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Green Human Resource Management Practices and Its Impact on Environmental Sustainability: Study of Private Higher Education Institutions in Karachi

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Abstract

In the modern world, GHRM is one of the most crucial elements in planning ahead for your environmentally friendly business. According to the majority of experts, in order for employees to implement GHRM practices, they must be empowered and environmentally conscious. The current study looks at how various green human resource management techniques affect ecological behavior, through pro environmental conduct. The data is gathered from Karachi's Academic institutions using questionnaires. 384 employees of private universities make up the sample size. To discover the correlations between the variables, a struc[1]ture equation modeling technique is used. The findings indicate that GHRM practices have significant impact on environmental sustainability, while green environmental training has an indirect association with environmental sustainability through a mediator known as pro environmental behavior. The findings reveal that environmental sustainability is positively impacted by green performance management and appraisal (=0.27), green reward and compensation (=0.14), and green reward and compensation (=0.27), all of which are significant. Additionally, Green Training & Development exhibits a positive link (r=0.29) that is both significant and favorable. The findings imply that GHRM increases environmental sustainability. According to the report, private sector universities should provide employee training and compensation to help them prevent environmental degradation and contribute to the sustainability of the environment.

Keywords: *GHRM, environment Sustainability.*

Introduction

Due to rising global environmental concerns and the development of international environmental standards, organizations must adopt environmentally responsible practices (Ashraf, 2015). The majority of businesses have implemented their Green Management strategy using the compliance approach. The application of green management strategies involves both high management and technical abilities. The company will foster employee environmental activities that have a significant influence. Previously, an organization's performance was measured by its economic worth, but today, they also need to take into account environmental and social aspects. The application of various strategies, such as employment selection, the recruiting process, training, reward and appraisal system design, and the growth of management and technical abilities, to improve employees' environmental

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consciousness and promote environmental sustainability is crucial (Jackson et al., 2011). Around the world, environmental management calls for a proactive strategy (Ashraf et al., 2015). Rapid industrialization is contributing to an increase in environmental pollutants.

In addition to achieving economic stability and environmental balance, green human resource management (GHRM) techniques also support the sustainability criteria of social fairness, health, wellness, and employee well-being. Previous research has looked at how GHRM affects an organization's financial performance (Donohue, 2016), environmental performance (Kim et al., 2019). The state-of-the-art of GHRM, however, reveals a dearth of research on the social sustainability aspect of organizations. Therefore, the purpose of this study is to clarify the conceptual link between GHRM practices and organizational social sustainability. Additionally, by utilizing the Ability, Motivation, Opportunity (AMO) theory and Social Identity theory to propose the mediating function of employee green behavior at the workplace, the work aims to bridge the gap between GHRM and Sustainability literature. Growing emphasis on GHRM results in sustainability and corporate social responsibility. Although human resources are increasingly viewed as "the soul of company," particularly in the context of the environment, finance is still commonly acknowledged as "the lifeblood of business" (Renwick et al., 2008).

Green HR management is a strategy used by organizations to manage environmental strategies and preserve the environment (Sudin, 2011). In order to maintain environmental sustainability, industrial growth must be balanced. As a result, research emphasizes that a firm's primary goal should be the implementation of GHR practices. Therefore, it is necessary to determine how GHRM can be successfully implemented in Karachi's educational institutions in order to lessen environmental degradation. As a result, main goal of research is to review prior research on how GHRM practices can successfully implement policies that will lessen environmental degradation and improve environmental sustainability. All managers must implement a green strategy to stay competitive in the changing market climate. Organizational objectives have changed over time, moving away from only financial success to the necessity of achieving social and environmental objectives. Minimizing ecological footprints and paying more attention to social issues are necessary for economic and financial success. With two publicly funded, federally chartered institutions and numerous satellite campuses spread across various regions, there is enormous opportunity to advance sustainability via research and practice. To ensure the GHRM (GHRM) strategy is executed, a shift in mindset from being reactive to proactive is needed. All employees in any firm have a joint obligation to maintain a sustainable environment, and because human resources functions are generally responsible for hiring new employees and ensuring their welfare, there is a need to promote a green workplace culture. Therefore, it is essential that employees have the skills and information needed to maintain and preserve an environment of sustainability. This is in response to the provided problem of statement. The study's objective is to ascertain how various green HR practices in Karachi's educational institutions affect environmental sustainability.

