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**IMPACT OF GREEN RECRUITMENT ON VOLUNTARY  
WORKPLACE GREEN BEHAVIOR THROUGH MEDIATING ROLE  
OF GREEN SUPPORTING CLIMATE IN AN EDUCATIONAL SECTOR  
OF PAKISTAN**



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## TOPIC OF RESEARCH

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# **IMPACT OF GREEN RECRUITMENT ON VOLUNTARY WORKPLACE GREEN BEHAVIOR THROUGH MEDIATING ROLE OF GREEN SUPPORTING CLIMATE IN AN EDUCATIONAL SECTOR OF PAKISTAN**

By

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## **Abstract**

The role of GREEN RECRUITMENT ON VOLUNTARY WORKPLACE GREEN BEHAVIOR context has received insufficient empirical and theoretical attention. The focus of this study is to examine the IMPACT OF GREEN RECRUITMENT ON VOLUNTARY WORKPLACE GREEN BEHAVIOR. Additionally, the mediating role of GREEN SUPPORTING CLIMATE in this relationship has also been examined. Using random sampling, 195 sample data was collected from five universities employees in Pakistan through an online questionnaire. Correlation and regression analysis were used to analyze the data. Results show that GREEN RECRUITMENT has a significant positive impact on VOLUNTARY WORKPLACE GREEN BEHAVIOR. It is highly recommended to managers of private/govt institutes that GREEN RECRUITMENT style must be taken care of while GREEN SUPPORTING CLIMATE IN AN EDUCATIONAL SECTOR OF PAKISTAN as it has a strong impact on VOLUNTARY WORKPLACE GREEN BEHAVIOR.

*Keywords:* GREEN RECRUITMENT, VOLUNTARY WORKPLACE GREEN BEHAVIOR, GREEN SUPPORTING CLIMATE IN AN EDUCATIONAL SECTOR

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## TABLE OF CONTENT

<b>Acknowledgement</b> .....	<b>2</b>
<b>Abstract</b> .....	<b>3</b>
<b>CHAPTER 1</b> .....	<b>2</b>
<b>Introduction</b> .....	<b>2</b>
1.1 Background.....	2
1.2 Research Gap:.....	3
1.3 Problem Statement:.....	4
1.4 Research Objectives: .....	5
1.5 Research Questions:.....	5
1.6 Significance of The Study: .....	5
1.7 Supporting Theory:.....	6
<b>CHAPTER 2</b> .....	<b>Error! Bookmark not defined.</b>
<b>LITERATURE REVIEW</b> .....	<b>Error! Bookmark not defined.</b>
2.1 Theoretical Background.....	7
2.2 Green Recruitment .....	8
2.3 Voluntary Workplace Green Behavior .....	9
2.4 Green Recruitment and Voluntary Workplace Green Behavior .....	11
2.5 Green Supporting Climate (GSC).....	13
2.6 Theoretical Framework:.....	14
2.7 Research Model: .....	15
<b>CHAPTER 3</b> .....	<b>16</b>
<b>RESEARCH METHODOLOGY</b> .....	<b>16</b>
3.1 Research Philosophy.....	16
3.2 Research Design: .....	16
3.3 Population and Sample Size .....	17
3.4 Sample Technique .....	17
3.5 Methodological Choice and type .....	18
3.6 Time horizon.....	18
3.7 Data Collection method .....	18
3.8 Scales & Measures:.....	18
<b>Chapter Four</b> .....	<b>20</b>
<b>Data Analysis And Results</b> .....	<b>20</b>
4.1 Demographic Information.....	20
[1] Gender.....	20
[2] Work Status .....	20
[3] Qualification.....	21
[4] Institute .....	21
4.2 Descriptive Statistics (Variables).....	23
4.3 Correlation Analysis .....	23
4.4 Regression Analysis: .....	24
4.5 Mediation Analysis (Green Supporting Climate) .....	25
4.6 Summary of Hypothesis .....	26
<b>CHAPTER 5</b> .....	<b>28</b>
<b>DISCUSSION AND CONCLUSION</b> .....	<b>28</b>
5.1 Discussion.....	28
5.2 Conclusions .....	30
5.3 Theoretical implications: .....	31
5.4 Limitations of the study .....	31
5.5 Future Research Directions.....	31
<b>References</b> .....	<b>33</b>
<b>Appnedix A</b> .....	<b>34</b>
Questionnaire:.....	34
Part 1 Basic Information .....	34
Green Recruitment .....	34
<b>Appnedix B</b> .....	<b>35</b>
Voluntary Workplace Green Behavior .....	35
Green Supporting Climate .....	35

## CHAPTER 1

### INTRODUCTION

#### 1.1 Background

Many businesses include environmental and social aspects of sustainable organizational practices aimed at cleaner manufacturing, motivating personnel to carry out daily business activities in environmentally friendly ways without compromising quality or effectiveness (Charbel Jose Chiappetta Jabbour, 2019). The ecosystem has experienced tremendous changes, and most countries have begun to recognize the need of protecting our environment. Similarly, to safeguard the environment, corporations have begun to implement green practices in all its functional areas. Human resource departments have a significant role to play in changing firms into green, since they are accountable for gaining and retaining a staff that is conscious of the most critical and current challenges, including political, social, and environmental issues. As a result, there is fierce rivalry among firms to go green, therefore increasing their recruitment leverage to attract and keep the most skilled, inventive, and environmentally concerned employees. It is also clear that today's job seekers are very worried about the most frequent environmental challenges. Employee impression is important since they will merely work for an organization if they think it would enhance their useful profile. (Dechant and Altman, 1994). Nowadays, job seekers have begun to recognize the importance of environmental preservation, and they firmly believe that environmental activities undertaken by firms significantly promote their brand image. As a result, recruiters must make their company's green effort a crucial component of their brand to attract potential candidates. In this approach, the notion of Green Recruitment emerged as the voluntary workplace green behavior has been impacted by green recruitment.

Zoogah (2011) states that “To motivate and carry out green performances, HR managers combine and modify social information using a behavioral, intellectual, and emotional approach. (Jabbour, 2013) and Santos (2008) stressed the importance of integrating sustainability with human resource management. They also offered observed evidence of how this integration improved corporate environmental performance in Brazilian firms. Green HRM refers to HR practices and policies that encourage the sustainable resource usage and

mitigate the negative environmental consequences of corporate operations (Zoogah, 2011). Green HRM seeks to attract a workforce that values environmental protection and committed to long-term sustainability (Masri & Jaaron, 2017). Employees are selected based on environmental criteria such as environmental knowledge (Jose Chiappetta, 2011; Masri & Jaaron, 2017), training of staff to raise awareness of environmental issues (Jabbour, 2013; Tang et al., 2018), setting of green job appraisals (Nejati et al., 2017; Tang et al., 2018), granting of financial support for green initiatives (Nejati et al., 2017; Tang (Mishra, 2017). However, there is no universal definition of Green Recruitment process. According to John Sullivan, “Green Recruitment is an innovative concept in which businesses utilize their environmental position as a key recruitment tactic.” It involves hiring employees who are familiar with environmental management systems and who also possess the knowledge, abilities, strategies, and habits to do so. It focuses on paperless recruitment processes to guarantee minimal environmental effect, and the organization priorities environmental sustainability. As a result, many businesses have begun to use green recruiting as an innovation to leverage their environmental protection attitude, thereby appealing to it as an important approach for their effective recruitment processes. Wehrmeyer (1996) found that ensuring that new hires are knowledgeable with and capable of preserving an organization's environmental culture can benefit in effective environmental management. Furthermore, today's majority of recruiting professionals are enthusiastic and excited about working for an environmentally responsible firm. When hiring individuals with a green bent, organizations find it easier to induct experts who are already knowledgeable with the essentials such as recycling, conservation, and building a more rational world.

