

**IMPACT OF GREEN HRM PRACTICES ON ORGANIZATIONAL
SUSTAINABILITY IN TELECOMMUNICATION SECTOR OF
RAWALPINDI & ISLAMABAD**



By:

(Muhammad Kamran Alvi)

(01-220191-022)

Supervisor:

(Dr. Rafique Ahmed Khan)

Department of Business Studies

Bahria University Islamabad

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Major: HRM

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Names of Student(s):

Enrollment # 01-220191-022

- Muhammad Kamran Alvi

Class: (MBA)

Approved by:

(Dr. Rafique Ahmed Khan)

Supervisor

(Talat Rehman)

Examiner-I

(Muhammad Amin)

Examiner-II

Dr. Syed Haider Ali Shah

Research Coordinator

(Dr. Khalil Ullah Mohammad)

Head of Department

Business Studies

ABSTRACT

Green human resource practices are a new area of importance that is attracting attention, despite the fact that "becoming green" and being "eco-friendly" in general are issues of interest and concentration these days. The current study elaborates on four of the most significant HR practices and policies in order to give a more precise definition of "green human resource practices." Additionally, it looks into the effects of green training and development, green recruitment & selection, green pay & reward and green performance management and appraisal on organizational sustainability in telecommunication sector of Rawalpindi/ Islamabad. Literature from a variety of publications and research articles was studied to help people understand and describe the study. Telecom companies in twin cities were sent a questionnaire using Google Docs. On the basis of them, we gathered information from a population of 510 upper level individuals working in telecommunication sector of Rawalpindi/ Islamabad. 220 employees made up the sample size. The factors of green training and development, green recruitment & selection, green pay & reward and green performance management and appraisal and organizational sustainability were the focus of every inquiry. Utilizing SPSS Software 25 version, the responses were analyzed, and the outcomes were assessed in order to test the eight hypotheses that were formulated at the outset of the study and shown how implementing Green HR practices within the organization might increase organizational sustainability. All quantitative analysis findings validated the effect of independent variables on dependent variables and effectively demonstrated the hypotheses. At the conclusion of the study, recommendations are made through findings.

Keywords: Green Recruitment and Selection, Green Training and Development, Green Pay and Reward, Green Performance Management and Appraisal, Organizational Sustainability, Telecommunication Sector

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DEDICATION

Without the assistance of a some very caring people, a milestone of this nature would never have been possible to accomplish. The circumstances and steps that led to the attainment of my goal have helped me to deeply appreciate Allah's many blessings. This study is dedicated to my dear parents, wife, brothers, companions, friends, supervisor, instructors, and anybody else who has ever loved and cared for me. They have always helped me out when I was in need and have taught me to pursue the path of truth, justice, and honesty. I want to express my gratitude to Dr. Rafique Ahmed Khan in particular for his technical assistance and for his important time.

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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Nowadays organizations know that taking the environment factor serious not only helps the environment but the business too. It will be a result of reducing the cost of the organization and the optimum utilization of the resources. Environmental concern people will make the organization more sustainable. Organization becomes people-centric organizations. It entirely changes the organizational world into organizational sustainability. Organizational sustainability is a long-term plan for customers, employees and other stakeholders. It brings transformation in each aspect of the organization even HR practices and develops a sense of environmental safety. Business can be done only through profit-oriented activities, this thinking has been changed and modern studies suggest that changing of this concept develops many new topics like organizational sustainability and environmental sustainability. Researchers from various fields, including business and the general public, are increasingly concerned with environmental issues in the modern era. The latest agreements on the management of global climate change show that global environmentalism has become more of a concern lately. In some cases, given the depletion of natural resources and the negative effects of global pollution on human life and society as a result of pollution and disposal of toxic chemicals and waste products by industry, non-governmental organizations, and governments around the world, as well as the implementation of policies or regulations HRM is a broad administration system its emphases on the main dynamic strength of the organization. Telecom businesses increasingly understand the importance of greening their operations to achieve and sustain business growth and success. That is why green human resources, or the integration of environment and HRM, has become a vital section of any long-term organization. However, becoming a sustainable business is a long and difficult process, often involving complexity; Organizations should expect to encounter challenges and hurdles, especially

when implementing Green HR practices throughout the organization. Telecom sectors play an important role in Pakistan's economic and social growth as they help expand the industry and create jobs for citizens. They promote economic growth, job creation, and the development of a prosperous private sector. The telecom team offers a variety of solutions for telecom businesses. telecom businesses may face more challenges than others due to a lack of resources and knowledge about environmental issues. Telecom companies, on the other hand, have more flexibility because they are often in direct contact with their employees and can adapt by combining environmental and economic objectives. This can be demonstrated by promoting themselves as fair trade or organic practices. There are many examples of large organizations implementing sustainable results, but these often involve specific assets rather than core or all corporate operations. It turns out that telecom companies have some advantages as they are more agile and many can see the competitive advantage of being sustainable and environmentally friendly. Green practices have improved employee morale, public image, customer trust, organizational sustainability, brand awareness, preferred employer status, and increased staff productivity, performance, and motivation. Organizational sustainability is the primary goal in almost all studies, and some would argue that Green's HRM is a critical component of long-term success and job satisfaction.

1.2 Problem Statement

Green HR initiatives have made significant strides in telecom businesses. The importance of proper management of ecological human resources cannot be underestimated. Many industries are unaware of the importance of green education and development and green compensation in addition to hiring green and other workers. However, a few telecom companies have yet to hold the notion of Green HR.

However, some of these companies do not fully understand the implications of green activities. To entrust policies and procedures to non-HRM consultants or boards of directors

who do not formulate and implement human assets management, policies, plans, systems, programs and practices.

The main purpose of greening is to reduce the environmental impact of energy consumption and waste. Implementing green HR will be impossible without an effective and professional workforce. Ultimately, the time has come to decide on organizational sustainability and the location and impact of Green HR practices and to better manage them. Human resources are key actors in the implementation of HR activities and strategies. In recruiting new workers, they play a very important role who are already familiar with green organization practices, thus indirectly protecting the environment. Finally, HR has a countless chance to pay to the organization's sustainability revolution by encouraging, training, and empowering employees to adopt green strategies for greener businesses. It will paint a positive image of the business and contribute to the long-term survival of the organization by communicating strategic benefits. It will also help an organization achieve its mission and vision more competitively and profitably. Green HRM is part of a broader set of programs aimed at promoting corporate social responsibility.

Businesses are putting more emphasis on the value of implementing novel practices, like incorporating organizational sustainability into human resource management strategies. Therefore, academics should concentrate on studying how green human resource management is used and how it affects organizational sustainability. Specifically, the main pillars of the Green HR like green recruitment & selection, training & development, performance management & appraisal and pay & reward on organizational Sustainability. The current study will investigate green human resource management and how it influences organizational performance as a result. In order to help organizations, adopt green human resource management practices in order to improve their performance and, as a result, increase their competitive advantage, the current study will look at the impact of green recruitment & selection, training & development, performance management & appraisal and pay & reward on organizational Sustainability.

1.3 Objectives of Study

Followings are the objectives of the study.

1. To find out the various Green HR initiatives taken by the business organizations; and
2. To evaluate the impacts of GHRM practices on organizational sustainability.

1.4 Research Questions

Followings are the research questions of the study.

1. How does Green HR practices influences organizational sustainability in telecom sector.

1.5 Research Contribution

The study helped identify the impact of green recruitment & selection, green training and development, and green pay & reward, and green performance management and appraisal on organizational sustainability.

1.5.1 Practical Contribution

The study focuses on why it is important to use Green HR practices. This study helped us understand the association among the three GHR practices and organizational sustainability, why organizations should prioritize organizational sustainability. Green HRM has become a corporate buzzword and its importance is growing at a dizzying pace. The term has become an important topic in fresh research efforts as worldwide public awareness of environmental sustainability and sustainable growth has grown (Mathapati & C.M, 2013). Today's theme, Green HRM, includes not only environmental awareness but also the organization's and, consequently, the workforce's overall social and economic well-being. HR has a great chance to pay to the organization's sustainability initiative and plays an important role in encouraging employees to adopt green strategies for a greener market. Green human resource management is straight accountable for developing a green staff that knows, values,

and respects the environment. Green policies are developed and implemented, and green goals are supported throughout HRM's continuum of recruiting, training and development, compensation and increasing the company's human resources and organizational sustainability. It refers to the strategies, policies, and processes that enable a company's employees to be environmentally friendly for the benefit of the company as well as customers, society, and the natural environment. (Mirhadujo, Ahmed, & Chankoson, 2020) found in their research that recruitment & selection, training and development, and pay & reward are important human factors that lead to growth and success.

1.5.2 Theoretical Contribution

The last ten years have seen a significant increase in the importance of sustainability to corporate operations across all sectors. Sustainability is to balance and simultaneously maximize issues related to the environment, society, and the economy. Sustainability must transition from being an add-on to the way things are done for businesses to balance their financial, social, and environmental risks, obligations, and possibilities. Organizational culture is known to play a crucial role in the transition to sustainability. Environmental management plans at businesses are thought to succeed or fail in large part due to organizational culture. The primary presumptions, attitudes, symbols, and behaviors that indicate how senior management and staff view environmental sustainability challenges are embodied in an organization's culture. In order to develop the abilities, inspiration, values, and trust necessary to reach a triple bottom line, HRM is crucial to the organization's sustainability plan. It guarantees the sustainability and long-term well-being of the organization's internal and external stakeholders. The necessity to include organizational sustainability in human resource management is therefore increasing.

The study would be extremely important since it hopes to demonstrate the link between GHRM and organizational sustainability in the telecommunication sector. The results of this study will be useful in identifying the green human resource management that will improve organizational performance of businesses. The study's findings are expected to have a

significant impact on academics and individuals who wish to research green HRM and organizational sustainability.