The notion of sustainable development has to be introduced as a result of the gradual degradation of the environment caused by human exploitation. As a result, safeguarding the environment and natural resources for the benefit of future generations has gained international significance. This highlighted the need for modern businesses to reinvent their operating strategy. A concept known as sustainable development seeks to address the worldwide problems caused by human activities in both developed and developing nations. The necessity to lessen and prevent the negative impacts of economic development led to the creation of this novel idea of civilization development. It is a contemporary approach to economic development that places a strong emphasis on the adoption of innovative organizational and

managerial techniques at both the national and individual economic entity levels, as well as the replacement of inefficient technologies with "environmentally-friendly" ones. Furthermore, sustainability concerns entail intricate linkages between social, economic, and environmental aspects that are frequently seen very differently by various interest groups. The notion of sustainability is unclear and challenging to interpret because of the various models, techniques, and concepts that have been given in literature. It speaks of both guaranteeing corporate sustainability on the one hand and taking a multifaceted view of the organization while taking the interests of diverse stakeholder groups into account on the other. Numerous studies show that corporate sustainability management that focuses on forging positive relationships with various stakeholders benefits the firm in a number of ways. It has been demonstrated, among other things, that socially conscious business practices increase productivity. However, based on instances where such an approach has not negatively impacted a company's financial performance, the literature also provides examples of the unmistakable impact of social and environmental attitudes on a company's performance. Despite these contradictions, there has been an increase in interest in the idea of sustainable development. Around the world, more and more businesses are incorporating sustainable development ideas into their daily operations.

Literature Review

Green HRM techniques Employees in any firm can increase environmental sustainability by adopting pro-environmental activities, it is now widely acknowledged on a global scale (Lülfs and Hahn, 2013). Due to the frightening scenario where the climate is changing permanently, environmental degradation, and resource scarcity, pro-environmental activities in organizations are growing daily (Zibarras and Coan, 2015). The protection of the environment is currently a global trend. As a matter of concern for every society, many organizations are compelled to develop environmental protection strategies. GHRM practices are when a company employs various environmental sustainability approaches, procedures, policies, and plans (Dutta, 2012). HR has the duty and responsibility to educate and inform the workforce about environmental sustainability. Combining HR policies and practices offers a number of benefits, including increased employee engagement, cost savings, and performance effectiveness (Mathapati, 2013).Green performance evaluations and management (GPMA) Green performance management and appraisal is the procedure used to evaluate employees' actions as part of environmental management (Jabbour, 2008). The majority of study demonstrates certain elements, such delivering feedback, in the green performance management process (Jackson, 2011). Additionally, the majority of research demonstrates that some of these techniques are ineffective since different companies have unique resources and structural characteristics, and there are no standardized or universal regulations (Jasch, 2000). Organizations must set a uniform standard for the implementation of green performance management and explicitly define its members' indicators, such as lowering carbon emissions, working together, and putting environmental concerns into practice. Giving employees monetary and non-monetary benefits for meeting environmental goals is a strategy for employee attraction and motivation known as green reward and compensation. (Jackson 2011), it has been asserted that giving employees a non-cash reward, such as thanking and appreciating them, increases their motivation. Incentives are more effective instruments for linking employee performance with company goals. Along with cash rewards, non-financial incentives including green travel privileges, tax breaks, and recognition should be offered. Tax breaks for using cleaner automobiles are included in green tax incentives. Transportation and travel rewards for employees are among the green travel incentives. These monetary rewards have a significant impact on employees' desire to support environmental sustainability (Cheema,

2017). Non-monetary prizes including presents, certificates of gratitude, and praise are used to recognize environmental efforts. Employees are inspired and take pride in the company.

Environmental sustainability

Employee support, authorization, and training for environmental initiatives are all intimately tied to the sustainability of the environment and serve as mediators (Luu, 2018). Sustainable development, as defined by the World Commission on Environment and Development, entails meeting existing needs without compromising those of future generations (Dias-Sardinha and Reijnders, 2001). In order to prevent environmental devastation and depletion, sustainable ecosystems increased environmental quality. It consists of three stages; in the first, the organisation adjusts its structure in response to environmental laws and policies. The group concentrated efforts to protect the environment in the second stage by lowering pollution and by adopting other appropriate actions. The third phase involves voluntary proactive actions that assure environmental sustainability (Jabbour and Santos, 2008).

