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Effect of green human resource management practices on environmental sustainability

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ABSTRACT

In today's world, green human resource management is one of the most important factors in forward-thinking your environment-friendly business. Most of the researchers are of the view that employees must be empowered and environmentally aware of greening while carrying out green human resource management practices. The present study is examining the impact of different Green human resource practices on environmental behavior directly or indirectly via Pro-environmental behavior. The data is collected through questionnaire from the educational institutions in Baltistan region. The sample size is 300 employees of public universities. A Structure Equation Modeling is utilized to obtain the relationships between the variables. The results show that green human resource management practices have a strong direct impact on Environmental sustainability while the indirect relationship between green environmental training and sustainable environment through a mediator "pro-environmental behavior". The results illustrate that Green Performance Management and Appraisal has a positive (β=0.27), Green Reward and Compensation and environmental sustainability which again shows a positive (β=0.14) and significant impact of Green Reward and Compensation on environmental sustainability. Green Training and Development also shows a positive (β=0.29) and Green Training and Development has a positive and significant relationship. The results suggest that the mediator does not sensitize environmental sustainability. The study suggests that Public Sector universities need to train and compensate their employee to reduce environmental degradation and make their contribution to the sustainability of the environment.

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INTRODUCTION

The organizations need to adopt environmental-friendly strategies due to increasing environmental concerns at the global level and the creation of international environmental standards (Ashraf and Anam, 2015). The compliance approach has been used by the majority of the companies in the initiative of their Green Management. Though the environmental forces like customer preferences and customer boycotts have to change the basic business approaches to pollution control (Luu, 2018; González-Benito and González-Benito, 2006; Daily *et al.*, 2012; Jabbar and Abid, 2014). High management and technical skills are involved in the implementation

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of green management practices. The organization will develop such environmental initiatives among the employees which have a substantial impact on the firms' competitive sustainability (Sudin, 2011; Boselie *et al.,* 2001). Previously the success of the organization as determined by the economic value but today they need to consider environmental and social factors. The execution of different techniques like employment selection, recruitment process, training, reward and appraisal system design to boost employee's environmental awareness and expansion of management and technical skills have great importance in fostering environmental sustainability (Jackson *et al.,* 2011). For environmental management proactive approach is required around the world (Ashraf *et al.,* 2015). The level of pollution in the environment is increasing due to rapid industrialization. For this purpose, to reduce the destruction of the non-renewable resources various policies, rules and regulations are implementing by the government and by the private sector. An environmental management system is improved and enhanced by the corporate segment. As a result of which new strategic movement is emerged called green management. Green management is the approach in which the organization shapes the management of environmental strategies to protect the environmental aspects (Sudin, 2011). Therefore, there must be a balance between industrial growth and environmental sustainability. Therefore, researches are emphasizing to the adoption of GHR practices as the main objective of a firm. So there is need to identify the ways that how green human resource management can successfully be implemented in the educational institute of Gilgit-Baltistan to reduce the environmental degradation, therefore the main purpose of the research is to explore and review previous literature that how Green Human Resource practices can effectively and successfully implement the policies which will help to reduce the environmental degradation and improved the environmental sustainability. The changing market environment requires all managers to adopt a green strategy in order to remain competitive. Over the years there has been a shift in organizational goals from profit-making only to the need for environmental and social goal accomplishment. Economic and financial success need to be accompanied by the minimization of ecological footprints and increased attention to social aspects. Having two Public sector federal chartered universities with several sub-campuses in different districts, there is great potential to promote sustainability both through education and practice. The need for general attitude change from reactive to proactive is required in ensuring the Green human resource management (GHRM) strategy is implemented. The need to have a sustainable environment is a collective responsibility of all employees in any organization since human resource function has the overall responsibility of recruitment and employee welfare, there is a need to educate and advocate for the green environment in the organization. Employees must, therefore, be equipped with the necessary knowledge as to how to maintain and sustain a conducive environment free from pollution and disposal. Therefore, this study is aimed to investigate; what is the impact of Green HRM practices in stimulating environmental sustainability through the pro-environmental behaviors of the public sector universities of GB? Following the given problem of statement, the objective of the study is to investigate the effect of Green HRM practices in stimulating environmental sustainability through the pro-environmental behaviors of the public sector universities of GB. Fig. 1, theoretical framework shows the relationship between different green HR practices on environmental sustainability with the mediating role of pro-environmental behavior. The aim of the study is to investigate the impact of different green HR practices on environmental sustainability in different educational institutions of Gilgit-Baltistan. This study has been carried out in BachaKhan University, Charsadda, Pakistan in 2019.