1.6 Scope of the Research

This study contains secondary data; maybe primary data collection can give us a more comprehensive view of the topic. The general purpose of this research is to examine the sustainability of organizations in the telecommunication sector of Rawalpindi & Islamabad. This study focuses on green HR practices and their impact on organizational sustainability. This study will also attempt to identify how researchers can develop and assist Human Resources in the implementation of green recruitment & selection, green training and development, and green pay & reward, and green performance management & appraisal. The research focused on employees to determine the impact of green HRM practices on a 1-to-5 5-point Likert scale.

1.7 Organization of Thesis

This thesis includes following 5 chapters, thereafter the references & questionnaire:

- Chapter 1:** Background of study, Industry analysis, problem statement, research questions, research contributions, research scope, research limits, objectives of research, etc. are all included in the introduction.
- Chapter 2:** Organizational Sustainability, Green Recruitment & Selection, Green Pay & Reward, Green Training & Development and Green Performance Management & Appraisal, Underpinning Theories of Green HRM, Green HRM and its role in HR, Theoretical Framework/Model and Research Hypotheses are among the major topics covered in the literature review.
- Chapter 3:** Research Design, Research Approach, Unit of Analysis, Data Source, Data Analysis, Time Horizon, Population & sample, Sampling technique and instrument are all included in research methodology.

Chapter 4: Tables and explanations linking the findings to the purpose of the research make up the (analysis). Deductions made from earlier studies that supported the study questions are covered in the section titled "Critical Debate."

Chapter 5: Discussion, conclusion, and recommendations, future research & research implications and limitations are all included in (Conclusion and Recommendations).

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

The only goal of the strategies and policies put in place in the field of HRM is to enhance employability. It can be difficult for businesses to manage their workforce while maintaining a sustainable environment. Although it is important, connecting HRM and the environment is not always simple. As a result, Green HRM was developed and is now being used to encourage eco-friendly employment throughout the globe. Emphatically, Various green human resource management techniques can increase employees' commitment, inspiration, and motivation to contribute. their initiatives, suggestions, and work to make their company more environmentally friendly (Bangwal & Deepak, 2015). Green HRM practices, such as elastic work timetables, electronic filing, car-sharing, job-sharing, teleconferencing, and virtual in-person meetings, help organizations reduce employee carbon footprints. More efficiency, less waste, better work-related attitudes, better work/life balance, fewer expenses, and better employee performance are also outcomes of these methods. (Margaretha & Saragih, 2013). Numerous studies have been done after it was discovered that one of the largest activities in organizations is greening its HRM practices. According to research, corporations are implementing Green HRM as a sustainable business practice. Environmentally friendly HR practices and knowledge capital preservation are two key components of green HRM, and they work together to enable employees in the industry better understand their business and corporate social responsibilities. (Dutta, 2012) also focused on two key GHRM components, namely the protection of knowledge capital and environmentally responsible HR practices. The majority of studies concentrate on ways to make HRM procedures environmentally friendly.

Nowadays, a lot of businesses focus on greening their workforces by using numerous eco-friendly HRM techniques in areas including hiring practices, compensation schemes, training methods, and communications. The twelve roles of HRM, including job design, job analysis, human resource planning, recruitment, selection, induction, performance evaluation, training and development, reward management, discipline management, health and safety management, and employee relations, have been identified and highlighted by (Arulrajah & Opatha, 2016). The researchers contend that by promoting green performance, green behaviors, a green attitude, and green competences, companies can increase their environmental performance in a more sustainable way.

2.2 Organizational Sustainability

Organizational sustainability can only be achieved when Job Descriptions & Job Specifications must include environmental factors, due to this organizations can implement environmental strategies in the daily routine work of the organization. Employees must be addressed how their work will be participating in the sustainable environment. An organization can be a sustainable organization only when its employees, individuals, and organization are committed (Mesmer-Magnus, 2012). Awareness about environmental issues change the behaviors of the employees for pro-environmental actions and not being aware of the environmental issues brings difficulties for pro-environmental actions. If the turnover ratio in any organization is not too high it means that their employees are satisfied with them so their employees will help to make their organization a sustainable organization (Belaid Rettab, 2009). Each employee plays a different function and different role in the sustainability of their organization y (D'Mello, 2011). Bonding of the employees with the organization has a huge impact on sustainability in this scenario they feel themselves part of the organization and are much concerned about the organization goals (Mesmer-Magnus, 2012). The role of green HRM practices is very significant when it's about organizational sustainability (Jamal, et al., 2021).

The corporate organizations of the twenty-first century have emphasized the issues of sustainability. The corporate and green human resources departments could contribute significantly to the creation of an organizational culture that values sustainability (Das, 2016). For administrative practices to reflect the sustainability tenets. All HR decisions are consistently assessed by HR experts from a shareholder viewpoint (Gholami, G, & Saman, 2016). Organizations must now actively solicit inclusive contribution from all of their sponsors, inside and outside, while keeping in mind the impact on the economy, society, and environment (Mariappanadar, 2019).According to (Likhitkar & P, 2017) businesses can engage in a variety of green initiatives for their sustainability, including recycling, building more energy-efficient spaces, ride-sharing, flexible work schedules, virtual and telephonic conferences, electronic filing, and workplace flexibility. The sustainability of the organization is a result of these green initiatives' increased efficiency, reduced costs, happier employees, and reduced turnover. Researchers have taken organizational and environmental sustainability into account in developing nations (Bag, 2019).Business enterprises can put more effort into bringing more technological advancements reduce organizational deterioration by raising worker awareness and developing environmentally friendly products (SK, J, & Giudice, 2019). (S & B, 2015) analyze "Green and Green HRM" and consider the significance, advantages, and restrictions of its application for organizational sustainability. Developing successfully addressing the requirements of the populace deprived of sacrificing demands of following generations is a definition of sustainability.

The dedication to organizational sustainability is crucial to raising employee understanding of environmental issues and inspiring them to successfully navigate the foreseeable (Das, 2016) discovered that green human resource management objectives include prize for performance, recruiting and selection, training and development, and organizational sustainability when firms apply HRM strategies. The adoption of GHRM procedures was described as appraisal based on the performance system intended to raise employees' understanding of organizational sustainability in a research by (Ramus, Organizational support for employees: Encouraging creative ideas for environmental sustainability, 2001)."Development that fulfils the demands of the present without compromising the

ability of future generations to satisfy their needs" is the definition of the term "sustainability." The dedication to organizational sustainability fosters employee respect for environmental issues as well as the will to easily overcome expected challenges (Das, 2016) According to Rangarajan and (Rehman, D, & Shrivastava, 2016), when companies use green HR practices, it is obvious to both current and potential employees that they priorities social and environmental issues and have a strong corporate social agenda. This increases the company's external prestige in the eyes of potential employees, making it more "appealing" to workers. As a result, the social identity theory suggests that employee organizational identification would be a function of how employees perceive GHRM. According to (Tompkins, 2005) organizational identification is an emotional bond with the company that outwardly expresses the company's sense of pride and is related to employees' organizational commitment. Employees are encouraged to exhibit a positive work attitude and behaviors in order to boost their own identification inside the firm and their own self-worth. Research has also demonstrated that organizational identity is adversely correlated with employees' inclination to quit and positively correlated with employees' performance (J, Dumont, & Deng, 2018).

Organizations can implement environmental strategies into daily development and production in such a way that waste is reduced and managed, and all employees are aware of how their own tasks and functions can promote sustainable use of resources to promote organizational sustainability, by adopting a sustainable business model with clear employee job roles and descriptions. Organizations are compelled by performance accountability to monitor the high standards set by top management and provide sustainable working practices and standards for each of the organization's objectives (Crawford & Scaletta, 2005). When all parties (individuals, employees, and the organization as a whole) are dedicated, commercial organizations can achieve both organizational sustainability and environmental sustainability at the same time, according to a study by (Magnus & Viswesvaran, 2012). lack of understanding creates barriers and challenges for individuals to adopt pro-environmental attitudes and behaviors for organizational sustainability. Individual attitudes and behaviors also have a significant impact in pro-environmental actions. (Riketta & Dick, 2005) talked

about a crucial predictor of staff loyalty to the company. The company will not invest in training for new hires because existing employees will coach them and uphold the organization's culture, values, and competitiveness if turnover is low because employees are less likely to look for new employment and quit the company with low turnover (Saks & Uggerslev, 2007). In conclusion, it is clear that employees care about their company since they will participate in corporate social responsibility initiatives and environmental sustainability programs to improve the organization's performance and reputation.

2.2.1 Economic Sustainability

The economic success component, which explains the success of goods and services and financial well-being, is the first dimension of sustainability (Florea, cheung, & Herndon, 2013). By using sustainable business models for the design, manufacturing, distribution, and administration of goods and services, economic, human resource, and technological sustainability is achieved (Batista & Francisco, 2018). Economic sustainability is also defined as an organization's capacity to offer goods and services that the target market segment can easily find, access, and utilize, and that also meet their demands (Batista & Francisco, 2018). Financial and non-financial indicators of economic sustainability exist. Non-financial indicators include market share growth, innovation, market share relative to competitors, responsiveness of the business, and risk-taking behavior. Financial indicators include financial profit, return on assets, cash flow, and return on investments (Crucker & Decramer, 2016). The non-financial economic elements included in this study included the development of new products and services, as well as firms' proactive and risk-taking behavior (Crucker & Decramer, 2016).

