

IMPACT OF GREEN HUMAN RESOURCE MANAGEMENT (GHRM) PRACTICES ON EMPLOYEE PERFORMANCE



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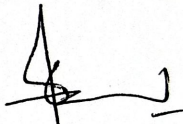
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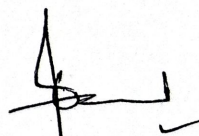
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Dedication

I dedicate this Research to my beloved parents have been a great source of inspiration and support; their love encouraged me at every step-in life and particularly during my studies at PIDE.

(Adeena Mahrukh)

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Abstract

This study aims to push for Green Human Resources practicing with a view to Pakistan, companies have been under pressure from customers to implement environmentally sustainable corporate strategies, where it is becoming important to recognize green practices that promote sustainability. While green human resource management has attracted considerable attention from researchers, studies relating to green activities remain minimal and are only evolving in the context of developed countries. Recent study has shown growing recognition in business communities. The importance of the problems of the environment. Grass Human Resources Management (GHRM) has been critical Management planning for companies and the Human Resources Department will lead an important part in the process. "Green." This study tests an integrative model that integrates the direct impact of GHRM practices on GHRM practices. Employee efficiency and employee engagement in organizations.

Keywords: Green HRM Practice; Employee Empowerment; Employees Performance

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CHAPTER 1

INTRODUCTION

1.1. Overview

The section offers a brief description of the following study. It provides a summary, a research topic, priorities and aims of research, research questions and hypotheses and, finally, a framework for the thesis.

1.2. Introduction

Institutions are already moving on green HRM for long-term viability and the conservation of natural capital. Eco HR activities such as environmentally friendly actions, online interviews, online preparation, career sharing, etc. It is important for the Company to assume responsibility for social and environmental issues until implementing a strategic decision. Many businesses or institutes use the principle of 3"R" (Reduce, Reuse and Recyclability) for environmental stability and growth and often reduce the costs of organizations. It is now time to transform the mindset of the company and shift towards green HR activities for the stability and long-term usage of natural resources. For the sake of sustainability. It is important for companies to assimilate protection of the environment to human resource management through the value of Green HRM.

Green HR practices the primary gravity of the company in the administration of human capital. The key goal of green HRM compliance is to reduce overheads, gain cost advantages, maximize sustainability, boost employee morale, etc. Green HRM is the fusion of human capital

management and God-given tools towards sustainability of the environment and the effective utilization of natural resources. The integration of Green HR practices and HR practices has gains in defining the role of the corporation in the adoption of green initiatives, the green corporate plan and the preservation of an environmental atmosphere in companies.

Green HR practices consist of two basic values, which are environmental-friendly HR practices and information resource protection. It takes environmentally friendly creativity, this leads to greater productivity, reduced wages, and improved engagement and retention of workers. Which aims to reduce carbon footprints in the organization. Only if businesses have the best employees with the right talents and expertise can Green HR activities be successfully enforced (Daily and Huang, 2001). The Green HRM activities are the organization's GHRM initiatives, procedures and strategies to decrease harmful environmental impacts and increase beneficial environmental impacts. Organizations of the (Anton Arulrajahan, A 2015).

The perception of employee success has become more important due to the constantly evolving nature of the company. Organizations are increasingly multinational and moving from traditional frameworks to dynamic frameworks to embracing the team definition (Erez and Den, 2001). These shifts, along with a downward trajectory and a transition away from life-long jobs, have driven workers to a higher degree of anxiety.

In the modern situation, more organizations are following a greener approach within their enterprise. They have a positive and welcoming impact on the patterns of employee interactions within the company. It all has a good impact on the workers mind set. They're feeling that aside from. They have a larger responsibility for protecting the environment in terms

of their technical commitment to the work. Green HR Activities allows workers to work environmentally friendly (Saba Jafri, 2012).

The fast and constant transition in the new iterations of technology means that it is now important to evolve at the environmental level to fulfill the environmental objectives. The abilities, assessments and incentives of workers will be made based on the success of employees and their engagement in their work. It is now important to know how employees will cope with all kinds of circumstances in the context of organizations. Now it is highly demanded for organizations to be green. The accelerated participation of the environment in a matter of decades is intended to bring modern politics, technologies, strategy and culture into being. Increased environmental issues over a few years have contributed to the implementation of new strategies, processes, and unreal culture. This increases the environmental effect of corporate objectives. This encourages the extension of their environmental shock corporate goals. The management of human capital is the leading role of any enterprise and success of the cultural institution, its philosophy, and its strategic planning.