Green HRM practices

It is now worldwide largely recognizing that by adopting pro-environmental practices, employees in any organization can improve environmental sustainability (Lülfs and Hahn, 2013). Pro-environmental initiatives in organizations are increasing day by day due to the alarming situation because the climate is changing irreversibly, destruction of the environment and the scarcity of resources (Zibarras and Coan, 2015). Environment protection is now an emerging trend all around the world. Many organizations are forced to implement

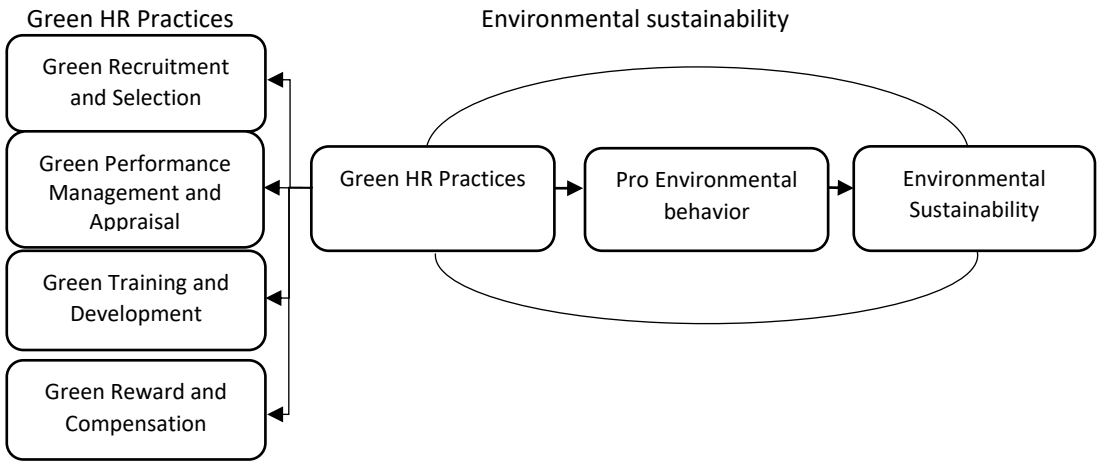

Fig. 1: Conceptual framework of the study

environmental protection policies as their concern of every society (Mcguire and Germain, 2015). GHR practices are when an organization adopts different techniques, methods, policies, and plans for the sustainability of the environment (Dutta, 2012). It's the responsibility and role of HR to provide training and awareness to the employees regarding environmental sustainability. There are several methods by which HR policies and practices can be combined which result in better involvement of employees, minimization of cost and greater efficiencies in performances (Mathapati, 2013).

Green performance management and appraisals (GPMA)

The process when the activities of employees are evaluated during the course of environmental management is recognized as Green performance management and appraisal (Jabbour and Santos, 2008). Most of the research shows specific features such as sending feedback in the process of green performance management (Jackson *et al.,* 2011). Likewise, most of the studies show that some of these methods are not effective because some organizations have different resources and structural attributes also there is no standard and uniform policies (Jasch, 2000). Organizations need to adopt a common standard for the implementations of green performance management and clearly identify its indicators for the members such as reducing carbon emissions, collaborating and implementing policies regarding environmental concerns.