2.2.2 Environmental Sustainability

Environmental sustainability is the second aspect of organizational sustainability. It describes environmental conservation and integrity and emphasizes the responsibility of the current generation to conserve the environment for future generations (Florea, cheung, & Herndon, 2013). Sustainable environmental practices include things like reducing

greenhouse gas emissions, using natural resources for energy and raw materials, and protecting the ecosystem overall. Environmental sustainability at the organizational level refers to preserving organizational resources and implementing environmentally responsible workplace practices (Preffer, 2010). (Karaks & F., 2010) conducted a research analysis on 89 businesses from 18 different industries with an emphasis on environmental sustainability. He then looked at how this had an effect on organizational performance. He conducted a six-month in-depth investigation before coming to the conclusion that companies that implement ecologically sustainable methods perform better overall. Organizations benefited financially by lowering operational costs and increasing sales of new green products (Karaks & F., 2010). Environmental sustainability is also defined as being eco-friendly by organizations in order to safeguard and preserve the environment (Anderson et al., 2013). Some measures of environmental sustainability include waste reduction, the use of renewable energy, the use of sustainable materials, the transportation of organizational personnel, the implementation of environmental policies, and the movement of goods and materials (Crucker & Decramer, 2016). The transportation, ecological materials, and environmental performance management of organizations are the three environmental sustainability indicators employed in the current study (Crucker & Decramer, 2016)

2.2.3 Social Sustainability

The third and last dimension is social sustainability, which encompasses actions that priorities the social welfare of organizational employees. Social sustainability is described as an organization meeting its social obligations (Niehm et al., 2008). The social component is a difficult notion for companies because they must strike a balance between their social obligations and the moral or ethical norms of society (Morimoto et al., 2005). Corporate social responsibility is one of the emerging ideas in social sustainability (Dyllick & Hockerts, 2002). According to Kotler & Lee (2005), corporate social responsibility is an organization's duty to contribute to society's well-being through its resources and business operations. Social sustainability metrics include things like job opportunities, gender equality, workplace safety and health, the application of labor regulations, and training and

development (Batista & Francisco, 2018). Two metrics are used in the current study to describe social sustainability (Crucker & Decramer, 2016). The first sign, "hiring disadvantaged persons," indicates that socially responsible businesses provide low-skilled workers or immigrants a chance at employment. After being hired, these unskilled workers receive professional training to help them become independent and contribute to the success of the firm.

2.3 Green Recruitment & Selection

In the recruitment function towards the green environment, paperless recruitment can be done through digitization (making interviews online, receiving job applicants' applications online). This will also help to reduce the depletion of fuel and other resources. While recruitment environmentally friendly culture must be addressed to the recruit to maintain the sustainable environment. Applicants are much mindful of the environmental behavior of the organization (Das, 2016). Organizations that are environmentally concerned prefer those applicants who know about the prevention and conservation of natural resources.

Green hiring refers to a paperless hiring procedure with less effect on the environment. Green recruitment is a field that places a strong emphasis on the value of the environment and is crucial to the operation of the company. Effective environmental management can be supported by green hiring procedures, which can help to ensure that new hires are aware of the organization's environmental culture and are able to promote environmental ideals. Green recruitment is a field that places a strong emphasis on the value of the environment and is crucial to the operation of the company. Additionally, the new hires are relatively excited to work for a company that is ecologically conscious. Employers find it easier to find specialists that understand the process at hand and are already familiar with the fundamentals of recycling, conservation, and building a more sensible world when they hire environmentally conscious candidates. This information leads us to the conclusion that green hiring enables firms to stand out from the competition and raises the likelihood of luring and keeping applicants after on boarding. Employment has become a green trend because of

recent environmental concerns. Green job candidates are retained in the context of fulfilling environmental objectives, being knowledgeable about their positions, and upholding sustainability standards. For instance, paper interviews, green areas, and other exercises in the portfolio can be used for recruitment. In order to accomplish business objectives, employers can develop a green atmosphere and use green management practices.

Employing those with green expertise (familiarity with sustainable practices) or environmental management skills and habits is known as "green hiring" (Sarkar, A.K., Saha, A., & A., 2017) According to (Madhavi & T., 2016), online tracking of applicants should be used for green hiring. Shortlisting, online CV submission, and recruitment details should only be done for candidates who are familiar with the idea of a green environment. Companies can create websites to post job openings online and use the Green Recruitment application to cut costs and expedite the hiring process (Deepika & Karpagam, 2016). (Ahmad & S., 2015) defines a focus on green issues as a field that is concerned with the environment and its varied aspects. Employers may also be extremely spirited and inspired to work for a company that practices environmental responsibility. It is simple for them to become sensitive and aware of green hiring if the hiring process is carried out by individuals who are interested in green human resource management and have professional engagement. For instance, by promoting a green image and engaging in environmental initiatives, numerous German businesses, like Bayer, Manisman, and Siemens, are attracting qualified and fiercely competitive personnel. Green recruiting and selection are included in human resource management processes, giving the potential employer the chance to implement environmentally friendly HRM projects. According to (Mwita, K. M., & Kinemo, 2018) the world's toughest challenge for HR managers is finding and keeping qualified employees. As a result, pro-environment businesses are marketing themselves to draw in knowledgeable, well-known green practitioners who adopt the green practices and issues related to sustainability. However, job seekers educate themselves to be green workers who adhere to worldwide environmental rules. Green workers like companies that base their operations on social and environmental responsibility (Chaudhary & R., 2018). The significance of the workforce's impression of an organization's environmental behavior was studied.

This study, which serves as a review, identifies the importance of contemporary environmentalism in leading American businesses. In the review, it was noted how important it is for employees to feel like their job contributes to the company when deciding whether or not to work there. In study, examined how a commitment to environmental sustainability affected hiring practices. This analysis used actual data and considered an anonymous firm. The study's findings demonstrate that an organization's attractiveness can be increased when it takes an active role in promoting environmental sustainability. This study showed that acceptance of a job offer will be correlated with a higher level of intention to continue working for green businesses. The significance of an organization's ethical behavior and its impact were demonstrated by (Frank, Finnegan, & Taylor, 2015). This study found that most respondents preferred ethical and pro-environmental businesses over unethical and environmentally irresponsible ones. (Brekke & Nyborg, 2008) research on how employers choose responsible employees. The study demonstrated that new hires would be more motivated to join the green firm if there were an equilibrium between it and a non-green firm. According to (Grolleau & Mzoughi, 2012) a company's environmental standards have an effect on hiring new employees. The study's findings demonstrate that businesses' environmental commitment values their brand identity. According to (Khan & Sarwar, 2019) it is now extremely difficult for HR to bring in qualified candidates for open positions. For an organization to be environmentally sustainable, recruitment is crucial. Employing motivated candidates who are knowledgeable about the environment for existing and forthcoming job openings is referred to as "green recruiting," which is organizational action that incorporates the environmental dimension. According to (Jabbour & Sousa , 2016), a candidate can be drawn to the position and decide who would handle environmental issues for the company.

According to (yusoff & Nejati, 2018) green HRM is seen to be impossible without green recruiting and selection. Candidates' green awareness, green employer branding, and green candidate attraction criteria were summed up in three ways by (. Renwick & Maguire, 2012) in their article on green recruitment and selection. The analysis process for employment should interact with and integrate environmental issues in the job description and employer

requirements, as well as clearly express the requirements for the chosen applicant (P & Pham, 2019). Clarifying language should be included in the job description, and the importance of environmental reporting should be guaranteed. Inductive preparation should center on educating newcomers on environmental strategies, concepts, and goals. Interview with a structure for assessing green ideas of the candidates.

2.4 Green Pay & Reward

Green pay and reward are a system of financial and non-financial rewards that is intended to achieve the goal of attracting, retaining, and ultimately motivating employees who are best suited for supporting the green goals of the organization, according to the strategic approach of rewards management (Alhaddi & H, 2015). By rewarding employees for their dedication to exemplify and promote eco-friendly behaviors and sustainable practices, the firm can better achieve its environmental goals (Alhaddi & H, 2015). If reward and compensation programs focus on reducing or eliminating unwanted behaviors and promoting environmentally friendly behavior, company sustainability may benefit (Masri & Jaaron, 2017). To do this, incentive programs should be created that accurately represent the strategic-level managers' dedication to environmental sustainability (Meyer, Estrin, & Bhaumik, 2008).

(Taylor & S.R. J. F. , 2019) presented a general viewpoint on the need of green management. A was used to identify 16 businesses from 5 different nations. It was discovered using a qualitative method that employees are more likely to follow green management principles if businesses provide incentives based on green awards. (Denton & D.K., 2015) studied the results of including the workforce in pollution control. This study used a qualitative case study technique and conducted interviews with workers at Dow Chemical. When employees came up with more original and creative waste reduction solutions, it was seen that employee motivation increased and more prizes were awarded. In diverse businesses, (Forman, M., & Jorgensen, 2001) studied employee participation in environmental work programs. This study used a qualitative research methodology, 2 unique Danish companies were chosen,

and employee involvement in environmental programs was noted. This study demonstrates the theoretical underpinnings of the practice of compensating or rewarding employees who take on additional responsibilities related to environmental activities. The green recognition program developed by (Veleva, Veleva, & Ellenbecker, 2001) includes a non-cash incentive for the employee, such as company-wide recognition, paid time off, and gift cards. These recognized incentives fostered a sense of pride among peers and helped to promote ecologically responsible conduct. (Ramus, Organizational support for employees: Encouraging creative ideas for environmental sustainability, 2001) cites the significance of non-financial incentives in influencing how environmental policy is carried out. A survey of employees at European companies was done because this study is empirical in nature. The workforce's commitment to respecting environmental policies was found to increase if there was perceived support from supervisors and positive acknowledgment in the form of appreciation letters and plaques. Businesses have implemented a green incentive system to brag about how their staff incorporates pro-environmental ideals into achieving the environmental goals of their companies (Ghouri & Mani, 2020). Employees may be highly motivated by non-cash rewards such as praise and recognition through green pay and prizes, it has been suggested (Haque, 2017).