Lado & Wilson (1994) has been described by HRM as a “collection of distinct yet interrelated activities that attract, grow and retain human capital for an organization.”

The human capital is also fully analyzed and play a significant role in environmental sustainability of any corporation and organization. Several researchers take note of the interaction between the administration of human capital and the environment and demonstrate the effect of green practices on their working sites. The correlation between HRM and the environment can be accessed, according to past scholars, as a name for Green Human Recourse Management (GHRM), which encourages any organization to perform and achieve

sustainability within its organizations. In line with a Green approach to human resources management, it encourages the viable use of resources in entities and establishes a green climate through Green practice to raise awareness of the employee and his environmental concerns.

The organization of human resources works together to encourage and circulate sustainable company actions, improve the power and morality of the workforce and award for environmentally safe workplaces.

There is a broad variety of literature on green human resource management, but there is still a question of how appropriate Green human resource management activities help to strengthen the organization and incorporate green behaviors in the sustainability organization.

Nowadays, due to the increasing change in the nature of the entities, it is very difficult to understand the performance of employees. Company institutes are now very multinational and are changing their systems to the new models, organizations are decentralizing today, Erez & Den days (2001). Inside the organizations, various organizations adopt green strategies. Through practicing GHRM in companies, organizations experience a strong organizational culture and a successful pattern of job success in organizations.

GHRM activities can try to brainwash employees of the company with a view to improving sustainable development and making employees aware of sustainability. With the support of GHRM, staff have been very imaginative and inventive and have come up with fresh thoughts on sustainability. Dr. Chantrajeet (2017). Green human capital management activities include exact recruiting, diverse training plans, performance evaluation processes to measure performance while holding an eye on environmental sustainability and justified incentive systems (Renwick et al., 2013). More clearly, green human resource management relates to the creation and

fulfillment of environmental goals by coordinating all human resource tasks and practices to protect Mother Earth (Pillai & Brijesh, 2014). This environmental conservation goals cannot be accomplished until companies turn their human resources into green employees (Opatha & Arulrajah, 2014). Thus, GHRM focuses on aligning HR practices at fashion that is in the best interests of the community.

1.3. Research Problem

The expansion of urbanization has faced significant environmental challenges. Pakistan is, sadly, one of the developed countries where the urbanization process is ongoing without prior preparation and careful management (Khan, 1996). Several decades back, there was no knowledge of pollution and waste disposal. That is why some of the production firms did not even understand waste management and environmental protection. According to Khan (1996), Pakistan is presently facing major risks to industrial contamination caused by the discharge of hazardous substances, chemical and heavy metals, and radioactivity. However, in the past few years, awareness of the effects of toxic waste has grown. Social system and the implementation of environmental regulations are now seeking protection from industrial companies against environmental hazards. Green HRM is the solution to these issues. Organizations cannot meet their sustainability goals until they turn their entire staff into renewable workers. Through introducing green HRM, companies should involve the cause of environmental sustainability in all HRM operations, from role review to recruiting, from orientation to preparation and success evaluation to incentive management (Nijhawan, 2014; Opatha & Arulrajah, 2014).

Green HRM not only guarantees a pollution-free climate, but it also lets companies win workers' loyalty (Margaretha & Saragih, 2013). Heavily reliant in how the company handles

customers and cares about the community, the appeal of the organization for prospective workers is enhanced (Cherian & Jacob, 2012). The more employers draw to the company, the better the chances for the business to select and maintain the most successful employees, who would obviously do well at work (Turban & Greening, 1997). In this way, companies with green HRM will please their employees; in exchange, their strategic edge can become their own (Adeniji, Osibanjo, Abiodun, & Oni-Ojo, 2014; Cherian & Jacob, 2012; Turban & Greening, 1997).