Environmentally Friendly Behavior (PEB) Employee engagement in pro-environmental initiatives demonstrates pro-environmental behavior. These include using public transportation or a bicycle, not wasting resources, turning off lights after office hours, and starting new projects to further environmental sustainability. Employees' pro-environmental actions have a big impact on the environment's sustainability (Saeed, 2018). A type of pro-social behavior, pro-environmental behavior artwork can only be expressed when one considers future generations, nature, and humanity (Paillé, 2008). It is voluntary and linked to a true concern for the planet. Because pro-environmental conduct also involves pro-social aspects of work, it is particularly challenging for managers to promote or inspire employees to exhibit such behavior through conventional leadership philosophies or methods (Paille, 2013). Inciting a sense of deeper purpose in life, a sense of community, a concern for nature and the earth, and persuading people that their actions today have an impact on society and future generations are probably the most successful ways to start pro-environmental behavior. Using pro-environmental behavior to address environmental concerns is a tempting technique for becoming a responsible, ecologically conscious, and successful firm (Saeed, 2018).

Significance

The human resource management is a traditional term used for to manage the human resources in an efficient way but the time and passed and the term has molded its shape from HRM to GHRM. Actually the trend started just because of the change in the environment and it is mandatory to have now a green human resources management practices to sustain the environmental sustainability in the long run. Actually this study is going to measure the green human resources management practices as to ensure the environmental sustainability which is the hot topic of the today’s world.

Objectives

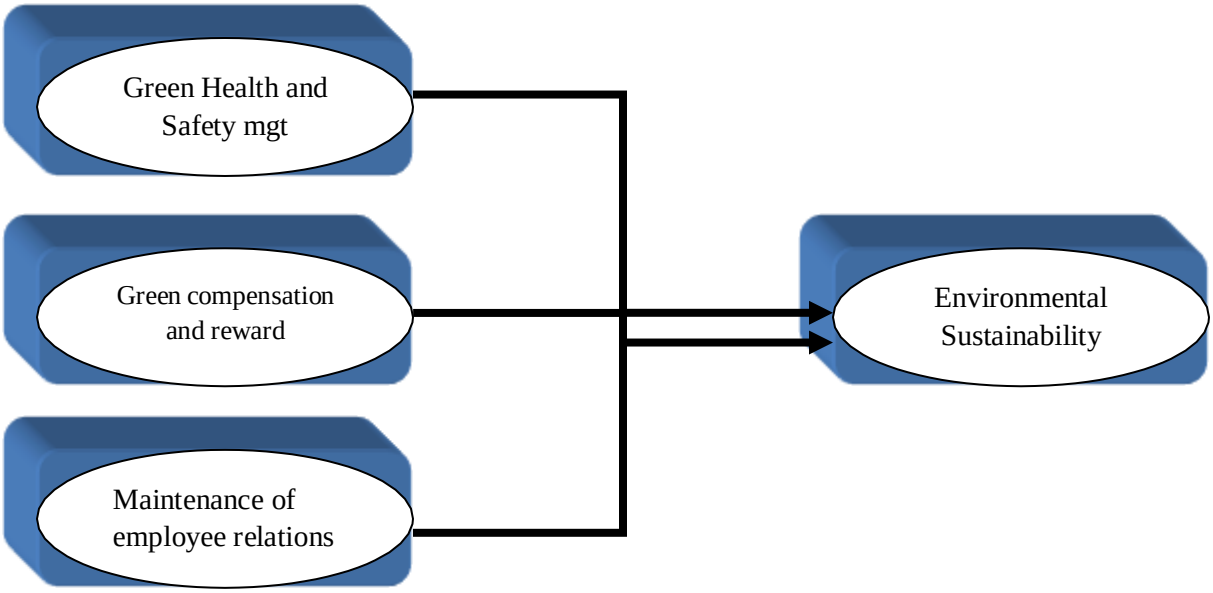
The main objectives of the study is to find

1. The effect of green Health and safety management on the environmental sustainability

2. The effect of green compensation and reward on the environmental sustainability

2. The effect of Maintenance of employee relations the environmental sustainability

Research framework



Hypothesis:

1. The green Health and safety management has positive and significant impact on the environmental sustainability

2. The green compensation and reward has positive and significant impact on the environmental sustainability

2. The Maintenance of employee relations has positive and significant impact on the environmental sustainability

Methodology

Research design

Because the data for this study is primary and gathered through a questionnaire, the study is quantitative by nature. Data will be gathered using a five-point scale, then analyzed using structural equation modeling (SEM), and finally, following collection and analysis, interpreted using different statistical tools.