Green compensation and reward are a system of monetary and non-monetary incentives that focuses on luring, keeping, and inspiring employees to support environmental goals. It is part of reward management that is in line with the strategic approach (Ghouri & Mani, 2020). According to (Haque, 2017), non-financial incentives such as green taxes, green travel advantages, and green recognition should be given alongside monetary incentives. Incentives for environmentally friendly travel may include compensation for travel and employee transportation. It should include suggestions for staff carbon footprint reduction and greater environmental sustainability awareness. A company settles its system with its green practices and strategies when it uses a pro-environmental pay scheme (Ramasamy & A., 2017). People should be paid for their contributions to the advancement of pro-environmental thinking (Mishra, 2017). Rewards for environmental management that are financially oriented include premiums, cash, and bonuses. Rewards for environmental

management that are not monetary include holidays, presents, leaves, bonuses, and so on. Rewards for environmental management accomplishments include regular lounge access and external roles, among other things. These are some of the several incentives for acquiring green talent (Arulrajah & Opatha, 2016). There have been numerous contributions that show businesses can achieve good environmental performance by integrating different rewards such letters of gratitude, promotions, profits, bonuses, money, and presents (Arulrajah & Opatha, 2016).

Public and private organizations search for green projects around the world to lessen the factors that contribute to environmental deterioration and to enhance the employee performance (Wang, Mao, & Y., 2013). Active green initiative must therefore be adopted in the first stage to address the challenge for a company's existence, success, and corporate reputation (Melo & Garrido-Morgado, 2012). In order to increase the employee performance, numerous organizations offer salary and benefits to their employees. Employee compensation and benefits are either monetary (such as bonuses and financial incentives) or non-monetary (e.g. recognition). However, a key point is highlighted here: Why do employees utilize green activities to enhance employee performance or lessen environmental degradation causes? On the one side, there are workers who are intrinsically motivated to enhance employee performance because they think it will help them feel better. On the other hand, some employees work hard to enhance employee performance because they believe it is the most sensible course of action from an economic standpoint to maximize the profit through monetary compensation. Pay and awards have a good relationship with employee performance, according to (Conyon & M.J, 2011). Companies compensate their leaders for taking environmental action in the United States (Stanwick & S.D., 2015). Companies like compensate their senior officers and managers financially for their commitment to sustainability. Companies like Neste Oil in Europe reward staff for their environmental behavior by giving them bonuses (Ramus, Organizational support for employees: Encouraging creative ideas for environmental sustainability, 2001). It is quite difficult to analyze environmental behavior and performance when creating monetary rewards in a fair and transparent manner (Fernandez & Junquera, 2013). Some non-monetary

rewards, such as acknowledgment, paid time off, gift certificates, and vouchers, are also given to employees who help achieve the goals and objectives of going green (Govindarajulu & BF, 2014).

2.5 Green Training & Development

Green Training & Development is the main function of Green HRM because through this function organization can train employees to achieve a green environment and sustainability of the organization. In the training function employees are addressed by the organizations what are their initiatives towards the environment (e.g. Reducing Carbon footprints, minimizing the emission of greenhouse gases). It can also be done by training employees and developing their skills in how to optimally utilize natural resources (Das, 2016). Achieve a Green environment in the organization it is very difficult to achieve without giving guidance to staff and without conducting seminars, people must be aware of how to achieve this objective.

The goal of green training and development is to prevent the loss of EM-related information, skills, and attitudes while also fostering the growth of employees' abilities, experience, and attitudes (Zoogah, 2011). Green training and growth educate employees about the cost of EM, teach them how to conserve energy and reduce waste, raise environmental awareness throughout the company, and give staff members opportunity to collaborate on environmental problem-solving. Its initiatives give workers a greater understanding of the many dimensions of ecological sustainability and give their work a purpose. It enables them to apply various recycling strategies within a company, such as waste control. Additionally, it increases a worker's ability to influence many environmental issues.

(Ramus & C.A, 2002) found that the most crucial HRM strategies that assist accomplishing environmental objectives are environmental preparation, in addition to developing a supportive culture for employees who think their activities reflect environmental consequences. In order to help managers, develop their "front wheel" soft skills, such as communication, diversity, transition management, and teamwork, the HR Department must

offer leadership learning seminars. It would be very helpful to enable businesses in developing environmentally friendly management that can indulge immediately while yet encouraging sustainability in the tactic (Rawasdes, 2018). (Jackson, Tang, & Ren, 2018) noted the significance of environmental training in promoting company values. For the purpose of comparing the effects of the created environmental training program, two different companies were examined. The results showed that, despite the training given to one group, the knowledge level of the employees of the two firms was comparable to the environmental management system. It was investigated that one company established a training program for all the employees, and the other was used as a control that did not offer the training. The authors of this study concluded that it is essential to create unique, personalized training programs that meet the needs of the organization. They also found a necessity to create validated tools to assess the effectiveness of the training.

Daily, (Daily, Steiner, & Bishop, 2007) concluded in their study that it is essential to support environmental training in a company because it demonstrates crucial knowledge for the advancement of the pro-environment teams in a firm and demonstrates their capacity to deal with the various issues that arise as a result of the environmental issues and the opportunities they present. According to (Sarkis & Torre, 2010), stakeholder pressure has an effect on the promotion of efficient environmental training. The study's conclusions include the fact that management's effective environmental training serves as a mediator for the adoption of pro-environmental management practices. The researchers in this study put forth the idea that businesses who actively promote cutting-edge, efficient pro-environmental management practices always provide their workers with an environmental methodological training program. A system of initiatives known as "green training and development" encourages the workforce to acquire environmental sustainability knowledge and focus on environmental challenges (Jabbour & Sousa , 2016). Training can improve an employee's environmental awareness, knowledge, and abilities (Sammalisto & Brorson, 2008). Green training programs can educate the workforce on the value of environmental sustainability, increasing their concern for environmental control and pollution prevention measures including gathering waste statistics (Kjaerheim, 2005).

Through the management of green knowledge, the workforce can receive intensive green training, strengthening their environmental knowledge and skills as well as their capacity to handle challenging environmental problems (Sammalisto & Brorson, Training and Communication in the Implementation of Environmental Management Systems (ISO 14001): A Case Study at the University of Gavle, Sweden., 2018). Additionally, green training provides knowledge management tools so that employees can engage in environmental initiatives. As a result of greater environmental awareness, independent motivation, and a strong desire to safeguard the environment, training, appraisal systems, and prizes encourage worker participation in ecologically sustainable practices (Sardinha & Antunes, 2013). The employees can become more knowledgeable about the environment and learn how to collect trash data through training (Kjaerheim, 2005). It is advised that integrated training not only include comprehensive programs but also link them to performance management systems and reviews, which is the process for creating a positive work environment. It's also important to evaluate how useful the training program will be utilizing an influential instrument (Renwick, Redman, & Maguire, 2015). (Rawashdeh, 2018) shows how upcoming pro-environmental managers can incorporate some practical practices for environmental preservation, energy management and safety training, recycling training, pro-environmental workplace research, waste treatment, training for the environment, and programs into their training schedules and work rotations. By focusing on educational requirements, training sessions can produce significant environmental benefits (Masri & Jaaron, 2017).

2.6 Green Performance Management & Appraisal

Green performance management and appraisal systems raise employee awareness to improve an organization's green performance (Jackson, Tang, & Ren, 2018). The performance appraisal (PA) takes environmental responsibility into account, as well as all activities that ultimately contribute to a decrease in carbon emissions and address environmental issues and regulations. To sustain improved employee performance, organizations must establish corporate-wide measures to evaluate resource acquisition (Tulsi

& Yunho, 2020). Employee involvement and motivation for green practices would increase if management rewarded workers based on assessments of their green performance (Jabbour & Sousa, 2016). In HR practices application, managers must encourage employees to voice their opinions on their workplace and responsibilities. For the upcoming year, the administrative staff should develop targets for implementing these green initiatives and evaluating employee success. According to (Sharma & Gupta, 2015), green productivity quality is the typical performance metric used in green performance reviews. To improve their EP, managers can make succinct remarks to unions or employees regarding their success in achieving environmental goals (Arulrajah & Opatha, 2016). The information provided will aid workers in developing their thoughts, skills, & competence. (Govindarajulu & BF, 2014), explained it is crucial for employee motivation to communicate appraisal results with staff members on their progress toward achieving their goals because doing so will increase their commitment to EM obligations. According to (Harvey, 2012), organizations can also put in place an online procedure for employees to share their thoughts, allow employees to follow their personal performance, offers a system & reviews, provide staff members the to join and propose fresh thoughts for fostering an environmentally friendly workplace. (Ahmad & S., 2015) suggested that human resource department unions update display inspection scoring scale to give choice of rating workers on their conduct and exact abilities relevant to organizational sustainability. The following was prepared in light of the literature review.

The Green Performance Evaluation covers a variety of topics, including environmental incidents, the dissemination of environmental law rules and procedures, and the performance of environmental tasks (PA). In order for environmental management to improve the performance goals of aspiration, problems included in the environmental performance appraisal system need that the managers be kept comprehensible. One aspect of the performance appraisal structure with an eye toward environmental management is that it must be visible enough to be distributed exclusively to executives and managers, rather than more generally to other workers (Milliman & Clair, 2017). The performance management system should incorporate the moratoriums, reproofs, and cautions that are included in the

pessimistic reinforcements to encourage employees to improve the environment. For instance, (Chan & Hawkins, 2010) conducted a study of hotel employees' experiences with environmental management systems in Hong Kong and found that they reported being "repeatedly reminded" and "scolded" if they failed to follow the hotel's environmental policies. However, using such gloomy reinforcements may not necessarily instruct staff in proper EM practice and may cause staff to self-protect by failing to report environmental hazards at the source. Effective performance evaluation is necessary to avoid lower productivity and employee dissatisfaction (khan et al, 2010). When employees are treated well, without any discrimination in compensation or the appraisal process, they perform at their best (Nurkholis and Wiranti, 2019). The green rating scale must be added to the employee and manager evaluation records (Ramus, Organizational support for employees: Encouraging creative ideas for environmental sustainability, 2001).