1.4. Research Gap

There is no theoretical argument as well as empirical evidence in the existent literature with regard to the relationship between green environment and employee performance and perceived green results. The linkage between employee empowerment and participation and employee performance and perceived green results has not yet been theoretically argued and empirically tested locally perhaps internationally as well.

There are no theoretical arguments and empirical evidence on the mediating effect of employee empowerment and participation on the relationship between the green attitudes of the employee. It reveals that the mediating effect of green practices on employee performance of HRM - green attitude linkage has neither been theoretically argued nor been empirically tested in the context of Pakistan, perhaps in the international context.

1.5. Research Aim

The key objective of this study is to push for Green Human Resources practicing with a view to Pakistan, which can result not only in offering better services for workers, but also in

promoting organizations in terms of revenues, as has been the case with previous researchers, by taking green measures to raise profits in organizations (Lanoie & Tanguay, 2000; Renwick et al., 2008). The arrival of new companies into the market has given rise to a talent battle between organizations to recruit, gain and perpetuate the best talent. The goal of this research is also to suggest both domestic and foreign companies on how to create a positive impact on employee efficiency and employee satisfaction. Firms will thereby accomplish their strategies and objectives.

1.6. Research Objectives

- To examine the green HRM practices over employee's empowerment.
- To identify the employee's empowerment on job performance.
- To investigate the mediating role of employee empowerment on the relationship between green HRM practices and job performance.

1.7. Research Question

1. What is the relationship between the GHRM and job performance?
2. What is the relationship between the GHRM and employee empowerment?
3. What is the relationship between employee empowerment and job performance?

1.8. Research Significance

In view of limited and vast energy supplies, global warming, abnormal climate change and diminishing species of animal's populations due to agricultural pollution, green human resource management has been time-consuming. Because of public interest, businesses have

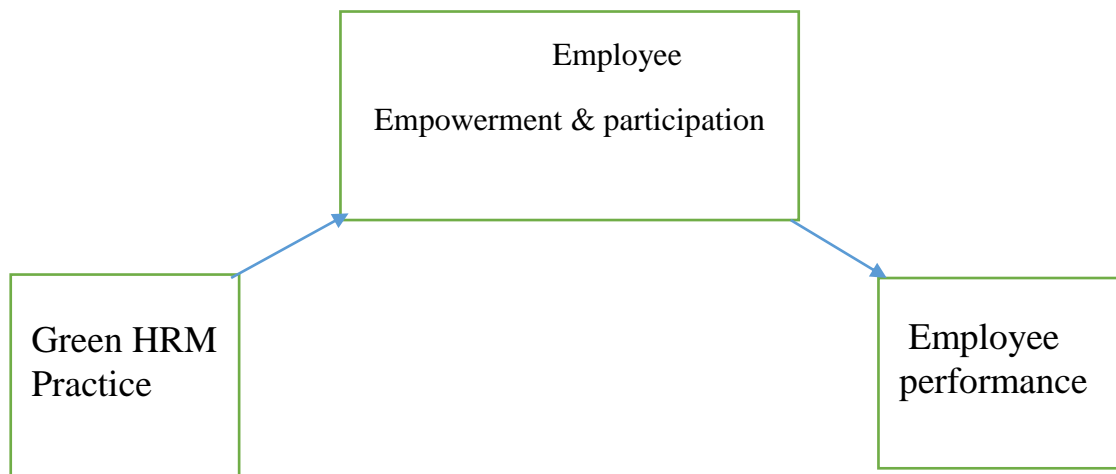
been obliged to follow green practices (Uddin, Shah, Alsaqour, & Memon, 2013). More the priority given to Green HRM in terms of corporate goals and mission statement would improve its potential to have a rapid impact on quality of life.

There will be a range of guidelines for future studies at the end of the study; it will create new areas for research on GHRM and GM (green management) in Rawalpindi Islamabad that can be implemented. In addition, the Green Human Recourse Management best practice framework can be checked for 'green' practices regardless of the form of organization and the country background. More the priority given to HRM in terms of corporate goals and its mission statement will become the ability to achieve a fast impact on quality of life. Today's shortage of land and expensive means of electricity threatened biodiversity, loss of the ozone layer and abrupt climate change due to emissions induced by agricultural waste and highly hazardous chemicals generated by factories, Green HRM is now a huge time-consuming requirement. The growing movement of public consciousness and industry has confined itself to the introduction of Green Practices in organizations. Through using the Greening HRM tool, the vision and mission of the organization will turn a Valuable impact on the quality of life. In Pakistan there is lack of resources and the concerns against environment increase day by day the reason behind this is the behavior among organizations previous studies focused on the concept of GHRM and its practices, but they are not targeted in Pakistan and also didn't highlight the effect of GRHM Practices on Employee performance and organization culture.