## **1.2 Research Gap:**

Previous study (V.N. Amrutha\*, 2021) implies that future studies should investigate factors that support VWGB in other industries, such as the automotive industry or educational institutions in the service sector. The most significant organizational green practise was previously studied to be GT; future research may incorporate green rewards, assessment, and recruiting into the model. Instead of considering administrative-level data, examine employee-level data. Future research must include a cross-sectional investigation. Our study contributes to the body of knowledge on Green HRM Behavior despite these shortcomings by demonstrating how environmental management practices enhance corporate ideologies and motivate staff to adopt more eco-friendly attitudes and behaviors, which in turn improve organizational sustainability.



### **1.3 Problem Statement:**

Over the past few years, the requirement for sustainable environmental management has grown significantly. There is a need to manage and improve intellectual capital to the core has been grown, which has led to a diversification of human brains that have developed green morals at workplace, resulting in a persistent competitive gain. Additionally, burden from maintaining societal well-being obligations compels modern firms to implement environmental change in operations (Irene Huertas-Valdivia, 2018) International environmental protection standards like ISO 14000, 14001, and 26000 as well as Corporate Social Responsibility (CSR) policies urge organizations to take part in green initiatives in order to align their business plans with the goals of environmental protection. Considering this organizational sustainability has evolved to include social and environmental sustainability along with economic sustainability (Sanjay KumarSingh, 2019). In this current "Environmental friendly" age (Stephen J. Grove, 1996), numerous eco-friendly initiatives are being implemented in executive divisions such as marketing, financial and human resources departments to identify improved means to reduce ecological toxic waste despite the fact of retaining the efficient production. Additionally, existing firms are aware that advancing the interests of their work forces is one of the best ways to beat the green wave (Douglas W.S. Renwick T. R., 2012). Previous study states that even in the educational sector and automobile industry, there is a clear need for environmental protection (V.N. Amrutha, 2021). Industrial progress brought about by technological developments in the automobile sector sparked offshoring and outsourcing, which sped up the growth of information expertise, business development and other IT supported facilities, creating a huge amount of work opportunities for individuals.

This research makes several contributions to the "Greening" of literature. By using Social Exchange Theory, Ability, Motivation, and Opportunity theory and the Natural Resource-Based View Theory. It first describes the pioneering study that connects GR-VWGB literature. The positive results of mediation provide a significant insight that people work more contentedly and improve their voluntary workplace green behaviour (VWGB) when they receive enough environmental training and help. Second, by encouraging the faculty members at the institutions in Islamabad to participate in VWGB, this theoretical model offers the first unique research through empirical observation tests the situation in the Pakistani environment.

#### **1.4 Research Objectives:**

The main objective of this study is to test the theory and determine the impact of green recruitment on voluntary workplace behaviour through the mediating role of green climate support in a Pakistani educational sector. The research model for the study represents the link between Independent, Dependent, and Mediator.

The study's research goals are as follows;

- a. To examine the influence of Green Recruitment in developing voluntary workplace green behavior (VWGB) in Pakistani context.
- b. To study the mediating role of green supporting climate between voluntary workplace green behavior and green recruitment.
- c. To study the impact of green climate on VWGB (Voluntary Workplace Green Behavior).

#### **1.5 Research Questions:**

Research questions with the following variables will be created to meet the research:

RQ 1: Does the green recruitment enhance voluntary green workplace behavior?

RQ 2: What role does the green supporting climate (GSC) play in enhancing organizational green recruitment and voluntary green workplace behavior in an educational sector of Pakistan?

RQ 3: What is the impact of green supporting climate on voluntary workplace green behavior?

#### **1.6 Significance of The Study:**

The educational sector in Pakistan has been the subject of the present study. This article will analyze the effect of green hiring on voluntarily green workplace behavior while promoting a green environment. The application of green human resource practices aims to encourage resource use that is sustainable and favorable to the environment by commercial enterprises, as well as to raise environmental consciousness and catch the attention of society at large. In order to contribute to the fulfillment of environmental goals, human resources must develop their own procedures and policies and represent environmental goals (Farouk et al, 2016).

Green HRM practice is a novel idea that Pakistan can implement; there is little existing literature on the topic, and this study is distinctive in the context of Pakistani educational institutions. Green HRM is a new practice that entails a number of HR policies and techniques for discovering and recognizing fresh approaches to hiring, compensating, and upholding genuine relationships with employees. How employees feel nowadays about their jobs and the

attitudes of their bosses is important since businesses are keen to know how employees feel about the company. Managers and HR executives need to understand and learn about green HR management in the modern world, particularly in Pakistan's educational sector.

### **1.7 Supporting Theory:**

SL theory, Conservation of Resource Theory, Natural Resource-Based View Theory and Social Exchange Theory are just a few of the theoretical viewpoints that have been provided by many academics. However, the underpinning theory in this study is Natural Resource-Based View Theory and Social Exchange Theory (SET). SET may be used in a variety of situations, including Green recruitment and Workplace behavior.

## CHAPTER 2

### Literature Review:

This section explains the basics of Green recruitment, Voluntary Workplace Green Behavior(VWGB), Green Supporting Climate (GSC), and their links with one another.

#### 2.1 Theoretical Background

To be sustainable at the organizational level, policies and programs must be supported by employees who care about the environment. Green HRM techniques can therefore be used to satisfy this need. According to (Douglas W.S. Renwick, 2012), capacity, knowledge, and behaviour of staff employees to advance a green culture are supported by these practices. Green HRM practise are therefore defined as "an organization's objective to build and execute an HRM system that encourages a proactive and constructive approach to resolving environmental challenges." They must encourage green HR practices, such as recruiting, training, performance evaluation, teamwork, incentives, engagement, culture, and empowerment, in order to achieve this.(Douglas W.S. Renwick C. J.-C.).

The body of research argues that to motivate employees to support the organization's environmental sustainability goals, proper green HR practices must be adopted<sup>i</sup> 2014 (Paill et al.). GHRM approaches successfully enhance the organization's environmental performance as they transform the organization's activities into green operations to increase competency, limit environmental impact, and use resources more effectively while striving for lower costs. 2018 (Zaid et al). Enhancing organizational greening practices is one of the crucial components for boosting a firm's financial performance through increased environmental performance, according to Haddock-Millar et al. (2016). Therefore, by implementing GHRM practices, a firm's environmental performance can be improved (Arulrajah et al., 2015).