H1 = GPMA effect directly the Environmental Sustainability
H1a =GPMA effect the Environmental Sustainability through Pro-Environmental Behavior

Green reward and compensations (GRC)

Green Reward and compensation are strategies to attract and motivate the employees by giving them monetary and nonmonetary rewards in achieving environmental goals (Zibarras and Coan, 2015) (Jackson *et al.,* 2011). It has been claimed that employees feel more motivated when they are provided by a nonmonetary reward such as acknowledging and praising (Jabbour and Santos, 2008). For aligning performances of employee's incentives are more powerful tools in achieving the firm goals. Nonfinancial rewards should be provided along with financial rewards such as green tax, green recognition and green travel benefits. Green tax rewards comprise of exemptions to endorse the use of less polluting vehicles. Green travel incentives include transport and travel reward for the employees, these financial incentives have major impact on the willingness of employees towards the sustainability of the environment (Cheema and Javed, 2017). Green recognition involves nonmonetary rewards such as gifts, certificates of appreciation, praising. Employees feel motivated, pride in the organization,

and start working effectively for the protection of the environment (Sudin, 2011).

H2 = GRC effect the Environmental Sustainability directly
H2a = GRC effect the Pro-Environmental Behavior

Green training and development (GTD)

Green Training and development is systematic actions and events which encourage employees to learn and adapt skills to protect the environment and take conscious steps regarding environmental issues (Jabbour, 2011). Employee's information, skills, awareness, and skills regarding environmental activities can boost and enhances by providing them adequate training to them (Jabbour, 2013). The provision of green training is not only associated with environmental departments, but it should be part of the educational program of all organizations. Green training increases employee's responsiveness regarding pro-environmental behavior in the organization. It helps the employees to recognize the importance of the ecosystem, which eventually makes them more conscious about environmental protection, detecting sources of pollution and the process of prevention methods. Saeed *et al*., (2018) explore that the implementation of GHR practices such as preservation of natural resources, training, and skills, allowed them to use abilities and efficiency to work for the sustainability of the environment through pro-environmental behaviors (Dias-Sardinha and Reijnders, 2001). Environmental activities are also carried out by providing knowledge management to the employees. Through proper training, evaluation and reward system employees can be engaged in pro-environmental activities (Jabbour, 2013). A report exposed that knowledge and familiarities about the environment in China are the main factors and reasons about environmental activities. Employees get extensive training and skills through knowledge management.

H3 = GTD directly affect the environmental sustainability
H3a = GTD effect the Pro-Environmental behavior directly

Green recruitment and selection (GRS)

Organizations can select applicants who will oblige to environmental problems (Chaudhary, 2019). Green recruitment and selection are considered an important part of green HRM practices (Saeed *et al.,* 2018). (Jabbour, 2013) categorize green recruitment and selection by three characteristics of candidates. The first one is green awareness, which involves personality features like consciousness about the environment, and sociability (Dutta, 2012). The study shows that employees who have a concern about the environment actively participate in the operational process and boost environmental knowledge, which in turn improves the environmental performances of the organization. The second is green employer branding which discusses the reputation of the organization. It is related to environmental management and can be shaped with the help of green HRM practices. The employees feel pride working for the institutions having good environmental reputations (Jackson *et al*., 2011). The employees should have recruited based on green criteria. The firm may select those employees who perform better in these three categories (Saeed *et al*., 2018).

H4 = GRS effect the Environmental Sustainability directly.
H4a = GRS effect the Pro-Environmental Behavior directly.

Ability, Motivation and Opportunity theory (AMO Theory)

Different theories from the field of human relations and organization have affected the previously mentioned ideas of Green HRM. By investigating them in detail a more prominent comprehension of Green HRM can be developed (Arulrajah and Opatha, 2016). The theory claims that HRM may play a positive role by attracting, selecting, training, developing and properly compensating their skillful, able, and competent workforce, which in result enhances their level of motivation and productivity. It also makes them more effective and efficient in terms of higher profit, maximum profit, and better quality. (Chaudhary, 2019). This systematic assessment examines the core components of Green Human Resource Management GHRM in turn. Recruiting, training and developing an able and competent workforce is a major challenge in this competitive environment where every organization is striving to employee skillful workforce to take competitive advantage. Nowadays different organizations worldwide are adopting GHRM practices as a form of employer branding as it is also considered the main source of taking competitive advantage by providing awareness to the youth about the environment and

environmentally friendly practices in the organization (Han and Kim, 2010). Various recent developments intended to Involve workforce in different pro-environmental behaviors like using recycled paper, teleconferencing or video conferencing, sharing of car among employees or using a common van for employees pick and drop, help different firms to become more environmentally friendly (Arulrajah and Opatha, 2016). Both the Public sector federal chartered universities working in Gilgit and Baltistan region can apply AMO theory because there is great potential to promote sustainability and Green behavior both through education and practice.