1.9. Theoretical Framework:

As per Wehrmeyer (1996), it is not enough for a few days of technology to address environmental issues. There is a need for environmental care as well as workers to improve

environmental behavior. This will contribute to financial gain and longevity in businesses by improving habits. More and more, with its imaginative and revolutionary innovations, it not only delighted consumers, but also created an empowered workforce and less churn over, which is unlikely with mere technical challenges. With green HRM introduction and employee efficiency, there is always a good partnership. Via green preparation, rewards, evaluations may have encouraged staff to take green incentives within the businesses. Green adoption will strengthen both the atmosphere of the environmental excellence company and the performance of workers. On the basis of previous research, we believe that green HRM activities specifically impact employee empowerment and organizational culture, while employee efficiency is influenced by organizational culture and employee empowerment. Thus, we conclude that green HRM activities directly influence the efficiency of workers.



CHAPTER 2

LITERATURE REVIEW

2.1. Overview

This would provide the discussion and evaluation of the analytical and theory-based evidence contained in the study to explain the significance and relationship of HRM activities in the EM area. A concise overview of the GHRM procedures that can be adopted by organizations is then to be given. At the end of the chapter, the study hypotheses will be focused on the literature.

2.2. Background

The word "green human resource management" is known by many individuals from various backgrounds, the term "GHRM" implies by using the methods and strategies of HRM to enable effective use of resources in organizations and to improve environmental sustainability (Sushma Rani. 2014).

The term GHRM consists of several tasks such as researching the organization of carbon footprint by minimizing the use of paper and excessive travel. Green human resource management is all about a larger and holistic approach to the process of business growth and its labor pool (Aravamudhan, 2012). The Human Resources Department is now going to be green for sustainability and development.

As per Justin victor (2008), there is a common opinion among HR practitioners on organizations that they must have a responsibility to enforce environmental policy. Green habits asserted by HR experts that organizations must make their staff aware of ecofriendly activities,

Green culture using HR training programmers. Rathgeber (2007), a variety of business leaders understand corporate sustainability and incorporate green business policies as a way to reshape their business tasks and achieve sustainability.

According to Candice Harris & Dr. Hellen Traegidga (2008) study, various business organizations are fast jumping on sustainability patterns, as well as undertaking the role of sustainability and growth in their human resource roles and also explaining how managers are conducting development and sustainability. According to the consensus of the researchers, the major human resource activities have a crucial role to play in supporting sustainable practices that have been obviously seen in the companies, but the downside has also demonstrated that the workforce associated with environmental problems has not been very concerned.

In tackling environmental concerns, Green Human Resources Management (GHRM) will play a significant role. In terms of business efficiency and environmental performance, Green HRM research studies have shown that GHRM activities can help to achieve greater benefits. Ecological progress is the interaction between the organization and the environment and is the result of the actions of an organization to accomplish environmental priorities, policies and goals. The environmental efficiency of the company can be measured by the activities carried out by the company in the field of waste prevention, emissions reduction and recycling (Douglas, 1996).

The Department of Human Resources has a vital part in Transforming economic friendly strategies into real life (Renwick, 2008) And the development of the Sustainability culture of the business Therefore, (Harmon et al., 2010), those green practices lead to Throughout the HRM, the achievement of green goals Recruitment process to occur (Dutta, 2014). Cheriana In their

analysis, Jacob and Jacob (2012) established the green Recruitment, preparation, creativity and eco pay/rewards in recruitment to guarantee that the company meets the purpose of achieving a green ecosystem inside their premises.

As per Ehnert, Harry & Zink (2014), the human resource department is very important in every company because of the workers who are the assets of the organization. According to previous scholars, human resource management is the backbone of every enterprise in which all roles and various tasks are interrelated.

