0.214	**0.705**

In table5, the heterotrait-monotrait presents that no constructs have a value higher than 0.85 (Ringle, Henseler and Sarstedt,2015; Raza & Khan, 2021).

Table5Heterotrait-monotraitratio

	EP	GEP	GPM	GRC	GRS	GTD
EP						
GEP	0.631					
GPM	0.798	0.306				
GRC	0.551	0.622	0.533			
GRS	0.839	0.833	0.233	0.738		
GTD	0.569	0.325	0.319	0.581	0.519	

4.2 Structural model:

The structural model was evaluated through inspecting the size, importance and sign of the path coefficient amidst all independent variables (Green Employee Empowerment, Green Training & Development, Green rewards & Compensation, Green Performance Management and Green recruitment& Selection) and dependent variability (The Environmental Performance). The greater the value of coefficient, the progressive is the effect of the independent variable on the dependent variable. The significance level of 1% and 5% will be used for the hypotheses consideration. The results of the path inspection are recorded in Table 6, which shows the acceptance of all 5 hypotheses. Each variable, i.e. Green Employee Empowerment, Green Rewards & Compensation, Green Training & Development, Green Performance Management and Green Recruitment & Selection have a positive significant impact on the dependent variable, Environmental Performance.

Table-6Standardizedregressionweightsfortheresearchmodel.

Hypothesis	Regression Path	Effecttype	SRW	pvalue	Remarks
H1	GEP->EP	Direct effect	0.323	0.027	Supported
H2	GPM->EP	Direct effect	0.540	0.007	Supported
H3	GRC->EP	Direct effect	0.173	0.314	Not Supported
H4	GRD->EP	Direct effect	0.214	0.244	Not Supported
H5	GTD-> EP	Direct effect	0.225	0.006	Supported

4.3 Discussion of the Results:

The findings presents that all independent variables assisted(Table 6). Hypothesis (H1) assumes a positive correlation amidst green employee empowerment & environmental performance ($P < 0.05$, = 0.1350). Researchers have shown that Green HRM practices & employee collaboration with the environment enhance the environmental performance (Arry Hutomo, Theresia Marditama, Nandan Limarkisna, 2020). (Farzand Ali Jan, Muhammad Shakil Ahmed and Sanober Tariq, 2016) states that employees who are empowered are more encouraged and more motivated to execute tasks regarding environment which can become green. The result means that green employee empowerment increases environmental performance as highly empowered employees tend to explore and grasp innovated processes and new ideas. These employees are more environmentally empowered with the contrast of passive employees, allowing them to learn more in their organizations and to make use of the green knowledge they have acquired in the sustainable workplace.

A second hypothesis about green performance management and the environmental performance was also accepted(P
<0.1, = 0.1190). The results show that Green Performance Management plays an important part in promoting sustainable environmental performance. The process in which employees are elicit to increase and strengthen their organizational and professional abilities to obtain the organizational objectives and goals in a better and efficient way is known as Green performance Management. (Debarun Chakraborty, Wendrila Biswas, 2020) stated the importance of Green HRM practices with in the context of green performance management which had been the helpful in conducting out the

Capabilities and proficiencies of workers or employees, improved employee implementation of green management principles, a natural environment in the workplace and authentic deliberated performance of the organizations.

Assume that the correlation between green rewards & compensation and environmental performance in (H3) is also acceptable (P <0.01, = 0.2260). For eco-initiatives, Green Rewards & Compensation have a positive and significant effect on employee's satisfaction. (Renwick et al, 2013). The recognition on the basis of environmental sustainability and the usage of rewards impacted positively on the encouragement and motivation of workers to demonstrate Green imitative. (Ramus, 2001). (Solveig Lothe, Ingunn Myrtveit, 2003)shows a system for the systems of compensation for Green tactical executions based on non-parametric and parametric approaches.