H5 = Pro-Environmental Behavior has Significant direct impact on Environmental Sustainability

Environmental sustainability (ES)

Employee commitment, training and authorization for the pro-environmental activities are directly related to the sustainability of the environment and perform the role of mediator (Luu, 2018). According to the definition of the World Commission on Environment and Development sustainable development means to fulfill the present need without sacrificing the needs of the future generation (Dias-Sardinha and Reijnders, 2001). Sustainable environments improved environmental quality and accountability to avoid depletion and destruction of the environment. It consists of three stages; in the first stage, the organization responds to environmental regulations and policies to influence its framework. In the second stage, the organization put concentrations to protect the environment by reducing pollution and by taking other related measures. In the third phase, environmental sustainability is ensured by taking voluntary proactive activities (Jabbour and Santos, 2008).

Pro- Environmental Behavior (PEB)

Pro-environmental behavior is the readiness of employees to involve in pro-environmental activities. These activities consist of turning off light after office hours, avoiding wastage of resources, using public transport or bicycle, taking new initiatives to promote environmental sustainability. This Pro-environmental behavior of employees significantly contributes to the sustainability of the environment (Saeed *et al.,* 2018). Pro-environmental behavior artwork is a type of pro-social behavior; it is not obligatory; it relates with a genuine concern for the Planet; it can only be displayed when an individual thinks of future generations, nature, and humankind (Paillé and Boiral, 2013; Scherbaum *et al.,* 2008). Pro-environmental behavior is a multifaceted behavior because it contains pro-social dimension of work, and it is very tough for managers to influence or encourage an employee to display such behavior through traditional leadership styles or approaches (Paille and Boiral, 2013). Probably the most effective way to initiate pro-environmental behavior is arousing sense of deeper meaning in life, sense of community, care for the nature and planet, and convincing them that what they do today has a long-term consequence on the society and the coming generations. To become a responsible, environmentally friendly and effective organization it is an attractive strategy to use Pro-environmental behavior to combat environmental issues (Saeed *et al*., 2018).

H6 = Green HRM practices effect the Environmental Sustainability via Pro-Environmental Behavior.

MATERIALS AND METHODS

Sample and sampling method

The study will opt proportionate stratified random sampling technique to select the sample from the population. The stratified random sampling identifies heterogeneous stratum within a study population that may expect to vary in parameters and assign a specific proportion to each stratum and select sample accordingly. As in our study, the population consists of two subgroups i.e. members of the KIU Gilgit and UOBs Skardu, and the study expect these two groups vary in parameters. Hence the adoption of this stratified random sampling technique will minimize sampling bias as it offers equal opportunity to each element of a given population to be sampled.

Population of the study and Sample size

The population of this study consists of employees from the public sector universities of Gilgit-Baltistan.

The sample of this study will be consist of 300 employees of public sector universities of GB. 150 employees will have sampled from The Karakoram International University Gilgit and the remaining 150 will be selected from the Baltistan University.

Research design

The study is casual in nature. The researcher wants to assess the relationship between the Green HR functions (independent variable) and Environmental Sustainability.

Data collecting method and questioner

To carry out the empirical investigation of relationships between the Green HR functions and environmental sustainability specified by the above mentioned theoretical model, the study has adopted a questionnaire of (Saeed *et al*., 2018). The questionnaire has used a 5 point Likert scale containing responses from strongly agree to strongly disagree. This questionnaire will be distributed among the selected pool of employees from the public sector universities of both the Gilgit and Baltistan region.