The Natural Resource-Based View Theory supports the conceptual framework that has been built for examining the interaction between variables. Hart first proposed this theory (1995). It includes the three key competencies of pollution hindrance, product position, and sustainable improvement that are necessary for a firm to achieve environmental sustainability. (i) Pollution prevention includes all actions that lessen, eliminate, or prevent pollution at its source. In addition to strengthening security and lowering waste costs, these preventative techniques help

limit waste. (ii) Eco-friendly products that lessen adverse effects on the economy, environment, public health, and worker safety are referred to as product stewardship. In the service sector, product stewardship also refers to the buying of ecologically friendly products and services. This implies increased energy and water use, almost no harmful emissions, efficient design and production, non-polluting manufacturing, and recyclable end-of-life materials. The Hilton hotel also established standards for durable, ecologically friendly products to promote a feeling of responsibility in the visitor experience. As a result, Hilton only advertises eco-friendly products to promote sustainability. (iii) Sustainable development is the creation of long-term plans to lessen environmental deterioration while maximizing economic gains and taking into account social issues.

The following are some ways in which this theory supports our study approach. First, it addresses the methods through which faculty members in educational institutions might reduce pollution. Second, the aim of our research is to enhance the environmental performance of institutions; as a result, the natural resource-based perspective theory can help to promote a green culture in educational institutions. (Ehnert, 2009) Incorporating the notion of a Nature Resource-Based View, some studies have investigated how Green HR practices could boost an organization's competitiveness by increasing environmental performance. Verona (1999) discovered that it is essential to provide learning opportunities on environmentally friendly practices in order to assist businesses in dealing with the issues caused by environmental degradation.

## **2.2 Green Recruitment**

Social responsibility and environmental sustainability have clearly moved to the front of the conversation. The relevance of environmental issues has increased significantly as a result of heated discussions about global warming, recycling, energy conservation programmes, and natural disasters. Recruitment is the most significant function of HR. In June 2007, John Sullivan, an HR consultant, and management professor at the College of Business at San Francisco State University, invented the term "green recruiting." He said, quoting someone else, "Green recruiting is the way to go if you want an edge in recruiting. Given that so many organizations are currently resisting it, the time is right for businesses to go in for the kill. Green recruiting is the practice of communicating to potential employees a company's unwavering commitment to environmental causes. This trend is not fleeting. Companies all over the world are hopping on the green recruiting bandwagon. It can be described as a

minimally impactful, paperless hiring procedure. Applications are requested through internet methods such as email, online application forms, and the Global Talent Pool. Interviews are conducted wherever feasible over the phone or by video to minimize any environmental effect related to travel. Encouragement of modest actions at work, such as turning off lights and equipment when not in use, locking desktops, holding teleconferences rather than travelling, working toward a paperless office, etc., can make a big difference and make the workplace more attractive. In a recruiting market when separating out from the competition is already quite challenging, using green recruiting provides a chance to stand out.

There is no common definition of the green recruitment process, though. According to John Sullivan, "Green Recruitment is an innovative way by which firms leverage their commitment to the environment, utilizing it as a significant recruitment tool." It is the procedure of employing people into a company who have the knowledge, abilities, methods, and behaviors that are associated with environmental management systems. The green hiring strategy encourages employees to adopt sustainable behaviors in order to meet stated environmental objectives and other sustainability benchmarks. Therefore, hiring these days often involves conducting interviews without paper in environmentally friendly settings. In order to accomplish the objectives of their firms, the recruiters there implement green practices as part of their corporate policies. Today, several businesses have even started incorporating environmentally conscious job descriptions into their hiring plans. From this information, we can infer that implementing a green recruiting process aids businesses in differentiating out from the competition and improves their chances of attracting and retaining exceptional individuals following induction.

### **2.3 Voluntary Workplace Green Behavior**

Environmental issues including pollution, ecological decline, and global warming pose a severe threat to mankind. As a result, organizations now have the new aim of preserving the environment and promoting environmental sustainability ( Barling, 2013; Pham et al., 2020; Nguyen et al., 2021). By adopting and putting into effect green policies and practices, organizations are improving their environmental responsibility. Green organizational practices are what management and organizational researchers refer to as practices that increase environmental sustainability, while green behaviors are actions that support environmental sustainability. Although businesses use strict regulations to implement ecologically friendly standards, the majority of green initiatives rely on people's voluntary engagement. Voluntary

workplace green behaviour (VWGB) is defined as employee discretionary actions that enhance the environmental sustainability of the employer company but are not restricted by any formal environmental management rules or procedures (Kim et al., 2017, p.1337). According to Norton et al. (2015), there are two categories of workplace green behaviour: required and voluntary. Required green behaviour refers to the extent to which workers do essential tasks in a way that protects the environment and conserves resources. Adopting eco-friendly habits and selecting eco-friendly substitutes are a couple examples of this behaviour. In other words, the required green behaviour demonstrates that protecting the environment is a step in the procedures used to carry out in-role tasks. Voluntary green behaviour refers to employees' environmental actions that they choose to take outside of their assigned duties (Andersson et al., 2013). Examples include recycling recyclable goods at work and shutting off the energy before leaving the office. We lay a focus on employers choosing to implement green workplace policies.

Current studies have revealed that certain human and environmental elements may have an impact on an employee's voluntary workplace green behavior (VWGB) (Norton et al., 2015; Kim et al., 2017). **Individual variables.** Numerous research have investigated the effects of individual characteristics on employee green behavior, including positive affect, motivation, and job aspects (Paille and Boiral, 2013; Paill et al., 2014), environmental values, norms, attitudes, and enthusiasm (Bissing-Olson et al., 2013). For instance, promoting environmental principles and conventions makes staff feel obligated to practice green habits, which encourages energy-saving habits (Scherbaum et al., 2008).

Additionally, research has shown that job-related factors are quite important in influencing employees' green behavior. For instance, it has been demonstrated that factors such as job satisfaction, perceived organizational support, and organizational commitment (Paill et al., 2014) have a favorable impact on employee green behavior (Kim et al., 2019). (ii) Triggers in the context. Strong influences on employee green behavior are exerted by organizational, leader, and team variables. By adopting and putting into practice certain policies and management practices, organizations can encourage employee environmental behavior. According to research, firm sustainability policy is a crucial predictor of employee green behaviour. For instance, green human resource practises generate a green workplace culture and subsequent green behaviour (Dumont et al., 2017) and (Norton et al., 2014).

Additionally, the external pressures that businesses must face (such as laws, rules, and industrial standards) require them to create green policies and procedures that encourage employees to develop environmentally friendly practices (Marshall et al., 2010; Shahbaz et al., 2020). according to studies (Norton et al., 2014; Kim et al., 2017), Employees' workplace green habits are influenced by team-level motivators like as norms and attitudes within the team, the team's environmental atmosphere, and the team's support for environmental issues. According to Dumont et al. (2017), extra-role green behaviors like reducing power usage and recycling office supplies when feasible at work are included in the VWGB, This refers to the corporate citizenship behavior's Eco-initiative component. The definition of VWGB used in this study is taken from (Kim., 2017) and is as follows: "However, these optional pro-social actions continue to be essential for the environmental sustainability of employer organizations even when they are not governed by formal environmental management standards."Individual conduct that promotes an organization's environmental sustainability is known as voluntary workplace green behaviour (VWGB). Examples of VWGB include keeping office supplies organized, sorting trash, keeping lines of communication open, and educating staff members about environmental sustainability (Kim et al., 2019).The implementation of an environmental care attitude at all levels of the organization, from employees to executives, can promote this behavior. According to Cai et al. (2020), the development of green innovation, which encompasses green product innovation and green process innovation, will be significantly influenced by green behavior, particularly that used by organizational leaders. Workplace green behavior (WGB) is used to protect the environment at work through recycling garbage, becoming paperless, and utilizing renewable energy sources (Uwem et al., 2021). The use of WGB improves a long-term competitive edge in the creation of environmentally friendly goods and services. (Uwem and others, 2021).