Pandey, vishwanathan & Kamboj (2016) (HRM) has different strategies and policies that are specifically structured and endorsed by the HRM department. Ahmad (2015) says that gratitude means a lot to workers by their success. The most competent and enthusiastic way that influences the success of workers in the company. Employees will pay their high interest and dedication to their job by promotions to accomplish corporate targets. In the context of GHRM, the green and promoting green context, green preparation and others are important pillars that can be assisted in the context of the environmental tasks of the business organization.

John Sullivan (2009), on the other hand, said that environmental problems are on fire and trapped in people's heads, so that if your company acquires a competitive edge in this field, it can establish a jobs brand. Green recruitment is an important way to identify oneself in a marketplace where it is often incredibly difficult to stand out from the crowd. In general, it emphasizes on Green Recruitment.

As per Opatha and Arulrajah (2014), Green HRM refers to the authorities, Practices and processes that make workers of the company dedicated to the green world for the good of people, culture, the natural environment and industry. Green HRM is also a management

technique to reduce the carbon printing of staff and the company and also to retain talent (Goswami and Ranjan, 2015). Video conferencing, video recording and carpooling are three of the activities of green management. This could minimize the travel needs of the applicants, as well as the reduction in paperwork. Any of the advantages of GHRM include reducing costs, increasing the retention rate of staff, enhancing the attractiveness of professional workers, Progress in efficiency and sustainability, improved public image, reduction in greenhouse emissions and the creation of environmentally sustainable workplaces.

As per Fineman (1997:37), the world is for everyone, and everybody is responsible for the environment. Environmental toxins are basically a wide-ranging problem, as well as organizational practitioners are as guilty as everyone else. It is therefore time to reform the fact that HR managers are advised to revise the effects of their stagnant status on the world by granting them the pleasant task of embodying the actions of workers in organizations and beyond.

According to Suhaimi Sudin (2011), green management actions have been a critical element in the development of the consumer economy. Scholars and analysts proposed that to bring conversion in management initiatives, managers must be encouraged and environmentally sentient of become environment friendly.

Mr. M.W.Shaikh has recognized that green human resource management is a big issue today, and in the research journal Abhinav they are still trying to publicize the need for green human resource management. GHRM organizations focus on green growth that is specifically related to the protection of the environment and to save the planet from potential uncertainty.

The "Magna Carta" recognized at the first United Nations (International) Meeting, which was focused on the human climate, that it was held in Stockholm in June 1972 for the purpose of contending and improving habitat for the present and future, that it was important to become a required human goal. GHRM can play a critical role in the enterprise in cooperating with environmental concerns by introducing GHRM policies in organizations that will establish a strong corporate culture in organizations. In the study of N R Aravamudhan, he said that in many business organizations, the HR Department continues to be green for sustainable growth in their organizations.

The reasons put out by the numerous scholars indicate that workers should be made aware of the Green World by taking green measures. (Prasad, R., 2013; Mathapati, 2013; Zoogah, 2010, Mandip, 2012). Inclusion of employees is indispensable to a corporate social obligation that effectively serves a representative liability ("Davies & Crane" 2010; Ramachandran 2011; Rego et al., 2010). The fulfillment individual care carries with it the necessary responsibility for the company's eco-objectives and intercedes for the bond between representative discernment and efforts. Tax awards lift the responsibility of staff (Lent & Wells 1994). However, only the cash-related advantages are inadequate, but additionally an individual degree of representative care important, so strengthening is the best application for the company. Since cash associated rewards simply minimize job burdens and reinforcement/representative participation is a more genius step to increase better outcomes for the company (Zhu & Sarkis 2004).

2.3. What is Green HRM?

Green Human Resource Management is becoming a common expression in the business community at the current time, and as time advances, its nature is becoming more nuanced. In addition, this concept has been checked as a fiercely contested topic in ongoing review work since the attention paid to natural administration and environmental development has steadily risen across the globe. Nowadays, the topic of Green HRM includes knowledge of ecological problems, but it also reflects the socioeconomic as well as the affordable prosperity of both the association and the workers across a broader spectrum of possibilities.