Econometric techniques

The following statistical tools used after assessing the assumptions of tests regarding the data:

1. Cronbach alpha for reliability test
2. Factor analysis for validity
3. Heterotrait- Monotrait Ratio (HTMT)
4. Discriminant Validity
5. Structural Equation Modelling

RESULTS AND DISCUSSION

Demographics

Table 1 shows the demographic characteristics of individuals. The Table 1, illustrates that male respondents are 70% while the rest 30% are female respondents. 20.7% of the individual respondents are faculty members while the rest 79.3% respondents belong to non-teaching staff members. The study have 55.3% respondents from rural areas and 44.7 belongs to the urban areas. The data is mainly collected from the Gilgt Bailtistan (GB) so 98.7% respondents are from GB, 0.7% from Khyber Pukhtoon Khwa (KPK) 0.3% from Sindh and 0.3% are from Balochistan province. The current designation of the respondents is also reported in demographics. A major junk (85%) are of the respondents are students while others are involved in teaching and administrator jobs. The author also reported the experience in the same university. Those respondents who spend less than 5 years in the university are 97%. The individuals who have greater than 5 years' experience are 3%.

Construct reliability and validity

The very first step to analyze the model is to check the relationship between variables and its indicator to examine that the constructs reflective nature in the model (Diamantopoulos and Siguaw, 2006;

Table 1: Demographic statistics

Demographics	Frequency	Percent
Gender		
Male	211	70.3
Female	89	29.7
Type of Staff		
Teaching Staff	62	20.7
Non-Teaching staff	238	79.3
Family Home		
Rural	167	55.3
Urban	133	44.7
Province		
KPK	2	0.7
Sindh	1	0.3
GB	296	98.7
Balochistan	1	0.3
Current Designation		
Student	255	85.0
Teaching	40	13.3
Administrator	5	1.7
For how long have you worked with this University		
less than 5 years	291	97.0
5-10 years	7	2.3
10-15 years	1	0.3
15-20 years	1	0.3

Gudergan *et al*.,2008; Hair *et al*., 2014; Klarner *et al*., 2013). The most important reason for conducting the relatability and validity checks is to examine whether the indicators is representing the constructs or not. To validate this statement, constructs reliability tests are applied to the data. The Conbach's Alpha in Table 2 shows that the constructs are ranging from 0.67 to 0.85 which means that all the constructs are reliable. The AVE values are mostly higher the 0.4 and the construct reliability are mostly greater the 0.7 thresh hold (Hair *et al*., 2014).

Discriminant validity

Discriminant validity is the level to which each LV is different in the model for other constructs (Hair *et al*., 2014). To construct discriminant validity, the AVE's square root should be greater for each construct than all the inter correlations among the constructs in the model for Fornell–Larcker criterion (Chin 2010; Hair *et al*., 2014). Furthermore, the heterotrait–monotrait (HTMT) ratio has newly been recognized as a better criterion related to the additional conventional valuation approaches, for instance the Fornell–Larcker criterion (Henseler *et al*., 2015). Earlier literature has recommended construct thresholds of 0.85 and 0.90 for HTMT to construct discriminant validity (Henseler *et al*., 2015). The present study utilizes more restricted HTMT 0.85 to measure discriminant validity. Tables 3 and 4 show the outcomes of the discriminant validity valuation of the measurement model via the Fornell–Larcker criterion and the HTMT 0.85 ratio and showed that models own a satisfactory discriminant validity.

Valuation of the structural model

The Structural equation modeling (SEM) for environmental sustainability were then analyzed. To analyze the structural model, R2 value of the internal constructs was measured as being representative of the model's explanatory power (Hair *et al.,* 2014). The R2 values were 0.52 for Environmental and 0.66 for Green Performance Management and Appraisal,

Table 2. Construct reliability and validity

Constructs	Cronbach's Alpha	rho_A	CR	AVE
Environmental Sustainability	0.771	0.798	0.775	0.417
Green Performance Management and Appraisal	0.829	0.829	0.829	0.547
Green Recruitment and Selection	0.853	0.860	0.847	0.530
Green Reward and Compensation	0.805	0.812	0.805	0.510
Green Training and Development	0.833	0.842	0.832	0.556
Pro Environmental behavior	0.675	0.701	0.594	0.260

Rh= Reliability measure, CR* = Composite Reliability; *AVE* = Average Variance Extracted