#### **2.4 Green Recruitment and Voluntary Workplace Green Behavior**

Furthermore, crucial elements like green training and development are included in green HRM practices. Training and development are "the growth of attitudes, behaviours, knowledge, and skills in the employees that halt the deterioration of environment-related attitudes, skills, and knowledge," according to Obaid and Alias (2015). On the other hand, training is defined as "the process of preparing multi-talented individuals for the improvement of instruction essential for innovations" (Rani and Mishra, 2014; Gill et al., 2021). Similar to that, green HRM techniques heavily rely on green recruiting and selection. Recruitment is defined as "the



process of identifying potential workers to apply for job openings in firms, whereas selection is the process of determining the most suitable individuals from within the pool of applicants" (Mwita and Kinemo, 2018). Any organization's HR entrance point must incorporate effective recruiting and selection methods. The goal of current research is to gradually integrate green HRM practices with the green revolution and environmental performance in corporate settings. According to Dumont et al. (2017), extra-role green behaviors like reducing power usage and recycling office supplies when feasible at work are included in the VWGB, which stands for the eco-initiative component of organizational citizenship behavior. The definition of VWGB used in this study is taken from (Kim., 2017) and is as follows: "However, these optional pro-social actions continue to be essential for the environmental sustainability of employer organizations even when they are not governed by formal environmental management standards." Individual actions that assist a company's environmental sustainability are known as "workplace green behaviour" (WGB) (e.g., keeping office supplies organized, sorting garbage, maintaining open lines of communication, and disseminating knowledge about environmental sustainability among staff members) (Kim et al., 2019). The implementation of an environmental care attitude at all levels of the organization, from employees to executives, can promote this behavior. According to Cai et al. (2020), the development of green innovation, which encompasses green product innovation and green process innovation, will be significantly influenced by green behavior, particularly that used by organizational leaders. Workplace green behavior (WGB) is used to protect the environment at work through recycling garbage, becoming paperless, and utilizing renewable energy sources (Uwem et al., 2021). The use of WGB improves a long-term competitive edge in the creation of environmentally friendly goods and services. (Uwem and others, 2021).

This kind of study hasn't been done very often before, especially in the area of green HRM. Therefore, the study largely contributes to the advancement of green HRM. Users may register on the website to apply for employment as part of a green recruiting and selection process that also employs environmentalists without legal status. You can conduct interviews over the phone or online (Renwick et al., 2008). Long-term performance assessments of employees' work are improved by green recruiting procedures, which include educate personnel about green company goals including decreasing waste and harm to the environment. In the end, this leads to improved environmental performance (Nayak and Mohanty, 2017). Green recruiting and selection must be a part of HRM best practices. Any organization's HR entrance point must incorporate effective recruiting and selection methods. The selection and employment

procedures increase the real significance. By luring in and keeping people who share its values, a company may cooperate to enhance its environmental performance through green recruiting (Masri and Jaaron, 2017). Green recruiting emphasizes an organization's environmental performance in addition to having an influence on how appealing firms find internal applicants.

**Hypothesis 1:** Green Recruitment is directly proportional to voluntary workplace green behavior.

## **2.5 Green Supporting Climate (GSC)**

According to (Norton 2014) the term "green work atmosphere" refers to "workers' shared perceptions and interpretations of organizational rules and practices involving environmental sustainability" As they engage and speak with one another at work, employees are likely to develop rather consistent opinions of the work environment's greenness (Rupp, 2005). Leaders are essential in creating a desirable climate in organisations (Bennett, 2000). Additionally, prior studies have demonstrated that a leader's actions may affect the ambiance (Shin 2015; Akdogan 2015). We predict that effective leadership and a happy work environment are positively associated, in line with the social information processing paradigm. Employees are more likely to interpret company standards and procedures using data they get from their social surroundings, according to the premise (Salancik and Pfeffer, 1978). The ecological environment is a crucial stakeholder for ethical businesses (Miska 2014). As a result, they can advocate for environmental initiatives, showing that the organization supports and is appropriate for such initiatives. Similarly, ethical businesses will educate staff members on the importance of protecting the surroundings (Miska 2014). By implementing reward and punishment mechanisms related to environmental concerns, these firms may create a green work environment.

In the current article, Green Supporting Climate is used to link employees' workplace green behaviour to green corporate practices. This variable reflects the perceived encouragement employees feel from their employer to carry out regular duties and obligations in an environmentally friendly manner. This is how researchers interpret perceived organizational support ( Pinzone 2019), or psychological green climate (2017 & Norton., 2017). It's possible that GSC will indirectly cause the large favorable effects of GHRM on EGB. The definition of "green climate" according to Norton (2017) is the total of each employee's perceptions and analyses of the green practices and policies of the company. They proposed that a "positive

environmental atmosphere" may work as a link between organizational-level green constructions and EGB and as a key determinant of EGB. Dumont (2017) addressed this gap by looking at GHRM practices and extra-role EGB among Chinese persons. He said that the "psychological green atmosphere," also known as "the general perception of a green workplace," serves as a potent mediator in this relationship. They claim that by encouraging the development of environmental values that support ecological innovations and organizational sustainability, GHRM practices directly enhance the psychological climate that fosters environmental sustainability and indirectly promote prosocial routine environmental behaviour.

We also contend that a green workplace encourages employee VWGB. Research on the climate has examined any potential effects on employee performance. For instance, voice climate is favorably correlated with employee voice behavior, and service climate aids in improving employee work performance (Chuang, 2004). (Morrison et al., 2011). When there is a green atmosphere at work, employees will think that becoming green is encouraged and anticipated by companies (Norton et al., 2017). Therefore, they are more inclined to engage in environmentally friendly activities. A green office environment may result in an increase in employee workplace green behaviour, according to prior empirical study (e.g., Norton et al., 2014; Norton et al., 2017). In light of these explanations, we contend that the connection between green recruiting and VWGB is the support of a green workplace. Consequently, we advise that:

**Hypothesis 2:** Green Supporting Climate (GSC) significantly mediates the relationship between Green Recruitment and Voluntary Workplace Green Behavior (VWGB).

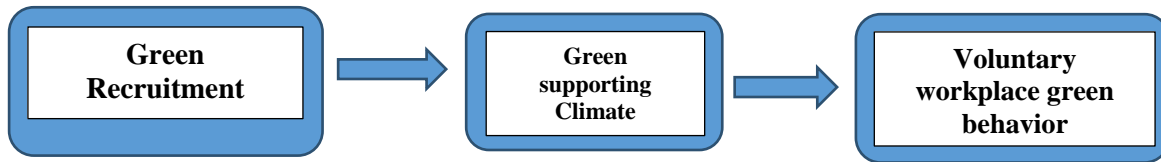
**Hypothesis 3:** Green Supporting Climate (GSC) enhance the Voluntary Workplace Green Behavior (VWGB).

## **2.6 Theoretical Framework:**

The structure of the study is developed based on the above theoretical background of the existing study.

