Impact of Green Human Resource Management Practices on Corporate Sustainability: A Perspective of Pakistan

[1]Ahmad Tisman Pasha & [2]Anum Akram
[1]Associate Professor & Director, Institute of Banking and Finance, Bahauddin Zakariya University Multan, Pakistan
[2]MS Scholar, Institute of Banking and Finance, Bahauddin Zakariya University Multan, Pakistan

ABSTRACT

The objective of this study is to examine the relationship between Green Human Resource Management (GHRM) practices specifically Green Recruitment and Selection, Green Training & Development, and Green Performance Management and Corporate Sustainability within manufacturing firms in Pakistan, namely Nestle, Coke, and Pepsi. Statistical analysis employs PLS Software 3.2 and SPSS, with data gathered through closed-ended questionnaires distributed to 395 workers using a convenience sampling method. The findings indicated a significant positive relationship between Green Human Resource Management (GHRM) practices specifically Green Recruitment and Selection, Green Training & Development, and Green Performance Management and Corporate Sustainability within manufacturing firms in Pakistan. Furthermore, the findings indicated that there is no moderating effect of customer satisfaction between observed variables. This study underscores the pivotal role of Green Human Resource Management practices in enhancing corporate sustainability among major manufacturing firms in Pakistan. It highlights actionable insights for refining sustainability strategies, urging continued exploration to address pertinent gaps and broaden industry-wide implementation. Despite limitations in scope, particularly regarding occupational and individual factors, this study suggests valuable insights for enhancing sustainability practices in Pakistan's manufacturing sector, urging further research to fill existing knowledge gaps and foster broader industry applications.

Citation: Ahmad, T. P., & Akram, A. (2024). Impact of Green Human Resource Management practices on Corporate Sustainability: A perspective of Pakistan. *Contemporary Issues in Social Sciences and Management Practices*, 3(2), 73-82.

1.0 Introduction

In the 21st century, businesses are increasingly prioritizing sustainability through the adoption of green strategies aimed at reducing environmental impact and promoting long-term viability. This shift is driven by the dual imperative of meeting current market demands and ensuring that future generations inherit a sustainable environment (Jamal et al., 2021; Mehta & Chugan, 2015). Central to this movement is the concept of Green Human Resource Management (GHRM), which goes beyond traditional HR practices to emphasize recruiting and developing employees committed to integrating sustainability into organizational culture and operations (Karatepe et al., 2022).

For the purposes of this study, "green strategies" refer to a broad spectrum of business practices aimed at achieving environmental sustainability. These strategies encompass everything from reducing carbon footprints to adopting renewable energy sources and promoting eco-friendly product designs. Meanwhile, "GHRM" encompasses HR practices that integrate green management elements to foster eco-conscious behavior among employees, encouraging them to align their daily actions with broader sustainability goals (Rehman et al., 2020).

In response to global environmental, economic, and social shifts, many businesses are embracing green practices not only as a regulatory requirement but also as a strategic imperative to maintain competitiveness and adaptability in a rapidly changing world (Hmeedat & Albdareen, 2022). However, while industrialized economies have generally succeeded in implementing effective environmental regulations, developing countries like Pakistan face significant challenges in this regard. These challenges include limited resources for environmental enforcement, inadequate regulatory frameworks, and economic constraints, all of which impede the widespread adoption of sustainable HR practices across organizations (Karatepe et al., 2022).

The implementation of GHRM in Pakistan presents specific challenges due to economic limitations, which often restrict the allocation of resources necessary to fully integrate sustainable HR practices across diverse sectors. These constraints hinder organizations from effectively implementing initiatives such as green training programs, eco-friendly workplace policies, and incentives for sustainable behaviors among employees (Lu & Bao, 2015). Despite these challenges, innovative strategies are emerging within Pakistani organizations, focusing on enhancing operational efficiency through on-the-job training, performance assessments linked to sustainability goals, and fostering a culture that values environmental stewardship alongside business success (Lu & Bao, 2015).