Table 3: Discriminant Validity

	ES	GPMA	GRS	GRC	GTD	PEB
Environmental Sustainability	0.645					
Green Performance Management and Appraisal	0.691	0.740				
Green Recruitment and Selection	0.525	0.817	0.732			
Green Reward and Compensation	0.615	0.818	0.751	0.687		
Green Training and Development	0.693	0.893	0.732	0.847	0.681	
Pro Environmental behavior	0.253	0.231	0.144	0.022	0.134	0.516

Table 4: Heterotrait-Monotrait ratio (HTMT)

	ES	GMPA	GRS	GRC	GTD	PEB
ES						
GPMA	0.689					
GRS	0.506	0.811				
GRC	0.609	0.812	0.741			
GTD	0.690	0.898	0.742	0.864		
PEB	0.287	0.213	0.161	0.178	0.166	

0.56 for Green Recruitment and Selection, 0.79 for Green Training and Development and 0.13 for Pro-Environmental Behavior respectively. The behavioral research standards propose that the R^2 value of 0.2 is relatively great and satisfactory (Hair *et al.*, 2014). Furthermore, SRMR value in PLS-SEM is considered for the as model fit (Ray *et al.*, 2016) were estimated. The value for SRMT which is lower than 0.08 is acceptable for PLS-SEM (Ray *et al.*, 2016). The results shown SRMR model fit values of 0.065 and 0.08 for Saturated and Estimated model respectively. Table 5 shows the analyzation of SEM using non-parametric analysis (Henseler *et al.*, 2009). It is reflected as conventional PLS-SEM technique for the analyzing of the path co-efficient. Hypothesis 1 is concern with the relationship between GPMA and ES, the PLS results shows that GPMA has a significant (t=2.87) and positive (β=0.23) impact on ES. Therefore, hypothesis 1 is supported. H1a Hypothesis illustrate that GPMA has a positive (β=0.27) and significant (t=2.15) impact on Pro-environmental behavior (PEB). H2 is focused on the relationship between GRC and ES which again shows a positive (β=0.14) and significant (t=1.70) impact of GRC on ES. H2a assumed that there is direct and significant relationship with PEB but the data did not support the hypothesis and showed a non-positive but significant impact on PEB. The study support hypothesis 2 accordingly. GTD also shows a positive (β=0.29) and highly significant (t=3.44) impact on ES, hypothesis 3 is also supported. H3a has stated that GTD has a positive and significant relationship but this hypothesis is rejected due to non-significant (t=0.10) behavior. The study formulates a positive and significant impact of GRS on ES which is not supported by the data. Hence, the study reject 4th hypothesis of the study. In H4a hypothesis, it is assumed that GRS has direct impact on PEB but the data has not supported the hypothesis.

Indirect effect

In Table 6 examine the indirect effect by putting Pro-Environmental behavior as a mediating variable. The author is expecting the relationships to be mediated through PEB. The author calculated the indirect specific through the process of bootstrapping by SmartPLS by including a single mediator. The results in Table 5 showed that all the relationship mediated insignificantly. GPMA>PEB>ES has path co-efficient (β=0.04) with (P=0.15). GRS>PEB>ES has (β=0.00) and insignificant (P=0.66) relationship. GRC>PEB>ES has negative (β=-0.02) and insignificant (P=0.18) indirect effect. GTD>PEB>ES has (β=0.00) mediations and insignificant (0.93) indirect effect.

Table 5: Direct effect

Hypothesis	Relationships	Std β	T -Stat	Significance level	
				5%	95%
H1	GPMA>ES	0.23***	2.87	0.09	0.368
H1a	GPMA>PEB	0.27**	2.15	0.07	0.453
H2	GRC>ES	0.14*	1.7	0	0.279
H2a	GRC>PEB	-0.21*	1.79	-0.39	-0.013
H3	GTD>ES	0.29***	3.44	0.16	0.43
H3a	GTD>PEB	0.02	0.1	-0.15	0.19
H4	GRS>ES	-0.01	0.15	-0.12	0.101
H4a	GRS>PEB	0.04	0.49	-0.13	0.213
H5	PEB>ES	0.13**	1.96	1.95	0.02