Hypothesis H4 presents that the Green Recruitment& Selection is significantly and positively correlated with the variable environmental performance. Green selection & recruitment applies to the policies and procedures of hiring and appointing the peoples who have the knowledge, behavior and skills regarding sustainable environment in workplace (Alias & Obaid, 2015). Appointing workers with green mind set makes it effective and easy for firms to inaugurate professionals who have good knowhow regarding sustainable process and are also familiar with essentials such as conservation, recycling and creating a more rational and logical world (Sanyal,2017)

We also note that the interconnection amidst hypothesis (H5) and Green Training & Development and the Environmental Performance is important and positive (P <0.01, = 0.4150). Green training and development refers to rise and enhances the awareness and knowledge regarding Green environment among the employees by conducting workshops and seminars in the organization. Training programs regarding sustainable environment to increase the awareness are crucial as highly skilled labors can be engaged in environmental friendly behavior. (Syed Arsalan haider, Shehnaz Tehseen andEiad Yafi,2021)

Chapter#5
Conclusion & Future Recommendations

5.1 Conclusion:

The basic purpose behind this research was to determine the factors of Green HRM practices and their effects on environmental performance. The research was conducted in Karachi having the sample size of 200 and questionnaire is used for collecting data that is transfigured into numeral form through using SPLS. The "Smart Partial Least Square" helps us to get the accurate and desired results. For evaluating the relations, the Structural Equation Modeling (PLS-SEM) is used. Furthermore, there is a significant and positive relationship between environmental performance and Green Human resource Management practices. The hypotheses result shows that all the dependent variables have significant and direct impact on independent variable. Furthermore GHRM practices are crucial in workplace to make environment sustainable and clean.

5.2 Recommendation:

This is to recommend that Employee Empowerment should be replaced by Green Employee Empowerment in organizations, because now firms are picking steps to integrate Green HR management in their regular elemental functions. In organizations, managers or leaders should motivate and empowered employees towards green competencies as empowered and motivated employee is more efficient and can perform better than non-empowered employee.

Furthermore, this is also recommended that organizations are elicited to strengthen the executive and professional abilities of employees that definitely help to obtain the objectives and organizational goals in a better way. The most important aspect of performance management is performance appraisal. Managers should appraise their employees on their green performance management. Managers and leaders are suggested to appreciate and encourage employees towards green performance management.

Moreover, this is also recommended to organizations to arrange green training & development programs for employees as this is very crucial to make their behavior green. Hence, it refines and enhances the abilities and skills of an employee to cope with several environmental problems. Green Training & Development activities make workers aware of different perspectives, worth and usefulness of environmental management. Training and development sessions can broad the view of employees towards the importance of Green HRM practices.

Rewards & compensation are the basic HRM procedure through which workers or employees are recompense or rewarded for their performance. With the context of Green HR Management, managers are recommended to reward workers on the basis of their green behaviors, as it will increase green initiatives in organization. This is advised that if Green rewards & Compensation process are lineup to the process of Human Resource Management, than in organizations, green culture can be promoted and encouraged. Moreover, managers are advised to ask workers to create specific green ideas concerning to their individual jobs.

This is recommended to managers and leaders to introduce the culture of green hiring and recruiting in the organization. This system will definitely helps employees to build their behavior green. Job applications should invite through online means such as online application forms, global talent pool or via email. The usage of paper should be reduced as much as possible. This factor not only attracts employees who have knowledge, skills and abilities on the conservation and maintenance of environment but also have an interest to maintain and conserve the environment.

5.3 Limitations and Future Research:

This research has several limitations. The theoretical model was inspected on the employees of only one country maybe the workers or employees of different countries have different behavior towards environmental performance. So, in order to expand the understandability of the study, the future research can be done by collecting data of more countries and sample size can be increased as larger sample size can produce more accurate results. Second, few variables are taken in this study so the exact research can be researched by selecting different variables that may be included green building green organizational structure, green competencies etc.

Chapter#6

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