2.0 Literature Review

Empirical studies enhance understanding of Green Human Resource Management (GHRM) and corporate sustainability. Researchers like Bailey (1993) and Marin-Garcia & Tomas (2016) define corporate sustainability as integrating organizational concerns with environmental goals. Anwar et al. (2020) identify green recruitment involving assessing environmentally supportive attitudes and using eco-friendly methods like online interviews and reduced paper usage. Green training includes orientation workshops that educate new hires about environmental practices and goals (Obeidat et al., 2020). Jin et al. (2017) emphasizes assessing staff conservation

needs, developing training programs, and promoting environmental awareness among employees to support green recruitment.

Regarding green training and development (GTD), Fernando & Bandara (2020) emphasize teaching employees to reduce environmental footprints, such as waste reduction and greenhouse gas emissions control. Jin et al. (2017) stresses the importance of assessing training needs, developing programs to enhance environmental knowledge, and promoting awareness among employees. Obeidat et al. (2020) highlight strategies like environmental education and cultivating an environmental culture to foster employee accountability towards environmental outcomes. Ahmad (2015) advocates for environmentally conscious education to nurture environmentally responsible leadership in companies (Sobaih, 2019).

Performance management (GPM) plays a crucial role in enhancing employee performance, team cohesion, and organizational support (Bilal et al., 2020). Bilal et al. (2020) discuss effective organizational performance evaluation methods, including financial and non-financial metrics. The resource-based view (RBV) underscores the role of skilled employees in organizational success (Umrani et al., 2016). Yusoff and Nejati (2019) found that job satisfaction influences employee productivity, emphasizing its importance in performance management. The AMO theory suggests that job aspects like skill acquisition and autonomy affect job satisfaction and performance (Arnett et al., 2002).

Social media platforms enable user-generated content sharing and community building, influencing daily interactions and consumer behavior (Fathalizadeh et al., 2021; Dey, 2020). Abbas et al. (2019) note that social media plays a crucial role in environmental awareness campaigns and online advertising, influencing consumer decisions and brand perceptions (Rather, 2021; Kim et al., 2019). Corporate sustainability integrates social, environmental, and economic considerations into business operations and strategic decisions (Jamal et al., 2021; Aboramadan, 2022). Achieving corporate sustainability involves internal assessments, stakeholder engagement, and adopting policies that balance organizational goals with environmental and social responsibilities (Scherman et al., 2022; Hameed et al., 2021).
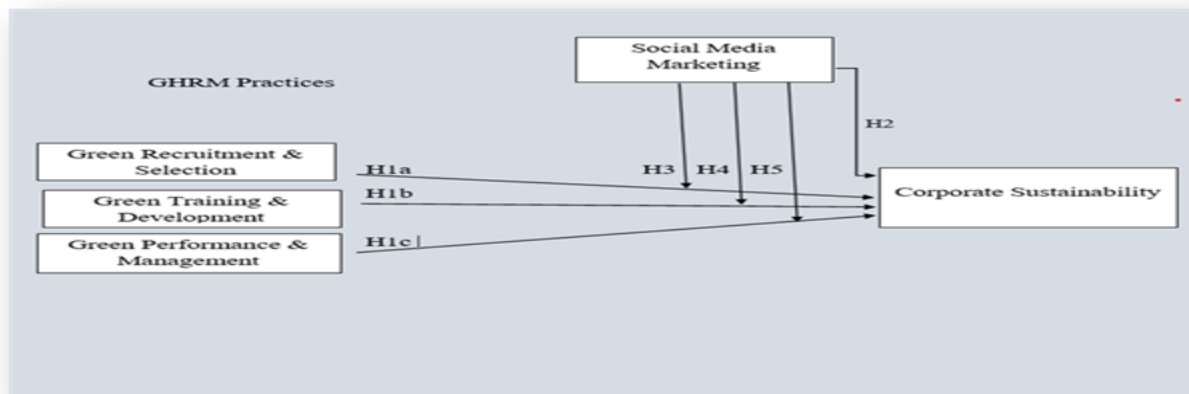
2.1 Theoretical Framework

.

Figure 2.1 Theoretical Framework

The study framework depicts the connections between variables, where GHRM practices serve as the independent variable that influences the dependent variable of business sustainability, with the moderating impact of social media marketing. The research study seeks to determine the impact of (RS), (TD), and (PM) on corporate sustainability in order to achieve the corporation's sustainability goals. Additionally, it explores the role of social media marketing in supporting this model. The researcher has developed this framework with specific hypotheses to address the existing gaps in the manufacturing sector of organisations.