*=p<0.10, **=p<0.05, ***=p<0.001

Table 6: Indirect effect

Relationship	Std β	T Stat	P Values
GPMA>PEB>ES	0.04	1.42	0.15
GRS>PEB>ES	0.00	0.44	0.66
GRC>PEB>ES	-0.02	1.33	0.18
GTD>PEB>ES	0.00	0.09	0.93

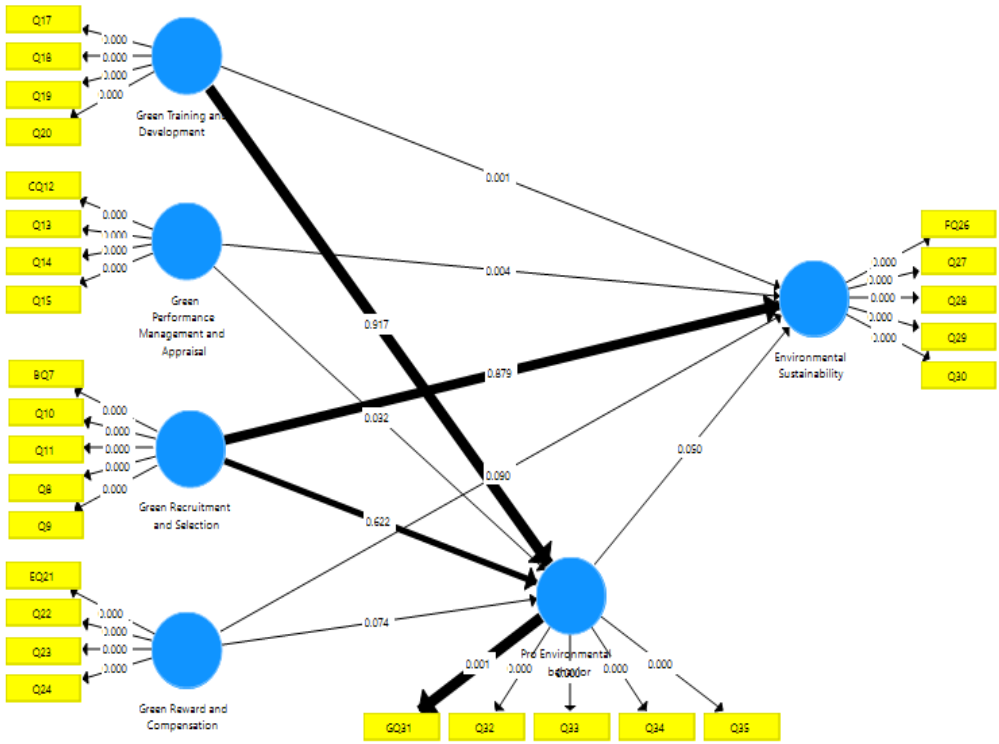

Fig. 2: Structural Equation Modeling (Bootstrapping)