The managers should respond to the teams or employees on a daily basis regarding their daily routine performance in order to improve the environmental performance of the employees by achieving the environmental goals (Arulrajah & Opatha, 2016).The employees' expertise, credibility, and knowledge are all increased as a result of these comments. According to Govindarajulu and Daily (2004), he elaborates that in order to keep employees motivated and to increase their interest in the environmental management responsibilities, it is necessary to talk about the results of their evaluations in order to teach them how to perform better in the direction of environmental goals. Poor performance appraisal management encouraged immoral behavior and ended employee recruitment for the company. The inaccurate and unsuitable performance appraisal might worsen the problems of inappropriate assessment, promotion, and dismissal (Sadeq, 2006). The more important component of performance management is performance appraisal. Effective performance reviews provide employees with constructive feedback while addressing the requirements of dependability, equity, fairness, and validity. They also support ongoing change and improvement in the organization's environmental effects (Jackson, Tang, & Ren, 2018).

2.7 Green

Green represents harmony, kindness, growth, happiness, vitality, and in modern times, fashion as well. As a result, firms are starting to understand the value and necessity of going green in terms of their policies, procedures, and practices. Other definitions of this word are provided by Oxford University, including verdant, eco-friendly, unripe, unseasoned, inexperienced, and naive. In terms of organization, becoming green means protecting natural resources, preserving natural habitats, reducing air pollution, and promoting greenery.

2.8 Green Management

Green management, according to (Luu & T.T., 2018), is the process through which organizations manage the environment by creating environmental management strategies. The process of managing an organization's activities and resources while taking sustainability and the environment into consideration is known as "green management." It is engaging in all business-related activities that promote the growth and preservation of green earth. Diverse regions of the world have different views on green management. While green management is still in its infancy in poor nations and offers a wealth of scope and enrichment chances, it is to some extent a modern ideology in industrialized countries that has found its niche in crucial organizational activities.

2.9 HRM

(Das, 2016) defines HRM as "planning, organizing, staffing, directing and managing of the acquisition, development, compensation, integration, maintenance and reproduction of human resources to the end that individual, organizational and societal objectives are achieved. Human resource management (HRM) involves managing human resources from hiring through retirement, attaining organizational goals, and upholding social and environmental obligations.

2.10 Green HRM

Green HRM is an emerging concept in this era it is the integration of many HRM practices that leads the organization towards organizational sustainability as well as environmental sustainability. The word “Green” refers that every HR function of the organization is environmentally friendly. Green HRM means reducing all the carbon footprints in each function of the HRM. Green HRM achieve through Green Recruitment, Green Selection, Green Training & Development and many other functions. Whenever organizations establish green practices then their employees will become their brand ambassadors to help their organization towards organizational sustainability. In short Green, HRM practices help organizations digitalize themselves, organization paperwork eliminates, and every work on the digital platform (Das, 2016). While implementing Green HR practices a high level of employee involvement and leadership skills are required towards the sustainable environment of the organization. Employee’s involvement in each function of the organization which will be in result of organization sustainability and environmental sustainability reflects Green HRM.

In order to efficiently manage personnel in an organization and provide it a competitive edge, HRM is a strategic approach. This is structured and intended to maximize worker performance in achieving employers' strategic goals. Green HRM is described as HRM practices and regulations that support a business and, more crucially, seek to minimize harm caused by organizations’ unfavorable environmental (Yusoff & Nejati, 2018). Green HRM practices and concepts can be thought of as a collection of ideas, policies, procedures, and tactics that encourage employees to operate sustainably and establish a workplace that is resource- and socially-conscious (Ren, Jackson , & Tang, 2017).

Green HRM focuses on educating staff members about green practices and raising their level of environmental knowledge, efficiency, involvement, and performance (Pham & Hoang, 2020). The green HRM approach is regarded as one of the most effective approaches to assist businesses in implementing environmentally friendly policies, especially as it trains staff

members to identify environmental issues within the company (Renwick, Redman, & Maguire, 2015). Green HRM is one of the key constructs in this study because it is still a relatively new approach that includes activities like hiring and selecting employees, rewarding them, motivating them, providing them with training and development opportunities, and conducting evaluations to foster an environmentally friendly workplace (YiYong & Ramayah, 2019). More importantly, there is a research gap in green HRM (TanPham & Tučková, 2019). Making investments in staff members who are concerned about environmental issues, educating staff members about organizational environmental processes and giving them the authority to participate in those processes, and cultivating an environmentally conscious organizational culture are some of the underlying strategies of green HRM (. Renwick & Maguire, 2012).

According to Rangarajan and (Rehman, D, & Shrivastava, 2016), When a company adopts the GHRM initiative, it publicly demonstrates that it has strong social challenges and respects the environmental and social priorities of existing and potential employees. Both of these enhance the reputation of the organization outside the company and attract more talent. The social identity theory suggests that employee organizational identification will be influenced by how employees perceive GHRM. Organizational identification, as demonstrated by (Tompkins, 2005), is an emotional bond with the company that outwardly expresses the company's sense of pride and is connected to workers' organizational commitment. Employees are encouraged to exhibit a positive work attitude and behaviors in order to boost their own identification inside the firm and their own self-worth. Scientific research has also demonstrated that organizational identification is adversely correlated with employees' inclinations to quit and positively correlated with employee performance. There are numerous opportunities for each employee to pursue self-fulfillment and thoughtfulness in their work. Other fundamentally green events embrace restricting the amount of written words used in carrying out the officials etc. Despite the fact that there is a lot of "greenwashing" going on with regards to reducing waste, there are also a lot of opportunities. The better option is to integrate HR into the green program me of the firm as a whole because

HR is failing to stop having a very big impact by improvement of HR form independently on organization. (Mehta & K, 2017).

2.11 Green HRM Practices

Previous research on green human resource management (HRM) looked at its impact and connections to environmental traits (O'Donohue & Torugsa, 2016), stakeholder pressure (Guerci, Longoni, & Luzzini, 2016), corporate social responsibility (Wagner & M, 2013), change resistance (Nejati & Rabiei, 2017), and strategic HR competencies. The term green refers to actions that maximize energy efficiency while minimizing harm to the environment. Nowadays, it's used in discussions of practically all environmental benefits and impacts. Green HRM is increasingly required in businesses for a number of reasons. The numerous negative environmental events are one of them. Second, manufacturing companies use natural resources to produce goods or materials, which frequently contributes to industrial waste and environmental damage. Third, deforestation, ecological instability, and global warming are the by-products of using natural resources that produce raw materials in an unsustainable manner (Sadhu, S.D., M, & Kumar, 2018). Therefore, manufacturing companies must take steps to provide products and services that are environmentally sustainable. The HR department of a company can be extremely important in this regard. Role analysis, job requirements, recruiting and selection, training and growth, success and assessment, and incentives, according to earlier researchers, are all processes that are regularly examined in terms of how HRM might be made more environmentally friendly (Nisar, Haider, & Jamshed, 2021). Recent research is examining green HR systems and individual workers' behavior, multi-level dynamic, and new theoretical orientation, as noted by (Renwick, Jabbour, & Muller-Camen, Contemporary developments in Green (environmental) HRM scholarship, 2016). Past research has presented and improved Green HRM in a variety of ways, including Green HR methods, significant contextual issues, and the performance impact of Green HRM. Green training, green compensation, green performance assessment, and green recruitment and selection are the main practices stressed by the majority of the previous authors (Renwick, Jabbour, & Muller-Camen, Contemporary

developments in Green (environmental) HRM scholarship, 2016). The addition of organizational sustainability with recruitment and selection, where organizational sustainability promote by HRM practices and optimum use of resources in organizations, is what define as green recruitment and selection. The development of green training, on the other hand, refers to teaching staff members the importance of environmental management, preparing them for work practices that conserve energy, cut waste, spread environmental awareness throughout the organization, and giving staff members the chance to participate in environmental problem-solving. According to (Luu & T.T., 2018) green remuneration is the an acknowledgment of employees' contributions to the development of a more sustainable business. It is the outcome of employees' success in their ecological performance appraisal and evidence that a company's strategic sustainability goals are reflected in and achieved throughout the entire organization. The process by which employees are encouraged to develop their professional abilities that aid in more effectively achieving the corporate goals and objectives is known as the green performance evaluation. The word "Green" was added to each HRM operation in order to avoid misunderstandings and integrate green elements into general HRM tasks. For instance, (El-Kassar & Singh, 2019) study indicates indicated that organizations with poorer human resources practices experienced a more direct impact of environmental performance on competitive advantage. Additionally, the results demonstrate that businesses with established HR policies have a more comprehensive competitive edge thanks to higher company efficiency and environmental innovation. Green HRM practices can be considered as predictors of innovation, notably for the furniture manufacturing business, based on the data from the majority of previous studies. But according to a study of the literature by (Seeck, Diehl, & M.R, 2017), HRM has had little impact on administrative or process innovation in comparison to product and technological innovation. As previously mentioned, earlier studies on the relationship between HRM and creativity within a company produced conflicting results. Furthermore, there aren't enough empirical studies that support the link between Green HRM and corporate innovation, therefore the evidence for these connections is shaky and calls for more research. In addition, because Malaysia is a rising country, the environmental issue has gained increasing attention. One factor is that these developing