Until proceeding, the most important thing is to take up the investigation, What do you mean by Green Human Resource Management (GHRM) Various scholars have provided different meanings for this concept, for example, "Green HRM is the exploitation of Human Resource Management structures advanced maintainable utilization of the assets inside associations and, all the more by and wide advanced the factors for state sustainability" Green HRM is genuinely aware of the renewable environment who knows, identifies and narrates green operation and retains the green priorities in the HRM process of selecting, purchasing, planning, remedying, developing and propelling social development organizations. It refers to the structures, activities and mechanisms that make the association's members green to support people, community, the collective ecosystem and enterprises.

Green HRM has also been interpreted by different people with different interpretations (Sushma Rani. 2014). Green human resource management practices is the usage of Human Resource Management practices to key sustainability the usage in capital in the organizations and requires sustainability in the climate. The word 'Green Human Resource Management'

incorporate public's questions regarding policies and activities relevant to larger corporate environmental practices. Green HR activities cover recruiting, hiring and incentives, success improvement, preparation and development, workforce engagement and participation.

Green HR Practices comprises of two major elements that are globally sustainable Human Resource policies and the defense of information resources. It calls for environmentally conscious wit to be undertaken, leading to greater productivity, reduced costs and improved engagement and retention of workers. This helps the company minimize carbon footprints. Green HR activities can only be successfully applied if the businesses take best employees through accurate expertise and the right skills (Daily and Huang, 2001). This is the Green HRM activities are the GHRM systems, procedures and strategies used within the organization to minimize negative environmental effects and brings improvement in the environmental impacts of the firms in a positive way (Anton Arulrajahan, A 2015). Organizations may boost their environmental efficiency in a more efficient way than ever by recognizing and the reach of the GHRM.

Green HR Activities results in various outcomes such as enhanced workforce morale, better corporate profile, increased employee satisfaction, increased market awareness, increased competitive advantage, high labor efficiency and increased employee retention (Saba Jafir, 2012). Green Activities of HRM Influence the actions of managers against the participation of workers and seeking potential solutions to environmental problems (Chandarjeet, 2017). Green HRM is a process that motivates and empowers workers. Helps to recognize the green ethos of the company. Employee efficiency, employee mentality, actions and skills can be influenced and redefined by implementing green HRM activities (Aparna Jain, 2016). For the introduction of

green HR activities, a high degree of management and technological skills among workers is needed to have a strong effect on the sustainable competitiveness of organizations.

2.3.1. Requirement for GHRM

In the more recent years of this century, there has been a clear consensus on the need for realistic natural policy to be powered all over the globe. This initiative has been welcomed as the destructive effects of numerous contaminants, among which recent spends have been a major guilty party that has easily disintegrated and depleted our usual properties, have become obvious. As per "Magna Carta" the security and development of the human situation for the current and for the future classes of people has become a central goal for humankind. Green HRM writing is, to a large degree, western and, considering the value of Asian monetary advancement for natural government, this is a major void for potential reviews to be minimized. Board scholars far and large are currently breaking down numerous institutional practices that can promote the achievement of the GHRM goals and, furthermore, greatly impact the environmental severity of the partnerships.

2.3.2. Green HRM functions and future directions

GHRM is a statement that aims to build a green workforce that can appreciate and accept the green ethos of an association. Such green operation will retain its green destinations during the HRM process of choosing, purchasing, and planning, redressing, developing and propelling the company's human resources. The Human Resources Department of the organization is fit to take on a major role in the development of the philosophy of sustainability within the company. HR types have a major role to play in understanding the Green HR training arrangement; in this sense, human resources and its management are instrumental in achieving the priorities of the EM.

The supportability crossing point, the general habitat and Quality plan are new fields of rapid development and, thus, not represented in a thoroughly defined assortment of compositions, draw attention to the need for a coordination among variety of HR systems with each other so as to enhance the chance of carrying out the strategy of alliance. Trying to draw in large-scale workers is a crucial HR obstacle in the 'War for Capacity. Companies are currently beginning to see how notoriety-gathering as a green manager a convincing way to draw in new talents is. Green enrolment can be described to recruit individuals with knowledge, skills, techniques, and activities relevant to natural management systems within an affiliate. Retention and completion practices can strengthen viable natural administration by ensuring that new participants are aware of the ecological culture of the association and are equipped to maintain its ecological quality.