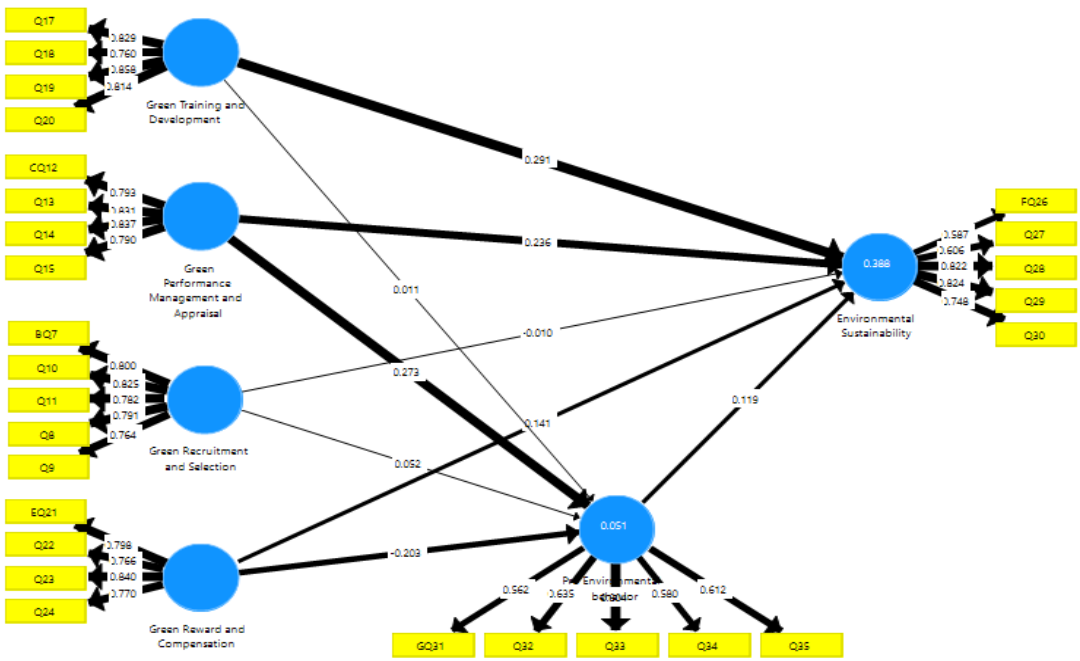

Fig. 3: Structural equation model (Path analysis)

CONCLUSION

The study explores the relationship of Green Performance Management and Appraisal, Green Recruitment and Selection, Green Reward and Compensation, and Green Training and Development with the Environmental Sustainability via Pro Environmental behavior. Primary data has been used to extract the results. The study utilized Structural Equation modeling to evaluate the relationship between green environmental practices and sustainable environment. The behavior of a mediator "Pro-Environmental Behavior" between green practices and environmental sustainability is analyzed. According to the results green performance management appraisal shows a significantly positive impact with the environmental sustainability. This results reveals that increasing the assessments of employ during the course of environmental management positively affect the environmental sustainability. GPMA has a positive and highly significant relationship with the pro environmental behavior as well. It reveals that increasing the management of green performance appraisal, pro environmental behavior will be increase. Likewise, green recruitment compensation also affects the environmental sustainability. It means that by giving the monetary and non-monetary compensation the environmental sustainability can be achieved. Due to this compensation the employee feels more energetic and support to sustain the green environment. According to the results GRC has a negative relationship with the pro-environmental behavior. Another factor that effect the environmental sustainability is Green Recruitment and Selection. The results show that GRS has direct and positive but insignificant impact on sustainable environment. Green Training and Development shows a highly significant and direct relationship with both pro-environmental behavior and sustainable environment. By increasing training and development of the employee regarding green environment, sustainable development of green environment will also be increased. Same is the case with the pro-environmental behavior, more skillful and developed the employee more pro-environmental behavior will exist. GTD has an insignificant relationship with the pro-environmental behavior. The study analyzed the indirect relationship between green environmental training and sustainable environment through a mediator "pro-environmental behavior". The results suggest that the mediator do not sensitize the environmental sustainability. The green HR practice has an insignificant relationship with environmental sustainability via pro-environmental behavior. The study assess that public sector university need to train and compensate their employee to reduce the environmental degradation and make their contribution in sustainability of the environment. The limitation of the study is that the data is collected from a single region i.e. Baltistan. Further research can be done by expanding the data and apply a new technique to get more accurate results.

AUTHOR CONTRIBUTIONS

Y. Jehan performed conceptualization, methodology, software, and literature review and manuscript preparation. M. Batool performed data correction, writing original draft preparation, writing reviewing and editing references. M. Imran helped in the visualization, investigation, software validation.

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CONFLICT OF INTEREST

The authors declare that there is no conflict of interest regarding the publication of this manuscript. In addition, the ethical issues, including plagiarism, informed consent, misconduct, data fabrication and/or falsification, double publication and/or submission, and redundancy have been completely observed by the authors.

ABBREVIATIONS

AMO	Ability, motivation and opportun*ity*
ES	Environmental sustainability
GHRM	Green human resource management
GRS	Green recruitment and selection
GPMA	Green performance management and appraisal

GTD	Green training and development
GRC	Green reward and compensation
HRM	Human resource management
KIU	Karakoram International University
SEM	Structural equation modelling
UOB	University of Baltistan

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