Data collection

Data were gathered using a survey questionnaire built on a 5-point Likert scale as the main method of data collection. 1-2=DA, 3-DK, 4-SA, and 5-A

Sample size

The sample of 384 respondents was chosen for the study in accordance with the aforementioned sampling technique; however, resulting in response for analysis were 350 respondents. The remaining did not take into account preventing bias in the study outcomes. In order to obtain

valid results, analyses were performed on the 350 questionnaires that were fully returned and correctly filled out.

Measures

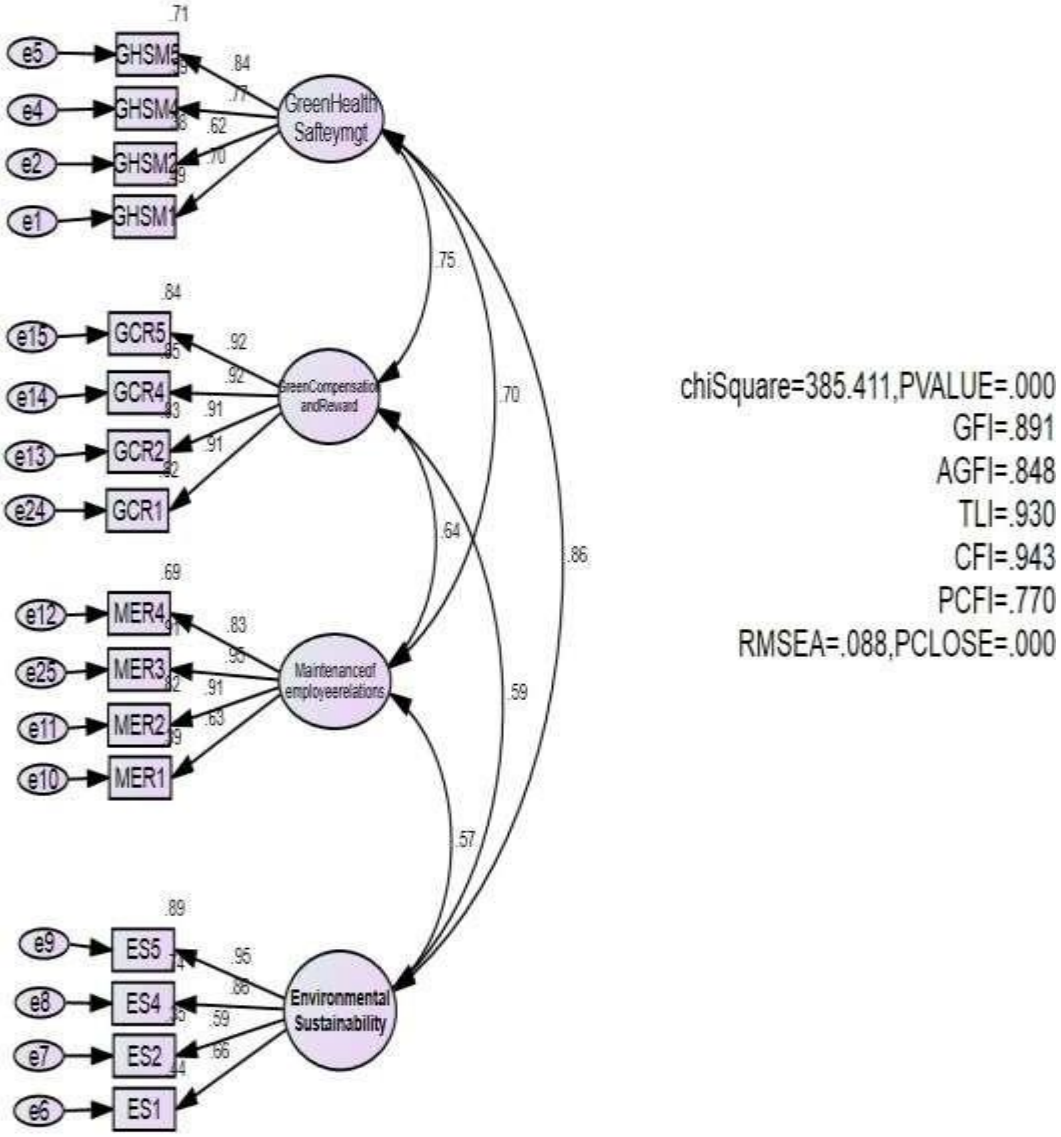
For data collection, the following adopted and modified questionnaires were employed. The questionnaire had 4 fundamental demographic questions based on age, education, and gender that were later amended to meet the needs of this research project.