## 2.7 Research Model:

Fig. 1 is illustrating the research model based on the variables, reflecting the core idea of entire study.



**Figure. 1 Research model**

The study strategy, the relationship between Green recruitment and Voluntary Workplace Green Behavior, mediating role of Green Supporting Climate, were all discussed in this chapter. After that, we'll talk about the research methodology.

**Hypothesis 1:** Green Recruitment has a significant impact on voluntary workplace green behavior.

**Hypothesis 2:** Green Supporting Climate significantly mediates the relationship between Green Recruitment and Voluntary Workplace Green Behavior.

**Hypothesis 3:** Green Supporting Climate significantly enhance the Voluntary Workplace Green Behavior.

## **CHAPTER 3**

### **RESEARCH METHODOLOGY**

#### **Research Methodology**

The following section discusses the many tactics and procedures that were used to obtain credible results for this dissertation. Research philosophy, unit of analysis, population, sample, sampling procedure, sample characteristics, equipment, statistical tools, reliability scales analysis, and data analysis of all variables and items are all processes that are used in this study.

#### **3.1 Research Philosophy**

The research theory that we employ in this study is positivism. Only information that is "factual" and derived from observation (the senses), including measurement, is reliable, according to positivism. The researcher's responsibilities in positivist studies are restricted to the gathering and impartial examination of data. To put it another way, the researcher dissociates herself from her personal beliefs and tackles the research from the viewpoint of an objective analyst. These studies typically produce tangible, quantitative effects.

#### **3.2 Research Design:**

There are two types of research methods: qualitative and quantitative. Quantitative research focuses on numerical data and stresses statistical tools and procedures, whereas qualitative research focuses on words and seldom uses statistical techniques for data analysis (Veal, 2005). As a result, the quantitative approach was adopted in this study about which (Makmur) said that it is an approach which is used to measure the indicator of variables so that an overview and conclusion could be obtained from the research problem. Quantitative research is a type of research that relies on the natural science methods, which provides solid facts and produces numerical data. In quantitative research, several computational and mathematical methods are used to establish cause and effect relationship between the variables (Bryman, 2017). Quantitative research is also known as empirical research as it can be precisely and accurately quantified. Collected data can be divided into different categories and can simply be measured in terms of measurement units with the help of quantitative research. Furthermore, construction

of graphs of the raw data in quantitative research eventually makes the analysis easier for the researcher (Ahmad., 2019).

### **3.3 Population and Sample Size**

Population of the study is administration level of an educational institutes of Islamabad, Pakistan. They are directly involve in recruitment process of the organization. We aimed our target population to administration staff and employees of Bahria University Islamabad, Air University Islamabad, National Defence University, Fast University Islamabad and Comsats University Islamabad.

Sample size consist of 195 samples across five universities of Pakistan that are located in Islamabad.

### **3.4 Sample Technique**

A sample is a standard process for gathering data and determining population characteristics. Probability sampling and non-probability sampling are the two forms of sampling. Every viewpoint has an equal chance of being picked as a sample in probability sampling. Non-probability sampling determines which observation will serve as a representative sample of the entire population. Both are used equally in the study and have their own set of benefits and drawbacks. Random sampling was utilized in this study. As a result, random sampling is the most appropriate method for data collection since it is utilized to gather data at random from Pakistani universities. Under this study, researchers investigate it as a sampling approach that represents the genuine image of the entire population in explaining the impact of green recruitment on Voluntary Workplace Green Behavior through Green Supporting Climate behavior. Only universities from Rawalpindi and Islamabad, in Pakistan were contacted for this study. Several administration-based groups were contacted, and data was gathered. The data on the independent variable (Green recruitment) and mediation (Green Supporting Climate behavior) dependent variable was reported by the administration employees (i.e., Voluntary Workplace Green Behavior).

For the current research, the random sampling technique is used for data collection. Participants were approached to share their demographic information for example gender, qualification, work experience and institution, etc. with responses on measures including, Green Supporting Climate, green recruitment, and Voluntary Workplace Green Behavior. For data collection, approximately 195 respondents were approached from different universities like Bahria University, Air University, Comsats University, NDU and FAST University.

### **3.5 Methodological Choice and type**

Type of research use in the present paper is explanatory research. In this research paper, we will identify that what are the causes and effects of green recruitment on voluntary workplace green behavior.

### **3.6 Time horizon**

This research report employs a cross-sectional study, a sort of observational research that examines data on variables put at a certain point in time through a sample population or a predefined subset. Studies that are cross-sectional are utilized to describe current events. Within two months, all the data had been collected. The data was gathered using the cross-sectional approach. According to Saunders and Lewis (2012), there are two types of research: longitudinal and cross-sectional. Longitudinal data collection is a sort of study that spans an infinite amount of time, whereas cross-sectional data collection is limited to a certain period. Because we didn't have enough time, we adopted a cross-sectional technique.

### **3.7 Data Collection method**

The survey approach will be used to gather the data for this study. It is a method, instrument, or technique that we may use to interview a predetermined group of individuals in order to obtain data for study. It often facilitates information transmission between the researcher and the study participants. The research would purposely select the employees working in an educational sector of Pakistan specifically Bahria university, Air university, Comsats university, NDU and FAST university located in Islamabad. Data collection methods will be administered through online questionnaires among employees working in different universities. Informed consent of employees will be obtained before distributing questionnaires among them.

### **3.8 Scales & Measures:**

To check required responses for variables, a **5- Point Likert scale** would be utilized. Where 1 denotes a significant disagreement and 5 denotes a strongly agreement.

### **3.9 Analysis Technique**

We use "IBM SPSS version 22." (PROCESS v4.0 by Andrew F. Hayes) in this research for the measurement of data collected through questionnaire. The descriptive statistics, variable correlations, multiple regression analysis, and mediation analysis were all done using "IBM SPSS version 22." (PROCESS v4.0 by Andrew F. Hayes).

**Chapter Summary:**

The study strategy, research design, target population & data collecting technique, sampling, scale & measurements, operational definitions, and data analysis methodologies were all discussed in this chapter. After that, we'll talk about the outcomes.



## Chapter 4

### Data Analysis And Results

#### Data Analysis Methods

For data review, a statistical package for the social sciences (SPSS) will be used in which a model summary of the variables will analyze the descriptive statistics, variables correlations, multiple regression analysis, and mediation analysis (PROCESS v4.0 by Andrew F. Hayes).

#### 4.1 Demographic Information

##### [1] Gender

To protect the data quality, we segregated the gathered data from gender. As a result, gender is regarded as a critical demographic factor that must be incorporated in every organizational behavior study. People's conduct and opinions differ depending on their gender, according to research. In Pakistan, male employees exceed female employees in the workplace. Total 195 respondents out of which 185 were male and 10 were female. See Table 1

**Table 1 Distribution of participants by Gender**

	Frequency	Percent	Valid Percent
Male	185	95.0	95.0
female	10	5.0	5.0
Total	195	100.0	100.0

##### [2] Work Status

Total 195 respondents out of which 155 were having 1-5 years working experience, 20 were having 6-10 years working experience and 20 were having 11-15 years working experience. See Table 2

**Table 2 Distribution of participants by Work Experience**

	Frequency	Percent	Valid Percent
1-5 years	155	80	80
6-10 years	20	10	10
11-15 years	20	10	10
Total	195	100.0	100.0

### [3] Qualification

Total 195 respondents out of which 111 were having masters/ m-Phil/ MBA qualification, 49 were having PhD qualification ,and 34 were having qualification in Bachelor's. See Table 2

**Table 2 Distribution of participants by qualification**

	Frequency	Percent	Valid Percent
Bachelors	34	17.5	80
Masters/ Mphil/MBA	111	57.2	10
PhD	49	25.3	10
Total	195	100.0	100.0

### [4] Institute

Total 195 respondents out of which 50 were from Bahria University Islamabad, 30 were from Air University, 23 were from Comsats University, 40 were from NDU and 52 were from FAST University Islamabad.