3.0 Methodology

This chapter delves into empirical data to develop a practical research approach focusing on Green Human Resource Management (GHRM), Social Media Marketing (SMM), and Corporate Sustainability (CS). These concepts were defined using existing literature to bridge gaps in understanding their relationships. The survey employed in this study featured multiple-choice questions designed to explore various facets of GHRM practices, including green hiring, training, and performance management, alongside SMM strategies and their impact on CS. Each question was carefully crafted based on prior research insights and evaluated using a 5-point Likert scale to gauge respondents' perceptions.

Methodologically, this research adopts a systematic approach with a quantitative emphasis, leveraging closed-ended questionnaires to gather data. Quantitative research methods are chosen for their ability to provide precise insights into the examined variables, facilitating a clear understanding of their implications in the context of Punjab's manufacturing sector. The study aims to uncover how GHRM practices influence environmental sustainability within this sector, thereby contributing to broader discussions on organizational environmental responsibility and strategic management. The rigorous methodology includes detailed explanations of data collection techniques, instrument reliability, validity challenges, and statistical analyses employed to ensure robust findings.

Punjab, known for its concentration of major industrial enterprises in Pakistan, serves as the primary market for this investigation. The research utilizes purposive sampling to select participants from the manufacturing sector, encompassing both upstream and downstream activities. This sector plays a significant role in Pakistan's economy, contributing substantially to GDP and employment. By focusing on GHRM implementation within this dynamic sector, the study aims to provide insights that can inform sustainable management practices and policy decisions.

4.0 Findings and Results

4.1 Correlation Analysis

Table 4.1 illustrates the observable differences among the variables. All variables exhibit a positive correlation and are highly statistically significant, as shown by a p-value of less than 0.05. The study found that the association between company sustainability and marketing via social media was highest, with a coefficient of 0.802. The connection between performance management and the other variables was the poorest, with a value of 0.587.

Table 4.1 Correlations Matrix

V	RS	TD	PM	SMM	CS
RS	1	.635**	.694**	.798**	.771**
TD	.635**	1	.587**	.776**	.759**
PM	.694**	.587**	1	.686**	.683**
SMM	.798**	.776**	.686**	1	.802**
CS	.771**	.759**	.683**	.802**	1

4.2 Reliability Analysis

The table presents key reliability and validity measures for constructs examined in the study. Composite reliability scores ranging from 0.875 to 0.910 indicate strong internal consistency across all constructs, affirming the reliability of measurement. Average Variance Extracted (AVE) values, ranging from 0.627 to 0.771, exceed the recommended threshold of 0.50, indicating that each construct adequately captures variance relative to measurement error. Cronbach's Alpha coefficients, ranging from 0.809 to 0.864, further confirm high internal consistency reliability within each construct. These findings collectively underscore the robustness of the measurement instruments employed, providing confidence in the validity and reliability of the data for subsequent analysis in the study of Green Human Resource Management (GHRM), Social Media Marketing (SMM), and Corporate Sustainability (CS).

Table 4.2: Reliability Analysis

Constructs	Composite Reliability	Average Variance Extracted (AVE)	Cronbach's Alpha
GRS	0.902	0.648	0.864
GTD	0.910	0.771	0.850
GPM	0.875	0.639	0.809
SMM	0.893	0.627	0.850
CS	0.886	0.660	0.828

4.3 Statistical Analysis

The table summarizes the results of hypothesis testing for the relationships between various constructs and Corporate Sustainability (CS). T Statistic values indicate the strength and direction of these relationships, where higher absolute values suggest stronger effects. P Values, all below 0.05, indicate statistical significance, demonstrating that Performance Management, Recruitment & Selection, Social Media Marketing, and Training & Development significantly influence Corporate Sustainability. These findings underscore the importance of these management practices and marketing strategies in enhancing corporate sustainability efforts, supporting the study's hypotheses and contributing to the understanding of sustainable business practices.