Inferential statistics

SEM (Structural Equation Modeling)

The results have been generated using the AMOS and interpreted using the data gleaned from the analysis. Because a structural model can identify relationships between unobserved components, factor confirmation or exploration using SEM is a sensible follow-up strategy. However, it identifies which latent variable in the model changes the values of other hidden variables either directly or indirectly. (Byrne, 1998). SEM is the general term for path analysis (also known as regression analysis) and CFA combined.

Figure.1-Confirmatory factor analysis



Results: Chi-square = 385.411, DF = 150, Probability level = .000

CFA completed AMOS 20. There were 35 questions added to the AMOS. There were 7 questions on green health and safety management, 3 questions on green compensation and rewards, 3 questions on maintaining staff relations, 8 questions on brand awareness, and 7 questions on environmental sustainability. All suggested study factors have been examined by the CFA at once. The factor loadings of all the variables on that are good according to CFA. All of the variables' covariance is greater than.60. By looking at the values, it is possible to determine the fitness. The chi-square value of 385.411 indicates fitness, and the P value of.000 indicates the model's significance.

Table. 1: CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	38	385.411	98	.000	3.933
Saturated model	136	.000	0		
Independence model	16	5172.737	120	.000	43.106

The model's CMIN value, which is also a chi-square value, is 441.339. Value of DF is 174. The result of 441.359 divided by 174 is 2.537, and by the requirements of the study, there must be a CMIN/DF number below 4. Additionally, the model's p value of.000 indicates significance.

Table. 1: RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.095	.891	.848	.642
Saturated model	.000	1.000		
Independence model	.981	.202	.096	.179

The GFI and RMI model indicates that the RMI value is.70, even though it should be more than.060. The normal range of the goodness of indices begins at a level of".85", but in rounds, it is.9. Again, the adjusted GFI point's at.861 is higher than average, which is".85". In fact, if index value is higher than".85", it considered acceptable.

Table. 1: RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.088	.078	.097	.000
Independence model	.332	.324	.339	.000

The "root mean square error of approximation", RMSEA, metric used to assess the reliability of fitness; if the "value of RMSEA" is less than.080, the fitness level is good. The RMSEA of this model is.066, which is within the acceptable range, and the PCLOSE is.000; these values are within the acceptable range for fitness and demonstrate that all tests conducted demonstrated the model's suitability for use.