economies have begun to use more natural resources and energy in recent years, which has caused the environment to deteriorate (Luu & T.T., 2018). As a result, it would appear crucial to encourage Green HRM practices in Malaysia, especially in the furniture manufacturing sector. Many businesses are using green practices that enable them to lessen their carbon footprint by using video conferencing, conducting interviews online, and other methods. Businesses are sustainable because of their operations and culture, but employees are the ones who develop and implement environmentally friendly business policies. It's challenging to properly become green without training staff and putting sustainable practices in place. Because of this, effective use of human resources is the foundation of sustainable business growth (P. Kumari, 2012). The HR specialists are assisting businesses in going green by encouraging staff to turn off lights when not in use, turn off computer monitors when not in use, keep only a few lights on for safety during non-working hours, share training materials online, use print this e-mail only if necessary in their official e-mail signatures, and more. Green HRM practices include substituting environmentally unfriendly activities whenever possible, such as reducing travel by using teleconferencing, emailing, and scanning instead of letters and faxes. The HR promotes the use of compostable plates and cups to reduce the use of paper plates, uses recycled paper, defaults to duplex printing, etc. Use of electric vehicles instead of their gasoline/diesel counterparts for internal transportation in scenarios involving big factory facilities. Companies can adopt more environmentally friendly practices in a number of areas, such as teleconferencing, online policy and manual publications, electronic document storage, and the placement of recycling trash bins throughout the office and in the cafeteria. The businesses are concentrating on work-from-home and telecommuting initiatives. Programs for carpooling are very effective at helping businesses go green. It makes sense for businesses to take into account the environmental benefits of recycling, upgrading to energy-efficient heating and cooling systems, and seeking industrial efficiencies that save energy or reduce carbon emissions. It is common practice to see specific activities like providing incentives to employees who purchase hybrid vehicles, ride bicycles, or use public transportation. Companies frequently introduce carbon credit cards that reward staff for using public transportation, walking to

work, or using video conferencing rather than flying. Then, the workers with the most points receive rewards.

2.12 Underpinning Theories

The theoretical dimension of the theory of stakeholders and the “resource-based view” (RBV) are the foundations for the research framework of this study, representing a “middle range theory.”

Stakeholder Theory is a view of capitalism that stresses the interconnected relationships between a business and its customers, suppliers, employees, investors, communities and others who have a stake in the organization. The theory argues that a firm should create value for all stakeholders, not just shareholders. So green practices are essential for creating value.

(RBV) The resource-based view is a managerial framework used to determine the strategic resources a firm can exploit to achieve sustainable competitive advantage. Green HRM practices are the key resources to take company towards sustainability

Theoretical Framework

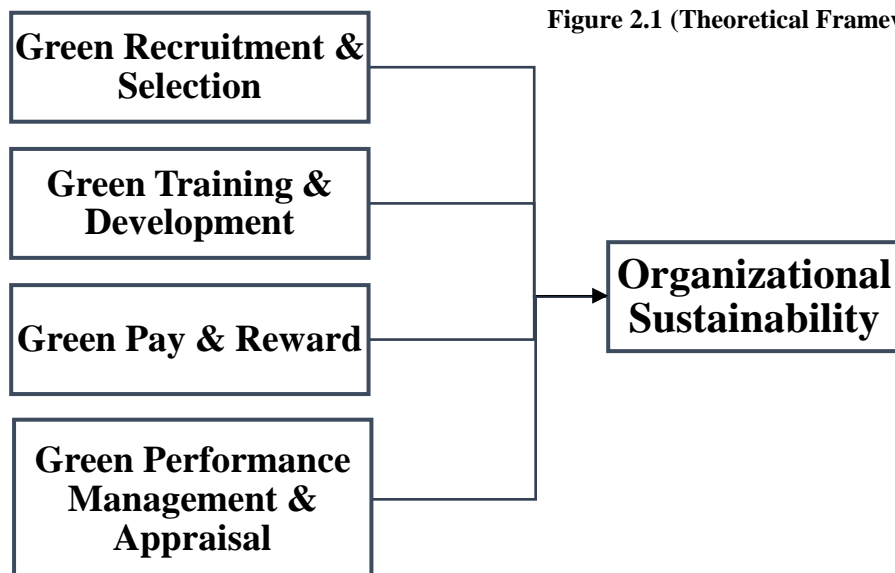


Figure 2.1 (Theoretical Framework)

2.13 Hypotheses

The hypothesis is developed once the theoretical framework has been developed and there is a clear comprehension of it. To further explore the theoretical framework, numerous hypotheses are produced. The information gathered from the organization's personnel heavily influences whether an application is accepted or rejected.

H1: There is a positive relationship between green Recruitment & Selection & organizational sustainability.

H2: There is a positive relationship between green Training and Development & organizational sustainability.

H3: There is a positive relationship between green Pay & Reward & organizational sustainability.

H4: There is a positive relationship between green Performance Management & Appraisal & organizational sustainability.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

Methodology for research is regarded as a deliberate, scientific procedure for learning information and exploring new ideas about selected topic to provide new and pertinent knowledge on a particular subject. According to Pakistan's present business climate, research was done. the research's scope was condensed to just telecom companies in Rawalpindi Islamabad, and data was gathered from top level, medium level, and lower level personnel Working in telecom sector to make the study more accurate and understandable. The research approach, including the methodology and data sources, is presented in this part. The methods for gathering data, analyzing it, interpreting it, and presenting it are also discussed. Research methodology refers to the processes and instruments used to gather, process, and interpret data and information in order to accomplish research goals.

3.2 Research Design

The goal of this research is evident in the work's design. A strategy for creating a research design is called a research design. A researcher's plan, or study design, outlines the method and approach used to collect and analyze the pertinent data. A research design is a planned approach to data collection and analysis with the aim of combining relevance to the study objective. A descriptive survey research strategy was used to examine the outcomes of green performance management and appraisal, green training and development, and green recruitment and selection in this study. A descriptive survey is a method of gathering information and giving questionnaires to a sample population. This plan aids in gathering crucial information about the state of phenomena and, when feasible, will derive broad conclusions from the information gathered. The impact of green performance management and appraisal, green training and development, and green recruitment and selection on organizational sustainability was examined using data gathered and presented through a descriptive survey.

To get attempt and develop the concept of Green HRM, a systematic literature review has been written to elaborate on different aspects of Green HRM. The data for the literature review has been collected through different research papers and articles.

This research belongs to respondents who belong to the telecommunication sector of Islamabad/Rawalpindi.

3.3 Research Approach

The purpose of this study's research question was to ascertain the impact of green performance management and appraisal, green training and development, and green recruitment and selection on organizational sustainability. To find the answer to the research questions, the methodologies advanced through data collection and arrive at the answer of those questions. In this work, we use a deductive research approach and a quantitative research strategy. Analysis can be applied to the quantitative data. The impact of green performance management and appraisal, green training and development, and green recruitment and selection on organizational sustainability will be analyzed through quantitative data.

In order to test an existing theory, we perform deductive research. Deductive reasoning is a kind of logic that starts with a general idea and leads to a predetermined conclusion. This study's objective is to evaluate the impact of green performance management and appraisal, green training and development, and green recruitment and selection on organizational sustainability in Rawalpindi, Islamabad's telecommunications sector. A questionnaire was chosen as a data collection instrument in this study because quantitative research allows for the replication of results.

3.4 Unit of Analysis

The unit of analysis can be a person or object whose personality and qualities are being studied. Data was gathered from the top-level employee of telecom companies in twin cities. Five (Ufone, Zong, Jazz, Telenor & SCOM) companies considered as a unit of analysis.

3.5 Data Source

In this study, the sole sources of data were primary sources. To distribute survey questions, the primary data is collected. We distributed 300 questionnaires and gathered data from 225 individuals. Each variable's specific question is included in the questionnaire's design. A standardized questionnaire that was given to 300 respondents was used to obtain the study's primary data.

3.6 Data Analysis

Quantitative data analysis was used in the study. SPSS 25 was used to analyze quantitative data collected from the survey using descriptive statistics like mean and percent. While regression analysis was used to ascertain the overall impact, correlation analysis was utilized to evaluate the relationship and quantify the association between the independent and dependent variables. Regression analysis used to check the impact of green performance management and appraisal, green training and development, and green recruitment and selection on organizational sustainability in Rawalpindi, Islamabad's telecommunications sector.

3.7 Time Horizon

This cross-sectional study will analyses the information received from organizations utilizing questionnaires at one particular period.

3.8 Population

Every component of the data collection is represented in the population. Population can refer to the entire population of a nation or only a portion of it & the population's sample is a small portion. In order to conduct research, a sample is taken. The population of my study consisted of upper-level, middle-level, and low-level employees of telecom enterprises in the twin cities. There are total 126 franchises or offices of telecommunication companies in twin cities we take an average of 4 employees in each so get population of 510.

3.9 Sample

A strategy for collecting a portion of a population is sampling. It speaks of the method of choosing goods for the population. In research, it's crucial to choose an appropriate sample size and number of observations. Our total population is 510. Sample size is derived from Krejcie and Morgan Table (KREJCIE & MORGAN, 1970) so our sample size is 220.

In this study convenient sampling technique has been used. When performing research, the sample method is crucial. For conducting credible and authentic research analysis, accurate sample size and reference scale are necessary. This sampling process is also known as a method of chances because the choice of objects is entirely based on chance.

3.10 Instrument

A questionnaire with a 5-point Likert scale was employed to collect data because the study's analysis is quantitative. It would be rated on a 5-point Likert scale, with 1 denoting the least degree of agreement and 5 denoting the greatest degree of agreement. A 5-point Likert scale was used to grade the question. An approved and securely established standard questionnaire was employed in the current study to gather primary data.