Table 4.3 P-values and T-value

Hypotheses	T Statistic	P Values
Mod. Effect 1 -> CS	0.174	0.862
Mod. Effect 2 -> CS	0.299	0.765
Mod. Effect 3 -> CS	0.031	0.975
Perf. Management -> CS	3.352	0.001
Recruitment & Selection -> CS	5.412	0.000
SMM -> CS	4.411	0.000
Training & Development -> CS	6.694	0.000

4.4 Path Analysis

During a route analysis, the initial sample estimates serve as benchmarks for comparison against later estimates, such as those derived using a conventional PLS technique. The sampling process estimate is the average of the estimates generated from the subsets of your dataset used in the bootstrapping technique. Beta values indicate the impact of the independent variable in the regression analysis, ranging from -1 to +1 to show the effect on the dependent variable. Given the low standard deviation, it is evident that all the variables are tightly clustered around their respective means. The beta values shown in Table 4.4 are all positive, suggesting that changes in the independent variables are likely to result in higher values of the dependent variable. Additionally, the standard deviation findings align with expectations.

Table 4.4 Path Analysis

Hypotheses	O	M	β	STDEV
Mod. Effect 1 -> CS	0.012	-0.016	0.123	0.070
Mod. Effect 2 -> CS	-0.022	-0.007	0.133	0.072
Mod. Effect 3 -> CS	0.002	0.021	0.112	0.052
Perf. Management -> CS	0.159	0.158	0.248	0.048
Recruitment & Selection -> CS	0.283	0.285	0.385	0.052
SMM -> CS	0.236	0.234	0.331	0.053
Training & Development -> CS	0.307	0.310	0.399	0.046

4.5 Hypothesis Testing

Based on the threshold values for P and T as shown in Table 4.5, the fundamental hypothesis of this study is confidently accepted. Therefore, the three hypotheses were rejected since the p-value was inappropriate. Given the high beta value for all components, it may be inferred that all independent variables have a positive impact, therefore supporting the validity of the hypothesis. Based on the standard deviation, the two variables exhibit fluctuation around the average value.

Table 5: Hypothesis Testing

Hypothesis	Direct Relation	O	B	STDV	T Stat	P	Results
Mod. Effect 1 -> CS	.012	-.016	.123	.070	.174	.862	Rejected
Mod. Effect 2 -> CS	.022	-.007	.133	.072	.299	.765	Rejected
Mod. Effect 3 -> CS	.002	.021	.112	.052	.031	.975	Rejected
Perf. Management -> CS	.159	.158	.248	.048	3.352	.001	Accepted
Rec. & Sel. -> CS	.283	.285	.385	.052	5.412	.000	Accepted
SMM -> CS	.236	.234	.331	.053	4.411	.000	Accepted
T&D -> CS	.307	.310	.399	.046	6.694	.000	Accepted
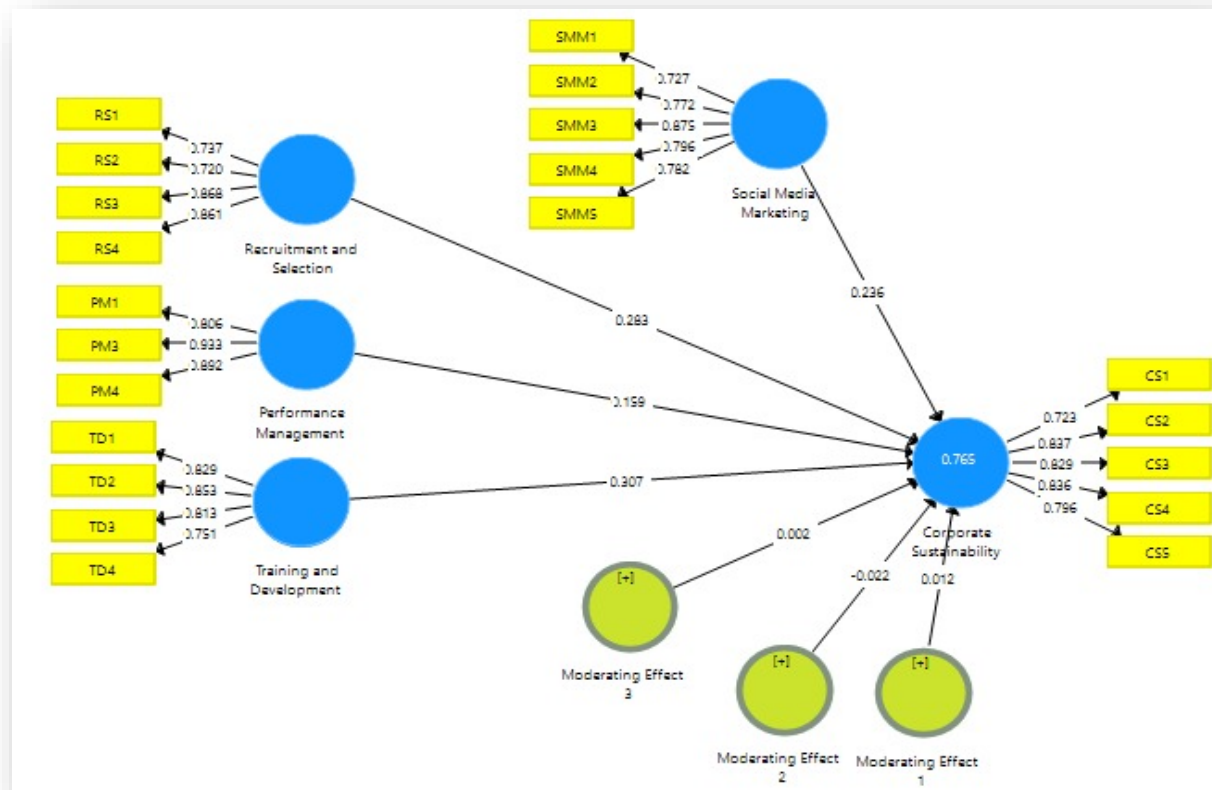
Figure 4.2 Structure Equation Modeling (with Moderation)