See Table 4

**Table 4 Distribution of participants by Institute**

	Frequency	Percent	Valid Percent
Bahria University	50	26	26.0
Air University	30	15	15.0
Comsats	23	12	12.0
NDU	40	20	20.0
FAST	52	27	27.0
Total	195	100.0	100.0

A summary of the study depicts a brief description of variables and their crux. A summary of the planned study is described in Table 6.

**Table 6. Summary of study**

<b>Serial No.</b>	<b>Variable Name</b>	<b>Brief Description</b>	<b>Reference Article</b>
<b>1</b>	Green Recruitment (GR)	"Green Recruitment is an innovative approach through which corporations leverage their environmental stance, using it as a key recruitment tactic."	(Dr John Sullivan et al, 2007)
<b>2</b>	Voluntary Workplace Green Behavior (VWGB)	"It refers to discretionary pro-social activities that are not governed by official environmental management standards but are still essential for the environmental sustainability of employer organizations."	(Youngsang Kim, 2017)
<b>3</b>	Green Supporting Climate (GSC)	"The overall perspectives and interpretations of corporate green policies and procedures by individual employees."	(Thomas A. Norton, 2017)

**Operational Definitions:**

The variables which will be used throughout the study are briefly defined in the following:

**Green Recruitment:**

"Green Recruitment is an innovative approach through which corporations leverage their environmental stance, using it as a key recruitment tactic." (Dr John Sullivan et al, 2007)

**Voluntary Workplace Green Behavior (VWGB):**

"It refers to discretionary pro-social activities that are not governed by official environmental management standards but are still essential for the environmental sustainability of employer organizations." (Youngsang Kim, 2017)

**Green Supporting Climate:**

"The overall perspectives and interpretations of corporate green policies and procedures by individual employees." (Thomas A. Norton, 2017)

## 4.2 Descriptive Statistics (Variables)

With reference to accumulated data, descriptive statistics assist in identifying significant information. The lowest value, maximum value, mean, and standard deviation for all respondents who took part in the survey are all reflected in the descriptive statistics together with the number of respondents overall. While standard deviation refers to the range of responses from a mean, mean is sometimes referred to as the average number. The variables used in this study are measured against a 5-point Liker scale where 1= strongly disagree, 5 = strongly agree and 3 = neutral.

The mean and standard deviation for each variable were computed and the results are provided below. See Table 7

**Table 7 Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
Green recruitment	195	1.00	5.00	4.0642	.74860
Green Supporting Climate Voluntary	195	1.00	5.00	4.0442	.86424
workplace green behavior	195	1.00	5.00	4.1834	.87258

N=195

## 4.3 Correlation Analysis

The suggested link and association between the variables are identified and categorised using correlation analysis. Checking if a link between GR and VWGB exists or not is the main goal of the accompanying correlation. Additionally, correlations with the mediating function of the behaviour correlation of green support for the climate were examined. The strength and weaknesses of the link between the variables that are provided are shown by the correlation analysis. The correlation's findings are explained below. If the correlation coefficient is zero, there is no link between the variables. Conversely, if the correlation coefficient is not zero, there is either a positive or negative relationship between the variables. The association might therefore be either favourable or negative. The nature of the connection is shown by the positive and negative value indicators. A positive number indicates a direct correlation, whereby an increase in one variable causes an increase in another. A negative value indicates that the link between the variables is inverse, which means that raising one variable also raises the other.

Correlations between variables are presented in Table 8. Correlation is a measure of the relationship between two variables. The range of correlation coefficients is from -1.00 to +1.00. The -1.00 value represents the negative correlation, and the +1.00 value represents the positive correlation.

**Table 8 Correlations**

	GR	VWGB	GSC
GR	1		
VWGB	.771**	1	
GSC	.788**	.832**	1

Note:  $p < .05$ \*  $p < .01$ \*\* , N=200, GR=Green recruitment, GSC= Green Supporting Climate, and VWGB= Voluntary Workplace Green Behavior.

#### **4.4 Regression Analysis:**

##### **4.4.1 Linear Regression**

Although correlation analysis has been used to investigate the relationships between variables, it is insufficient to vouch for the accuracy of the findings. It offers no trustworthy data about the acceptance or rejection of the put forward hypotheses. Regression analysis has therefore been carried out to investigate the dependence of one variable on another. Figure 2 from a regression study illustrates how changes in one variable influence changes in another.

Simple linear regression analyses were performed to analyze the regression between Green recruitment and Voluntary Workplace Green Behavior where R-square for the model was 45.5%. The simple linear regression revealed that Green recruitment ( $\beta = .674$ ,  $p < .05$ ) had a significant positive impact on Voluntary Workplace Green Behavior see table 9.

**Table. 9 Linear Regression**

	Unstandardized B	R- Square	Beta ( $\beta$ )	T	Sig
Green recruitment	.651	.455	.674	17.686	.000

N=195, Dependent Variable: Voluntary Workplace Green Behavior

Consequently, H1 was supported by the result of simple linear regression.



**Figure. 2 Linear Regression**

#### **4.5 Mediation Analysis (Green Supporting Climate)**

The regression analysis of mediation is validated using Preacher and Haye's (2013) methodology. To forecast the mediation impact in the current investigation, a mediation analysis is conducted. Green Supporting Climate between SL and PE, the understudy mediated variable, has been explored in this mediation analysis using Preacher and Hayes' (2013) Model 4 as shown in Figure 3.

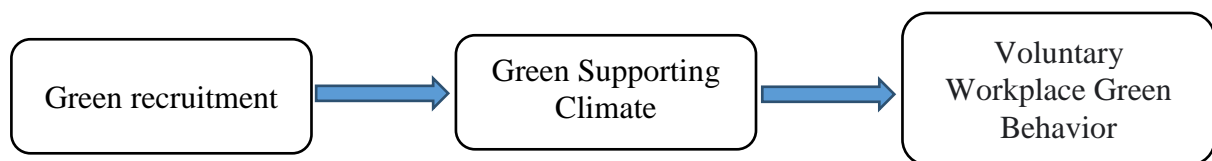
Mediation analysis was carried out to determine the mediating role of Green Supporting Climate about Green recruitment and Voluntary Workplace Green Behavior. The results (see table 10) revealed that the direct effect of Green recruitment on Voluntary Workplace Green Behavior is significant ( $p < .05$ ).