Figure.2- Structural equation modeling

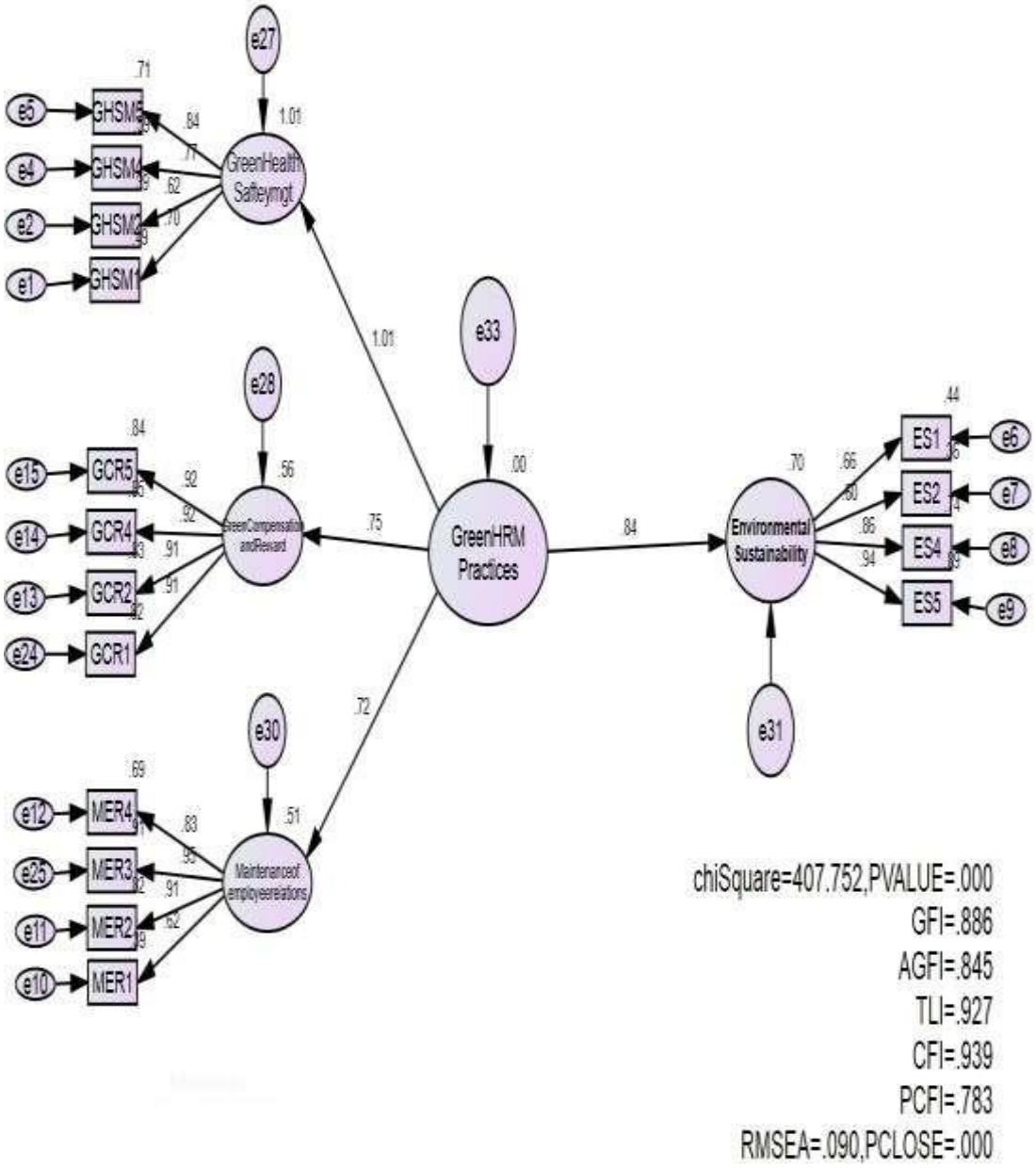


Table. 1: CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	36	407.752	100	.000	4.078
Saturated model	136	.000	0		
Independence model	16	5172.737	120	.000	43.106

The model's chi-square value, which is also the CMIN value, is 569.514. DF is 182, and. The result of multiplying 569.514 by 182 will be 3.129, and in accordance with the study's criteria, a CMIN/DF value of no more than 4 is required. Additionally, the model's p value of.000 indicates significance.

Table. 1: RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.102	.886	.845	.651
Saturated model	.000	1.000		
Independence model	.981	.202	.096	.179

The GFI and RMI model indicates that the RMI value is.0123 while it should be greater than.60. The normal range of the goodness of indices begins at a level of".85", but in rounds, it is.9. The adjusted GFI points at".870", which is once more higher than average value of".85". In fact, if the index value is higher than".85", it considered acceptable.

Table. 1: Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.921	.905	.939	.927	.939
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

The NFI, or "Normal fit" indices, used in the baseline comparison is.922, if the value of the NFI is greater than.90, it indicates a good match. The TLI value is.937, the RFI is.910, the IFI is.945 and TLI is also above.90. So, it is accepted that the model indices fit well. The model's CFI (comparative-fit-indices) is.945. (Byrne, 1994) asserts that a CFI value above.930 indicates goodness.

Table. 1: RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.090	.081	.099	.000
Independence model	.332	.324	.339	.000

The "root mean square error of approximation", RMSEA, metric used to assess the reliability of fitness; if "the value of RMSEA" is less than.080, the fitness level is good. The RMSEA of this model is.078, which is within the acceptable range, and the PCLOSE is.000; these values are within the acceptable range for fitness and demonstrate that every test that was conducted confirmed the model's suitability for use.