Green pay & reward & green performance management & appraisal considered three items respectively which was used by (Masri & Jaaron, 2016). Green recruitment & selection considered three items and adopted from (Sharifa K. Mousa & Mohammed Othman, 2019).

Organizational Sustainability measured by its three dimensions consist of four items which were adopted from (Crucker & Decramer, 2016). The variable green training and development consist of three items and were adopted from (Rawadesh & A., 2018)

CHAPTER 4

DATA ANALYSIS & RESULTS

4.1 Overview

The results of structured survey information collection are discussed in this section. By the end of this section, the reader will have a full understanding of the entire dataset, including how it was organized and where it was collected, and the backgrounds and qualifications of individuals. For this particular research (Effect of Green Recruitment & Selection, Green Pay & Reward, Green Training & Development & Green Performance Management and appraisal on Organizational Sustainability of telecommunication sector in Rawalpindi, Islamabad.). Organizational Sustainability was chosen as the dependent variable, Green Recruitment & Selection, Green Pay & Reward, Green Training & Development & Green Performance Management & appraisal were selected as independent variables. The questionnaire was created to collect information. It was split into six sections: Demographics, Green Recruitment & Selection, Green Pay & Reward, Green Training & Development, Green Performance Management & Appraisal, and Organizational Sustainability. The scale is a 5-point Likert-type scale. All demographic responses from the telecom sector were collected. SPSS Statistics version 25 used to test the data. In this section, researchers present their data results using the Reliability Test, Correlation, Regression, Anova, and Coefficients methods with descriptive statistics.

4.2 Descriptive Statistics

The researcher divided the collected data into different classes to facilitate interpretation. The sample size was divided into several categories as follows: gender, age, qualification, and years of experience of the respondent. If these questions were answered correctly, these people were included in the study. Collect data from 225 employees working in the telecommunication sector in Rawalpindi, Islamabad.

Table 4.1 (Descriptive Statistics for Demographics)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Gender	225	1.00	2.00	1.4783	.50109
Age	225	1.00	3.00	1.2174	.44294
Qualification	225	1.00	3.00	1.7329	.66856
Organization	225	1.00	5.00	2.9379	1.28301
Service	225	1.00	4.00	1.6025	.83126
Valid N (listwise)	225				

The above table shows that that there is total 161 respondents out of which maximum are males because the mean is 1.478 and majority respondents are in between 20-30 age group maximum respondents have qualification of masters because its mean is 1.7329 and majority are working in Zong and having 1-5 years of experience.

Table 4.2 (Descriptive Statistics for Variables)

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
GRS	225	1.00	5.00	3.7314	.64381
GPR	225	1.00	5.00	3.6874	.70187
GTD	225	1.00	5.00	3.8468	.65510
GPMA	225	1.00	5.00	3.7743	.69182
OS	225	1.00	5.00	3.6118	.62681
Valid N (listwise)	225				

Above table indicates mean rating of each variable is “Agree” from questionnaire because each variable has mean value above 3.5.

4.3 Cronbach Alpha

The Cronbach's alpha values shown by the reliability statistics are acceptable in this study. Cronbach's alpha values clearly indicated the higher level of reliability and consistency enjoyed by the questionnaire used primarily in research. Cronbach's alpha values are very close to one, indicating the reliability of the questionnaire used and also the reliability of the respondents' answers; It is 0.907. This Cronbach's alpha shows that the Likert scale is more consistent and the variable questionnaire for this quantitative research is unique and open.

Table 4.3 (Cronbach Alpha)

Reliability Statistics	
Cronbach's Alpha	N of Items
.907	16

In this study the Cronbach alpha is 0.907 which is good and it indicates that the score is reliable.

4.4 Correlation

The link between independent and dependent variables is demonstrated via correlation. The correlation analysis show that the components are distinct and unique. The relation between variables is measured by the level of significance and direction between them is indicated by a positive or negative sign.

Table 4.4 Correlations

		GRS	GPR	GTD	GPMA	OS
GRS	Pearson Correlation	1	.599**	.642**	.669**	.564**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	225	225	225	225	225
GPR	Pearson Correlation	.696**	1	.788**	.615**	.647**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	225	225	225	225	225
GTD	Pearson Correlation	.642**	.688**	1	.714**	.619**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	225	225	225	225	225
GPMA	Pearson Correlation	.669**	.603**	.714**	1	.604**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	225	225	225	225	225
OS	Pearson Correlation	.564**	.517**	.619**	.604**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	225	225	225	225	225
**. Correlation is significant at the 0.01 level (2-tailed).						

According to the table, the factors in this study are significant and positively associated with one another. The positive value highlighted that all the variables have a positive sign in the test further demonstrating the significance of each variable.

Moreover, table 4.7 elaborated that Green Human Resource variables have a positively correlated with Organizational Sustainability. As result indicated that, the Green Recruitment & Selection has positively correlated with Organizational Sustainability having the value of .564** means that 56.4% with the 99% confident interval level as well as significant with the level (.000) of 0.01. Similarly, results of green training & development, green pay and reward and green performance management & appraisal have been originate positively correlated with organizational sustainability having the value of .619**, .647** and .604**, respectively.

4.5 Regression

Another term called regression analysis is used in the data analysis process. This is also an important step in determining whether the relationship between variables is directly or indirectly proportional and whether it is an independent or dependent variable. We used linear regression analysis for the variables in this study. When such a result is obtained from the whole process, it can provide the most relevant and reliable data.

Table 4.5 (Regression Results)

Regression Results				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.677 ^a	.458	.444	.46742
a. Predictors: (Constant), GPMA, GPR, GRS, GTD				

R values tell about correlation. R-value in this study is 0.677 (67.7%), which indicates that there is a high correlation between Green Recruitment & Selection, Green Pay & Reward, Green Training & Development & Green Performance Management & appraisal & Organizational Sustainability. Similarly, R^2 tells about that how much “Organizational Sustainability” can be changed by “Green Recruitment & Selection, Green Pay & Reward,

Green Training & Development & Green Performance Management & appraisal". R^2 is 0.458 (45.8%) which means Green Recruitment & Selection, Green Pay & Reward, Green Training & Development & Green Performance Management & appraisal causes 45.8% change in Organizational Sustainability. Adjusted R^2 tell about how fit the theoretical model has been, in this study adjusted R^2 value is 0.44 (44.44%) moderate fit.

4.6 Coefficients

Table 4.6 (Coefficients)

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.865	.245		3.531	.001
	GRS	.175	.083	.180	2.100	.037
	GPR	.158	.078	.210	2.798	.031
	GTD	.275	.093	.287	2.972	.003
	GPMA	.215	.084	.237	2.572	.011
a. Dependent Variable: OS						

The above table shows coefficient results. As, indicates that beta value for Green Recruitment & Selection is 0.180 (18%), Green Pay & Reward is 0.210 (21.0%), Green Training & Development is 0.287 (28.7%) & for Green Performance Management & Appraisal is 0.237 (23.7%) it means that one unit change in these variables will bring change in Organizational Sustainability by (18%, 21.0%, 28.7% & 23.7% respectively). Above result shows the green recruitment & selection, green pay & reward, green training and development & green performance management and appraisal has a significant (positive relationship) with organizational sustainability.

4.7 ANOVA

Table 4.7 (ANOVA)

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.780	4	7.195	32.932	.000 ^b
	Residual	34.083	220	.218		
	Total	62.863	224			
a. Dependent Variable: OS						
b. Predictors: (Constant), GPMA, GPR, GRS, GTD						

From above table we can see that P-value is 0.000 which is less than 0.001 so we can say that there is significant relationship between Green Recruitment & Selection, Green Pay & Reward, Green Training & Development & Green Performance Management & appraisal and Organizational Sustainability.

4.8 Data Findings

This study involved testing eight hypotheses. Based on the above-mentioned results, the findings regarding the working hypothesis are presented below.

- H1:** The hypothesis that green recruitment & selection has a positive effect on Organizational Sustainability was supported by correlation and regression analyses. According to the correlation analysis, green recruitment is positively associated with Organizational Sustainability. (H1 Accepted)
- H2:** The hypothesis was accepted in the correlation and regression analysis indicating that green training and development has a positive impact on Organizational Sustainability. In correlation analysis, green training and development are positively associated with Organizational Sustainability. (H2 Accepted)

- H3:** The hypothesis was accepted in the correlation and regression analysis indicating that green pay & reward has a positive effect on Organizational Sustainability. According to correlation analysis, green pay & reward are positively associated with Organizational Sustainability. (H3 Accepted)
- H4:** The hypothesis was accepted in the correlation and regression analysis indicating that green performance management & appraisal has a positive impact on Organizational Sustainability. According to correlation analysis, green performance management & appraisal are positively associated with Organizational Sustainability. (H4 Accepted)

CHAPTER 5

DISCUSSION

The aim of this study was to determine the effects of green hiring and selection, green pay & reward, green training and development, and green performance management and appraisal on organizational sustainability in the telecommunications industry in Rawalpindi, Islamabad. Using data from telecom firms based in the twin cities and considerable literature research. The results showed a correlation between organizational sustainability and green recruitment and selection that is favorable. Green training and development and organizational sustainability have a positive relationship. Green performance management and appraisal are positively correlated with organizational sustainability. Green pay & incentive and organizational sustainability has a positive relationship. It means that the people of selected population are satisfied with the company's initiatives towards green environment and organizational sustainability.