5.0 Discussion and Conclusion

The objective of this study was to explore how the implementation of "GHRM" practices contributes to enhancing "Corporate Sustainability" in Pakistan's industrial sectors. "GHRM" stands for a human resource management approach that emphasizes reducing a company's

environmental impact while maintaining productivity levels. Further exploration and focus from human resources (HR) specialists are crucial in this emerging field of "GHRM", as existing literature gaps necessitate new research. Businesses can enhance their corporate social responsibility, financial performance, and environmental impact through green practices (Ahmad, 2015). GHRM implementation integrates human resource practices into organizations to stabilize their structure and environmental impact. This study focuses on the soft drink industry's potential for future growth in pollution mitigation. Further research is needed to draw definitive conclusions about GHRM's contemporary business nature (Abbas et al., 2019). Changes in policy statements, job titles, marketing strategies, financial decisions, auditing processes, product design, and manufacturing practices reflect a company's environmental commitment (Rather, 2021). HR managers are integrating sustainable policies and practices into daily operations, yielding benefits like increased efficiency, cost savings, higher retention rates, and improved productivity. As environmental awareness grows, companies are adopting green HR practices such as recycling, resource reuse, carbon footprint reduction, and data-driven green product development (Anwar et al., 2020). Contemporary HR professionals have a responsibility to educate future workers and consumers on Green HRM, the environmental movement, ethical use of natural resources, and supporting businesses in building a sustainable future.

Addressing knowledge gaps on the long-term sustainability impact of GHRM practices in Pakistan's manufacturing companies requires several research studies. Most affluent nations have implemented proactive environmental measures to combat rising pollution levels, posing challenges for developing countries like Pakistan due to limited resources, governmental support, and environmental regulation knowledge gaps. HRM approaches have the potential for broad adoption across the HR industry. GHRM offers significant research opportunities in management business but lags behind in academic exploration, highlighting the need to bridge theory and practice in environmental protection research and education.

Ahmad Tisman Pasha: Problem Identification and Theoretical Framework
Anum Akram: Data Analysis, Supervision and Drafting
Conflict of Interests/Disclosures
The authors declared no potential conflicts of interest in this article's research, authorship,and publication.

References

Abbas, J., Mahmood, S., Ali, H., Ali Raza, M., Ali, G., Aman, J., & Nurunnabi, M. (2019). The effects of corporate social responsibility practices and environmental factors through a moderating role of social media marketing on sustainable performance of business firms. Sustainability, 11(12), 3434.