Green availability is where priority is put to the importance of the earth and to make it a substantial element within the organization. In addition, the enlisted people are also energetic, and rather, enthusiastic about working for a "green" organization inviting scenario. Enlisting up-and-comers with a green role reversal of mind makes it easy for firms to review specialists that have an idea of sustainable practices & are now aware through basics such as re-use, protection, and the development of an increasingly valid world.

Grolleau et al., (2012) investigate that the result of the organization's natural principles scheduled the enlistment of workers, initiate the establishment's ecological duty enhances to the institution's profile. In their important review, also find the specialists have progressively worried about the ordinary procedure of the entire organization. Awards and compensation are the progressive HR forms via which workers are compensated for their exhibitions. These HR rehearsals are the most dominant strategy that combines the passion of an individual that of an

entity. We further state that impulses and incentives will affect the directness of the most severe at work of the members and inspire them to exert the utmost effort on their part to attain hierarchical goals.

Even though pay, and benefits improve green practices in partnerships, they can never be completely rescued from such acts of indifference. We further note that impulses and prizes will affect the directness of the most severe at work of the members and inspire them to exert the utmost effort on their part to attain centralized goals. Despite the fact which pay, and rewards increase green practices in partnerships, they could never be completely rescued from such acts of indifference. Planning and improving is a learning that focuses on the advancement of the skills, information, and frames of mind of the representatives, the foresight of the decay of EM-related data, skills and expressions. Green preparation and development advice delegates on the estimation of EM, subway them in project specifications that monitor vitality, reduce wastefulness, spread natural awareness within the association, and give workers the opportunity to engage in ecologically critical thinking.

Green T&D exercises make workers aware of different angles and assess the status of executives. It encourages them to understand the different conservation strategies, including the management of waste within the association. In addition, it enhances the worker's expertise in managing diverse environmental issues. In the analysis of the supervisors, the best leadership rehearsals inferred that natural preparation and instruction, together with the development of an ideal environmental culture for workers who feel that they are part of natural outcomes, were the most significant forms of HRM that promote the achievement of organic objectives.

The Board of Directors is a procedure in which representatives are encouraged to improve their expertise, which contributes to the achievement of hierarchical objectives and objectives in a superior manner. Acknowledgement of the company brand ends with performance management (PM). In addition, due to the influence of EM on global business technology, PM is potentially positively impacted by the green wave. The green implementation of managers consists of issues identified with environmental concerns and organizational approaches. It also concentrates on the use of natural commitments. Nowadays, a few companies are managing the PM issue through the introduction of corporate-wide environmental implementation principles and Green Data Runtime environments to boost up valuable information on natural execution. Execution evaluation is the most significant part of PM. Despite meeting the requirements of reliability, credibility and rationality, feasible implementation tests provide useful insight to the representatives and reinforce consistent improvements in the corporate sustainability performance.

2.4 Advantages and barriers of GHRM

This section, focuses the previous research and its related advantages and challenges, seeks to provide a summary of factors which could lead or prevent an enterprise from adopting GHRM.

2.5. Drivers

Firms now understand that they will have a strong social consciousness as well as a strong ecological way of duty, where social responsibility is not a mechanism for creating brands (Sathyapriya et al., 2013). With their environmental and sustainability management initiatives guided by legislation, most organizations around the world historically have used the compliance strategy (Sudin, 2011). Limited researchers were interested in identifying the drivers

to use GHRM in businesses. In 2011 SHRM carried out an analysis entitled Promoting Sustainability: The role of HR "is to gather more knowledge on what businesses do to balance financial results with commitments to their workers' and society's quality of life and to programs that are environmentally responsive.

The key driving force behind their organization's sustainable investment was asked to recognize companies for HR practitioners. The primary driving forces were: 1) social contributions, 2) strategic financial benefits, 3) ecological factors, 4) concerns of economics 5) safety and health concerns. Official activisms increase in the market share, the policy on media/publishing ties, pressure on customers, native/central legislation, inside involvement, native/central benefits, and major company controversies were less commonly quoted.