Data is only gathered once during the study phase in the current time horizon to assess and analyze the influence of Green HRM on organizational sustainability because the research is cross sectional in nature and because of time and financial constraints. Zong, Jazz, Ufone, SCOM and Telenor are the chosen companies in Rawalpindi Islamabad, and data was gathered by staff members of the aforementioned companies. The population for this study includes top management, personnel in charge, HR managers, as well as lower level employees including administrative and technical staff who work for various telecom businesses in Rawalpindi/Islamabad. This study contains 504 as the population based on the fact that each telecom franchise in Rawalpindi/ Islamabad has, on average, 4 employees that vary depending on the size of the branch. In accordance with the table provided by, 220 is selected as the appropriate sample size (Krejcie & Morgan, 1970). Since quantitative research enables the verification of findings, primary data served as the only sources of information for this examination. The convenience sampling strategy is used to determine the total sample for the specific research.

The primary data is provided by the workforce, and survey questions are then sent based on that data. The questionnaire has specific questions for each variable. The conformability of the instrument was verified by the analyst, and the validity of the elements used to gauge the survey's parameters was established by a careful analysis of the inquiries. Employees use a Google Docs questionnaire to collect some of the data, and the other data has been gathered through direct human contact with the organizations. A questionnaire is distributed to over 300 employees in order to gather responses. Of these, 225 employees offer pertinent information. The response rate is 75 percent. Utilizing the most up-to-date research tool, SPSS 25.0, analysis, calculations, and tables are created to determine the effects of various factors on one another and to support hypotheses. Before drawing conclusions about the final results, different correlation, regression, and Cronbach alpha values are also computed using SPSS.

Results derived from SPSS, elaborates the impact of Green Recruitment & Selection, Green Training & Development, Green Pay & Reward, Green Performance Management & Appraisal has a positive relationship with organizational sustainability. These results also reflect the result derived by (Fiza & Waseem, 2021).

CHAPTER 6

CONCLUSION / RECOMMENDATIONS / DISCUSSION

The goal of this study was to learn more about the connection between Green human resource management practices and organizational sustainability. This theoretical work has made many strides and has practical ramifications by revealing the connection between Green human resource management methods and organizational sustainability. This study establishes a conceptual framework, explores the relationship between Green Human Resource Management Practices and Organizational sustainability, and adds to the body of knowledge on the conceptualization of Green Human Resource Management Practices and Organizational sustainability through the lens of strategic choice theory. By identifying connections between green practices (generally) and industrial outcomes that are linked to organizational sustainability, this research has theoretically contributed to green human resource management. The study also clarified discrepancies in the literature about how employing green human resource management strategies affects organizational sustainability and reaffirmed the relationship between the two. By providing empirical support for the link between green human resource management practices Finally, by examining the indirect effects of green human resource management on organizational sustainability, this research adds to the body of knowledge. and organizational performance, this study has shown how employing green HRM techniques increases employee green empowerment. By giving workers more knowledge about environmental decision-making, green empowerment may encourage them to take part in environmental improvement efforts.

The findings indicate a favorable association between organizational sustainability and green recruiting and selection. Green training and development and organizational sustainability have a good relationship. Green pay & reward and organizational sustainability has significant relationship. Green performance management and an appraisal are positively correlated with organizational sustainability. When transforming their firms into green entities, human resource professionals' biggest challenge is understanding the breadth and

complexity of green HRM. Last but not least, this project enables the business to enhance its environmental performance and green innovation associated with more organization and conservation. Organizational sustainability, which contributes to the realization of benefits for both employees and the business, is strongly influenced by the importance of putting in place effective green HRM practices. The company's green environmental strategy will benefit greatly from the participation of employees in environmental management activities, creating greater opportunities for improvisation. Employers should employ environmentally friendly hiring, selection, and training practices when creating their pay and incentive structures. In some circumstances, this will lead to greener products, cost savings in organizational operations, and higher consumer satisfaction.

6.1 Recommendations

According to this research, which advised and instructed regulators, it is suggested that the telecom industry should concentrate on eco-friendly policies, human resource management practices, green training and development, green recruiting and selection, and green pay & reward, green performance management, and green appraisal. They must look into how factors like national values, norms and regulations, environmental activists and NGOs, and external stakeholder expectations affect the development of green cultures. The insights should be applied by HR managers to improve HR systems in their organizations.

6.2 Future Research

Future research may concentrate on a thorough examination of businesses based on revenue produced or organizational structure, as well as differences in views between HR experts and employees. This research could be expanded in a number of ways. Future research may concentrate on identifying the reasons for the knowledge gap surrounding GHRM. By conducting additional research in this field, academics can contribute fresh information that can be used to increase the body of knowledge on environmental management in general. Although the research has concentrated on the telecom industry, it can be applied elsewhere.

Future research may examine the variations in Green HR practices between developed and developing countries.

6.3 Research Implications

Examining organizational sustainability in the telecom industries of Rawalpindi and Islamabad at the upper, middle, and lower levels is the main objective of this study. The focus of this study is on green human resources strategies and how they affect organizational sustainability. Additionally, this study will consider how researchers may assist HR in embracing green performance management and appraisal, green pay and reward, and green training and development. In order to evaluate the effects of green recruitment and selection, green pay and reward, green training and development, and green performance management and appraisal on a 5-point Likert scale rating of 1 to 5, the study is focused on employees. As a result, managers will learn the value of Green human resource practices and policies for the environment and their companies. Employers and practitioners can assess the benefits of integrating organizational sustainability with green hiring and selection, pay and benefits, training and development, performance management, and appraisal. They concentrated on recycling, waste management, and creating and marketing eco-friendly goods and services. A corporation should continue to rely on its employees if it wants to lessen the negative effects of its operations on the environment and hire people to help improve the environment.

Managers and employees can take advantage from this research by becoming more active in carrying out tasks and shouldering duties as well as addressing environmental issues. GHRM practices like training and development, pay & reward, performance management & appraisal, recruiting & selection, and pay & reward are critical components in improving morale and customer satisfaction levels, as evidenced by empirical investigations, according to this study's research implication. As a result, environmentally conscious businesses may be able to implement such green practices successfully. The need for organizations to incorporate the idea of going green into their long-term environmental strategies necessitates a high-level arrangement of green human resources management, which would include green

training and advancement, green pay and compensation, etc. Furthermore, given that every organization has been subject to external environmental pressures like customer expectations, law and legislation, and national cultural values the environmental method helps businesses build a greener culture and an environmentally friendly workplace, which gives them the tools and support they need to come up with ideas that will help them grow their businesses in a manageable way.

6.4 Research Limitation

Due to the short time frame and big population, the research is only done in the twin cities. It is done in several sectors with substantial populations. The study should concentrate on the qualitative elements of GHRM activities. It is important to consider the research's multi-group analysis and longitudinal nature, especially the secondary data analysis. Because of the shortage of time all functions of human resource could not cover.

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APPENDIX 1

Questionnaire Survey

Dear Respondents:

I am Muhammad Kamran Alvi, a student of MBA studying at Bahria University, Islamabad. As part of MBA curriculum, I am conducting a research on the topic “Impact of Green HRM Practices on Organizational Sustainability: A study of the Telecommunication Sector in Rawalpindi/ Islamabad”. The survey is being conducted to collect feedback from employees on their views about their learning and work experiences in their organizations. The information given shall be purely used for academic purposes and your responses will be kept confidential. I humbly request you to spend a few minutes and fill this questionnaire. Your cooperation will be highly appreciated.

Respondent’s Profile:

Gender: Male Female Other

Age (Years): 20-30 30-40 40+

Qualification: Bachelors Masters MS/ MPhil Doctoral

Organization: Jazz Telenor Ufone Zong

SCOM

Tenure (Years): 1-5 5-10 10-15 15+

Statements		SD	D	N	A	SA
		(1)	(2)	(3)	(4)	(5)
Green Recruitment & Selection						
1	The company computerized its recruitment exercise in order to control environmentally harmful practices.					
2	Company adopts strategies to forecast its environment related activities for deciding its recruitment exercise.					
3	Job Positions, design is to focus exclusively on environmental management aspects of organization.					
Green Pay & Reward						
4	The green organization will make available green benefits to its employees such as combining transportation and travel to support green efforts.					
5	Provision of financial or tax incentives to employees is an essential part of the 'Pay and Reward' system in a green organization (e.g., bicycle loans, use of less polluting cars)					

6	Recognition-based rewards in environment management for staff (e.g., public recognition, awards, paid vacations, time off, gift certificates) are given due importance in the green organization.					
Green Training & Development						
7	Company provide training to its staff on how to adapt to environmentally friendly practices.					
8	Company identifies and analyses environmental training need to its staff towards developing the required skills and knowledge.					
9	Environmental training is a priority when compared to other types of company training.					
Green Performance Management & Appraisal						
10	Employees knows their specific green targets, goals & responsibilities.					
11	Roles of managers in achieving green outcomes included in appraisals.					
12	Providing regular feedback to the employees or teams to achieve environmental goals or improve their environmental performance.					
Organizational Sustainability						
13	Technologies are used that minimize the pollution produced and that prevent a subsequent purification or waste treatment process.					

14	My organization has incorporated environmental performance objectives in organizational plans.					
15	My organization addresses unsolved societal problems.					
16	During the last five years my organization has conducted itself consistently with the behavioral norms of the operating environment industry or sector.					

APPENDIX 2

Turnitin Report

IMPACT OF GREEN HRM PRACTICES ON ORGANIZATIONAL SUSTAINABILITY IN TELECOMMUNICATION SECTOR OF RAWALPINDI & ISLAMABAD

by Kamran Alvi Final Thesis

Submission date: 05-Jul-2022 02:25PM (UTC+0500)
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IMPACT OF GREEN HRM PRACTICES ON ORGANIZATIONAL SUSTAINABILITY IN TELECOMMUNICATION SECTOR OF RAWALPINDI & ISLAMABAD

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