**Table. 10 Mediation test Summary**

<b>The total effect of Green recruitment on Voluntary Workplace Green Behavior</b>					
<b>Effect</b>	<b>SE</b>	<b>t</b>	<b>p</b>	<b>LLCI</b>	<b>ULCI</b>
.6509	.0368	17.6861	.0000	.5785	.7232
<b>The direct effect of Green recruitment on Voluntary Workplace Green Behavior</b>					
<b>Effect</b>	<b>SE</b>	<b>t</b>	<b>p</b>	<b>LLCI</b>	<b>ULCI</b>
.3856	.0551	6.9977	.0000	.2773	.4940
<b>The indirect effect of Green recruitment on Voluntary Workplace Green Behavior</b>					
<b>Mediator</b>	<b>Effect</b>	<b>BootSE</b>	<b>p</b>	<b>BootLLCI</b>	<b>BootULCI</b>
<b>Green Supporting Climate</b>	.2652	.0714	.0000	.1221	.4031

N=195

The total effect of Green recruitment on Voluntary Workplace Green Behavior was found significant (LLCI=.5785, ULCI=.7232,  $p < .05$ ). The direct effect of Green recruitment on Voluntary Workplace Green Behavior through Green Supporting Climate was found significant (LLCI=.2773, ULCI=.4940,  $p < .05$ ). The indirect effect of Green recruitment on Voluntary Workplace Green Behavior through Green Supporting Climate was also found significant (LLCI=.1221, ULCI=.4031,  $p < .05$ ). This shows that the association between Green recruitment and Voluntary Workplace Green Behavior is fully mediated by Green Supporting Climate. H2 was supported.



**Figure. 3 Mediation model**

#### 4.6 Summary of Hypothesis

The main goal of this study was to see how overall Green recruitment affected Voluntary Workplace Green Behavior in an educational institutes of Pakistan. Online questionnaires were sent to administration level in different universities of Islamabad, of which one hundred and ninety-five were filled and submitted successfully. After a detailed analysis of the data using SPSS software:

Hypothesis 1, 2, and 3 were supported (see table 12). Green recruitment was found to have a significant positive impact on Voluntary Workplace Green Behavior. Green recruitment was found to have a significant positive impact on Voluntary Workplace Green Behavior via Green Supporting Climate behavior after the mediation study and Green Supporting Climate has also significant impact on Voluntary Workplace Green Behavior

**Table. 12 Hypotheses**

<b>Hypothesis</b>	<b>Statement</b>	<b>Result</b>
H1	Green Recruitment has significant impact on Voluntary Workplace Green Behavior	Supported
H2	Green Supporting Climate significantly mediates the relationship between Green Recruitment and Voluntary Workplace Green Behavior	Supported
H3	Green Supporting Climate significantly enhance the Voluntary Workplace Green Behavior	Supported



## CHAPTER 5

### DISCUSSION AND CONCLUSION

#### 5.1 Discussion

To examine the impact of green recruitment on Voluntary Workplace Green Behavior, three hypotheses were created, one of which was substantially connected with the mediation of Green Supporting Climate behavior. Data was collected from educational sector in Islamabad like Bahria University, Air University, Comsats University, NDU, and FAST University of Pakistan and the results will aid decision-makers in enhancing Voluntary Workplace Green Behavior and successfully achieving organizational outcomes.

The goal of the current study is to use the social exchange theory, which is a supporting theory for the predicted model. The goal of this suggested model was to better understand the influence of Green recruitment on Voluntary Workplace Green Behavior, with Green Supporting Climate behavior serving as mediators. This concept was specifically designed for Pakistani educational-based sector. Voluntary Workplace Green Behavior is the most effective technique to assess the green behavior on an individual level (Neck et al. 2006). The most distinctive symbol of a corporation is the CEO, who is responsible for the success and efficiency of the organization. To lead an organization to success, the employee must possess the necessary competencies and attitudes. This study's findings were found to be equivalent to the proposed model. It was shown that Green recruitment has a strong and favorable relationship with Voluntary Workplace Green Behavior. The other proposed connection counting mediation also yielded substantial results. This shows how Green Supporting Climate affects Voluntary Workplace Green Behavior when Green recruitment is used.

The conclusions of this study were in line with the model that had been proposed. The overall goal of this research was to determine the influence of Green recruitment on Voluntary Workplace Green Behavior, with the function of Green Supporting Climate behavior as mediator.

Let's take a closer look at each hypothesis. The following is a detailed discussion of the hypothesis.

#### **Hypothesis 1: Impact of Green recruitment on Voluntary Workplace Green Behavior**

The findings of this research suggest that Green recruitment has a considerable impact on Voluntary Workplace Green Behavior. This research shows that Green recruitment has a

considerable impact on Voluntary Workplace Green Behavior in Pakistani universities. A few studies were produced as a result of the investigation. A strategy for Green recruitment, according to the present study, is a critical component in an institution Voluntary Workplace Green Behavior because, in addition to authority and influence, it transfers action responsibility to team members, inspiring them to work more on sustainability (Scott-Young & Samson, 2008). Simply stated, most people will save their efforts for accomplishing their personal goals, but if they are given support of green climate, they will begin to use their capability to assist the organization meet its overall green objectives (Bandura, 1997; Pearce & Conger, 2003; Srivastava et al., 2006; Vandewaerde, Voordeckers, Lam-brechts & Bammens, 2011).

According to Clarke (2012), the credit for employee green behavior belongs to the entire team, as all team members share equal responsibility for creating green climate (Scott-Young, Georgy, & Grisinger, 2019). Furthermore, the primary goal of Green Recruitment is to hire employees who have pro-environmental behavior and knows how to contribute his efforts in making an organization socially and environmentally sustainable. According to research, many staff members believe that green recruitment highly effect voluntary workplace green behavior. And, because every participant is skilled and educated enough to handle complications, they should all have an equal opportunity to collaborate to achieve the objectives. Team members must work together on making an organization green that is possible with the green behavior of every member of the organization. Strong bonding develops as a result of social interchange and communication, and GR helps team members to create trust and cohesiveness. As a result, the finding suggests that GR has a positive relationship with VWGB.

The educational institutes, on the other hand, rely extensively on their staff for green practices and activities, and Green recruitment was found to be positively associated to Voluntary Workplace Green Behavior. This reveals that Green recruitment in Pakistan's universities has a major impact on Voluntary Workplace Green Behavior.

### **Hypothesis 2 and 3: Mediating role of Green Supporting Climate (GSC) on Green Recruitment and Voluntary Workplace Green Behavior (VWGB)**

The present study illustrates the significance of mediating role of Green Supporting Climate as it is significantly linked with Voluntary Workplace Green Behavior in an educational sector of Pakistan. The outcome of the research consists of a few studies. The findings of this study backed up Hewitt and Walz's (2005) theoretical thesis, indicating that Green Supporting

Climate generated by Green recruitment improves Voluntary Workplace Green Behavior considerably. This is due to the fact that, in accordance with SET, GHRM practices anticipate EGB and contribute to organizational sustainability. (Dumont 2017; Chaudhary, 2020) Environmental training creates a supportive setting that boosts positive job feelings, according to research by Pinzone et al. (2019). According to Kim 2019, VWGB is a pro-social behavioral phenomena brought on by earlier employment satisfaction with Eco-initiatives. To expand the theoretical understanding of EGB, additional empirical research into the potential mediation of GSC in the GR-Behavior link appears to be required. Hence, Green Supporting Climate is significantly mediating a relationship between Green Recruitment and Voluntary Workplace Green Behavior.