Table. 1: Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
GreenHealth_Safteymgt	<--	GreenHRM_Practices	1.000				
GreenCompensation_andReward	<--	GreenHRM_Practices	.559	.045	12.382	***	
Maintenanceof_employeerelations	<--	GreenHRM_Practices	.387	.040	9.582	***	
Environmental_Sustainability	<--	GreenHRM_Practices	.690	.064	10.717	***	
GHSM1	<--	GreenHealth_Safteymgt	1.000				
GHSM2	<--	GreenHealth_Safteymgt	.849	.075	11.346	***	
GHSM4	<--	GreenHealth_Safteymgt	1.097	.079	13.917	***	
GHSM5	<--	GreenHealth_Safteymgt	1.158	.077	15.026	***	
ES1	<--	Environmental_Sustainability	1.000				
ES2	<--	Environmental_Sustainability	.857	.080	10.768	***	
ES4	<--	Environmental_Sustainability	1.454	.099	14.685	***	
ES5	<--	Environmental_Sustainability	1.585	.102	15.524	***	
MER1	<--	Maintenanceof_employeerelations	1.000				
MER2	<--	Maintenanceof_employeerelations	1.381	.098	14.137	***	
MER4	<--	Maintenanceof_employeerelations	1.464	.110	13.340	***	
GCR2	<--	GreenCompensation_andReward	1.000				
GCR4	<--	GreenCompensation_andReward	.994	.033	30.341	***	
GCR5	<--	GreenCompensation_andReward	.933	.031	29.925	***	
GCR1	<--	GreenCompensation_andReward	.971	.033	28.985	***	
MER3	<--	Maintenanceof_employeerelations	1.585	.109	14.525	***	

All regression weights for the Green Health Safety mgt (GreenHRM Practices1.000), Green Compensation and Reward (GreenHRM Practices.059), Maintenance of Employee Relationships (GreenHRM Practices.387), Environmental Sustainability (GreenHRM Practices.690), and Environmental Sustainability (GreenHRM Practices.064) are indicating that all hypotheses are accepted and therefore proved.

Conclusion

The study investigates how pro-environmental behavior and environmental sustainability interact with green appraisal, green selection and recruitment, green compensation and reward and GT&D. The results have been extracted using primary data. In order to assess the connection between sustainable environmental activities and green environmental practices, structural equation modeling was used in the study. Analyzed is the "Pro-Environmental Behavior" that serves as a mediator between environmentally friendly actions and environmental sustainability. The outcomes of the green performance management appraisal indicate that it has a very favorable effect on the environmental sustainability. The findings show that improving the assessments of employment during environmental management has a positive impact on the sustainability of the environment. Additionally, there is a strong and favorable correlation between GPMA and pro-environmental behavior. It shows that when green performance appraisal is managed more effectively, pro-environmental behavior will rise. Likewise, pay for green hiring has an impact on environmental sustainability. It means that environmental sustainability can be accomplished by providing both monetary and non-monetary compensation. The employee feels more energized as a result of this compensation and supports keeping the environment green. The findings show a negative correlation between GRC and pro-environmental behavior. Green recruitment and selection are another element that has an impact on environmental sustainability. The findings indicate that GRS has a small but direct impact on environmental sustainability. Green training and development has a strong, direct correlation with sustainable environments and pro-environmental behavior. The sustainable growth of the green environment will also increase through improving employee training and development in this area. In the same way, more skilled and developed an employee is the more pro-environmental conduct they will exhibit. The link between GTD and pro-environmental conduct is negligible. Through a mediator called "pro-environmental behavior," the study examined the indirect link between green environmental training and a sustainable environment. The findings imply that the mediator does not increase environmental sustainability sensitivities. Through pro-environmental conduct, the green HR approach has a minimal impact on environmental sustainability. The study concludes that in order to prevent environmental degradation and contribute to the sustainability of the environment, public sector universities must educate and reward its staff. The study is limited by the fact that it only used data from one area. To obtain more accurate results, additional study might be conducted by increasing the data and using a novel technique. By assessing the direct and indirect effects of GHRM and differentiating between practices that are taken together or separately, this study adds to the body of literature.

The results show that GHRM practices as a whole have a direct impact on how each individual performs in terms of the environment, which is consistent with earlier research by Kim et al. (2019), which found that GRHM had a direct positive impact on employee green behavior.

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