Aboramadan, M. (2022). The effect of green HRM on employee green behaviors in higher education: the mediating mechanism of green work engagement. International Journal of Organizational Analysis, 30(1), 7-23.

Ahmad, S. (2015). Green human resource management: Policies and practices. Cogent business & management, 2(1), 1030817.

Anwar, N., Mahmood, N. H. N., Yusliza, M. Y., Ramayah, T., Faezah, J. N., & Khalid, W. (2020).

Green Human Resource Management for organisational citizenship behaviour towards the environment and environmental performance on a university campus. Journal of Cleaner Production, 256, 120401.

Arnett, J. J. (2002). The psychology of globalization. American psychologist, 57(10), 774.

Bilal, M., Khan, K. I. A., Thaheem, M. J., & Nasir, A. R. (2020). Current state and barriers to the circular economy in the building sector: Towards a mitigation framework. Journal of Cleaner Production, 276, 123250.

Dey, S. (2020). Let there be clamor: Exploring the emergence of a new public sphere in India and use of social media as an instrument of activism. Journal of Communication Inquiry, 44(1), 48-68.

Fathalizadeh, A., Hosseini, M. R., Silvius, A. G., Rahimian, A., Martek, I., & Edwards, D. J. (2021). Barriers impeding sustainable project management: A Social Network Analysis of the Iranian construction sector. Journal of Cleaner Production, 318, 128405.

Hameed, I., Hussain, H., & Khan, K. (2021). The role of green practices toward the green wordof-mouth using stimulus-organism-response model. Journal of Hospitality and Tourism Insights.

Hmeedat, O., & Albdareen, R. (2022). The Impact of Green Human Resources Management Practices on the Relationship between Commitment to Social Responsibility and Sustainable Performance.

Jamal, T., Zahid, M., Martins, J. M., Mata, M. N., Rahman, H. U., & Mata, P. N. (2021). Perceived green human resource management practices and corporate sustainability: Multigroup analysis and major industries perspectives. Sustainability, 13(6), 3045.

Karatepe, O. M., Hsieh, H., & Aboramadan, M. (2022). The effects of green human resource management and perceived organizational support for the environment on green and non-green hotel employee outcomes. International Journal of Hospitality Management, 103, 103202.

Lu, K., Zhu, J., & Bao, H. (2015). High-performance human resource management and firm performance: The mediating role of innovation in China. Industrial Management & Data Systems, 115(2), 353-382.

Mehta, K., & Chugan, P. K. (2015). Green HRM in pursuit of environmentally sustainable business. Universal Journal of Industrial and Business Management, 3(3), 74-81.

Obeidat, S. M., Al Bakri, A. A., & Elbanna, S. (2020). Leveraging "green" human resource practices to enable environmental and organizational performance: Evidence from the Qatari oil and gas industry. Journal of Business Ethics, 164(2), 371-388.

Rather, R. A. (2021). Monitoring the impacts of tourism-based social media, risk perception and fear on tourist's attitude and revisiting behaviour in the wake of COVID-19 pandemic. Current Issues in Tourism, 24(23), 3275-3283.

Rehman, Z. U., Zahid, M., Rahman, H. U., Asif, M., Alharthi, M., Irfan, M., & Glowacz, A. (2020). Do corporate social responsibility disclosures improve financial performance? A perspective of the Islamic banking industry in Pakistan. Sustainability, Digital

Transformation and Fintech, 297.

Scherman, A., Valenzuela, S., & Rivera, S. (2022). Youth environmental activism in the age of social media: the case of Chile (2009-2019). Journal of Youth Studies, 25(6), 751-770.

Sobaih, A. E. E., Ibrahim, Y., & Gabry, G. (2019). Unlocking the black box: Psychological contract fulfillment as a mediator between HRM practices and job performance. Tourism Management Perspectives, 30, 171-181.

Yusoff, Y. M., & Nejati, M. (2019). A conceptual model of green HRM adoption towards sustainability in hospitality industry. In Corporate social responsibility: Concepts, methodologies, tools, and applications (pp. 400-421). IGI Global.