## **5.2 Conclusions**

In this study, four variables were deeply studied to check out their significance in the project management, named as, green recruitment as an independent variable, Green Supporting Climate as a mediator, and Voluntary Workplace Green Behavior as a dependent. The hypothesis' findings reveal that Green recruitment is positively and substantially correlated to Voluntary Workplace Green Behavior, Green Supporting Climate. Based on the above-discussed results, this study concluded that the efficiency of institutional organizations could be enhanced if Green recruitment is promoted within the organizations as Green recruitment can make the members feel free to perform their activities and allow the individuals to select their techniques to do them effectively.

Also, when team members share the knowledge frequently and perform green recruitment responsibilities then they will put more effort to achieve their targeted goals, which are depicted by their enhanced performance. With the support of previous studies, all hypotheses are recognized in the Pakistani framework in this study. Because there was little or no literature on Green recruitment and Voluntary Workplace Green Behavior before this study, it was useful in these areas. This study contributed to the incorporation of new mediators between Green recruitment and Voluntary Workplace Green Behavior, such as Green Supporting Climate behavior. This research would also contribute to increasing the awareness and importance of Green recruitment in an educational sector of Pakistan.

Moreover, based on results, it could also be concluded that when teams are familiar with the task through Green Supporting Climate they can better perform as a team while practicing Green recruitment in their organization.

### **5.3 Theoretical implications:**

The current study adds to the human resource management area of Green recruitment and project success in a number of ways. Green recruitment has rarely been explored in the project management literature since no single person possesses all of the information and abilities required to guide or carry the full management team's performance (Pearce & Manz, 2005). Many studies have identified a direct and beneficial correlation between Green HRM and Voluntary Workplace Green Behavior in the past (Hu 2017 & Han 2020). Only recent research has focused on the influence of Green training on Voluntary Workplace Green Behavior, whereas team creativity was a novel variable that had not previously been investigated in the context of Green recruitment and Voluntary Workplace Green Behavior. Green recruitment is favorably connected with Voluntary Workplace Green Behavior, according to the current study. The function of green supporting climate in mediating the link between Green recruitment and Voluntary Workplace Green Behavior was also explored.

### **5.4 Limitations of the study**

Systematic literature reviews, like any other research approach, have their own set of constraints (Denyer & Tranfield, 2009). Due to time and resource restrictions, the conclusions of this study have to address a few data limitations. The first limitation was that the research was limited to an educational sector of Islamabad, Pakistan. It is suggested that the research be broadened to include areas and cities that are undeveloped, and developing. Second, the research was limited to a single industry: educational sector. It is suggested that this study focuses on a variety of businesses, including automobile sector, construction, IT, and other service industries. The data was only gathered once, which was the third constraint. Future researchers can collect data via time lag.

### **5.5 Future Research Directions**

Everything that leads in the direction of the future has space for improvement. There are some current research recommendations that should be pursued in the future. To begin, the current study empirically verified and assessed the influence of Green recruitment on Voluntary Workplace Green Behavior, as previously indicated. Researchers will be able to monitor the influence of Green recruitment on organizations in the future using project-related factors such

as Strategic Green recruitment and Bureaucratic Green recruitment, especially in Pakistani culture.

The current research was carried out with the primary intention of focusing on educational-based organizations. This allows researchers to test and duplicate the notion in industrial-based companies, as well as analyze the effect using a large sample size. The sample size was just 195, making it difficult for the researcher to undertake a more thorough examination of the data. It is recommended that the sample size be raised to have a better knowledge of the practices of enterprises in Pakistan that impact Voluntary Workplace Green Behavior. The current study was carried out to test the effect of Green recruitment on Voluntary Workplace Green Behavior with Green Supporting Climate behavior as a mediator to create stronger links between them. The favorable relationship demonstrated by data findings also revealed that Green recruitment might be a major component in influencing Voluntary Workplace Green Behavior. As a result, a variety of mediating factors might be employed to study the link between Green recruitment and Voluntary Workplace Green Behavior. Future research should look at the impact of other factors like green self-efficacy and green motivation and proactive Environmental management on the link between Green recruitment and Voluntary Workplace Green Behavior.

Data for this study was only gathered from five universities in Islamabad. Future study should focus on industrial- or manufacturing-based companies from various industries and geographical locations. There is enough room to show several conditional factors that might have an influence on these correlations. The incorporation of other factors in the model, such as ethical leaders, green self-efficacy, evaluations, and rewards, is advised in the future. Researchers may also examine how the big five personality qualities (conscientiousness, moral reflection, etc.) affect the link between the GR and VWGB.

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## Appnedix A

### Questionnaire:

#### Dear Respondent,

I am a student of MBA degree and currently researching the topic of “**Voluntary Workplace Green Behavior**”. You are one of my potential respondents and requested to take 10 minutes out of your busy schedule to fill this questionnaire. Data is being captured anonymously and will be kept confidential. If you are interested in knowing the findings of this study, then please contact the undersigned.

**Kaiynat Mughal**  
[Researcher \(kaiynatmughal@gmail.com\)](mailto:kaiynatmughal@gmail.com)

**Scale:** Responses to each item are measured on a five-point scale with the anchors labeled: (1) Strongly disagree, (2) Disagree, (3) Neither disagree nor agree, (4) Agree, (5) Strongly agree.

### Part 1 Basic Information

- |                                     |                                   |
|-------------------------------------|-----------------------------------|
| 1. Your Gender:                     | Male or Female                    |
| 2. Highest Education Qualification: | Bachelors, Masters/Mphil/MSc, Phd |
| 3. Work Experience:                 | 1-5, 5-10, 10-15                  |
| 4. University:                      | Bahria, Air, NDU, Fast, Comsats   |

### Green Recruitment

Questions	SD	D	N	A	SA
1. The organization has developed a green job description for employees	1	2	3	4	5
2. The applicants send their application through Email.	1	2	3	4	5
3. The institute prefers to hire employees who have environmental awareness.	1	2	3	4	5
4. The HR performs their duty effectively by ensuring we are taken care of in order to perform our duties well.	1	2	3	4	5
5. Do you think the concept of Green HRM affect or can influence organization prestige	1	2	3	4	5

## Appnedix B

### Voluntary Workplace Green Behavior

Questions	SD	D	N	A	SA
<b>6.</b> Green behavior can improve corporate economic performance	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>7.</b> Green behavior can improve corporate environmental performance	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>8.</b> Green behavior can improve corporate production efficiency	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>9.</b> Green behavior can enhance corporate image	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>10.</b> Green behavior can enhance the corporate comprehensive competitiveness	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

### Green Supporting Climate

Questions	SD	D	N	A	SA
<b>11.</b> My institute set green goals for its employees.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>12.</b> My university provides employees with green training to promote green values	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>13.</b> My university provides employees with green training to develop employees' knowledge and skills required for green management.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>14.</b> My university considers employees' workplace green behavior in performance appraisals.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>15.</b> My university relates employees' workplace green behaviors to rewards and compensation.	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

<sup>i</sup> Amrutha, V.N. and Geetha, S.N. (2021) "Linking organizational green training and voluntary workplace green behavior: Mediating role of green supporting climate and employees' green satisfaction," Journal of Cleaner Production, 290, p. 125876. Available at: <https://doi.org/10.1016/j.jclepro.2021.125876>.