Jafri (2012) conducted an analysis to classify drivers of GHRM activities in some auto manufacturing organizations in India. Based upon data analysis, GHRM's commitment and environmental factors, Economic considerations, the public relations policy, the strategic edge, and eventually market share improvement, were the key drivers.

Green Workers research in 2008 observed ecologically sustainable activities after the viewpoint of Human resource management professionals; they are requested to hand-picked their top key drivers for the environmentally conscious programmers of the company. The results indicate that group involvement, followed by environmental causes, financial issues, health and safety considerations and employee activism, is the leading driver in GHRM operations.

2.5.1. Barriers

To make HRM efficient and green is not an easy task; there are several hurdles that improvement needs to be overcome. This part will concisely outline some of the hurdles identified in relevant research.

Aggarwal and Sharma (2014) have shown that few barriers or drawbacks to the implementation of the GHRM Policies like: complexity of varying behaviors of employee in a short time period, differences in the ability of workers to engage in supporting the GHRM Policies in entities, of the GHRM policies growth of an innovative business culture is a challenging procedure, recruiting & recruitment.

Fayyazi et al. (2015) analyzed the challenges in the oil industry to the implementation of GHRM operations. Thirteen factors obstructing the adoption of the GHRM were found. The top five challenges included a lack of a comprehensive plan for the implementation of GHRM and ambiguities in green principles, followed up by the Green Human Resource Management Practices tools scarcity, knowledge deficiency in green policy, a lack of Human Resource framework process availability, and a lack of corporate leadership support. The resistance of the workers, in contrast, was at the lowest level.

According to report, Yusoff et al. (2015c) identified difficulties of Green Human Resource Management Practices in areas of technological concerns, population barriers and receptivity, communication capabilities, mindset or receptivity to change, finance, complexity in measuring and feeling, mental adjustment difficulties, perceived low commitment to sustainable development, and the challenge in ensuring that workers exercise sustainability in their daily sphere.

2.5.2. Excepted benefits of GHRM practices

The researchers presented which business from the use of GHRM could prosper. Margaretha and Saragih (2013) find that by launching a greener workplace culture that can enhance the efficiency, reduction in the costs and creation of climate to increase the employee engagement, corporations are focusing on environmentally sustainable best practices. Firdaus, et,al (2014) documented that most of the firms Green Human Resource Management practices , by implementing these firms have gained benefits by enhancing the efficiency for their staff and have improved financial outcomes for green organizations.

Moreover, a growing corporate awareness of how green solutions not only support the climate, but also facilitate the development and sustainability of the small talent pool makes GHRM a significant business strategy area today (Patel,2014). GHRM activities are also likely to advance the superiority of lifecycle of employees in the organizations, not only by improvement in organizations place and resolving those conditions (Renwick et al., 2012).

In achieving broader goals, Aggarwal and Sharma (2014) identified some of GHRM's advantages or incentives, like that of cost reduction, corporate social responsibility, growth in talent, retention and benefits over rivalry. It also has many advantages: such as it aids in building profile of a green employer to bring green talent, improve the company's brand reputation on the market, can be utilized in marketing tactic, and plays an important role in enhancing the overall company's profitability, both internally and externally, and reinforcing the relationship with the stakeholders of the company-customers, suppliers, distributors,

2.6. Environmental Management in Pakistan

Environmental protection is important for the production without degradation or consumption of natural resources and for the reduction of waste and depletion of biodiversity. In terms of the well-being of future generations, proper decisions on the use of the atmosphere are required. A variety of environmental concerns in Pakistan have arisen from resource abuse. Narrow concerns also place a massive strain on the carrying ability of the environment. Moreover, the decreasing ratio of human wealth and resulting suffering have also impacted the quality of life. Any forms of technologies have often added to the depletion and contamination of land and have caused the challenges even worse.

According to the the Act regarding environment was enacted by the government in 1997 to safeguard, maintain, rehabilitate and enhance Pakistan's climate through, among others, sustainable development initiatives and pollution control. Following the implementation of the 1997 law, the Pakistan Environmental Protection Board, which was first formed in 1984, was also reconstituted. Its primary function is to supervise the implementation of Pakistan's Environmental Protection Act. The situation has been so embroiled in a vicious cycle that this is not able to quickly differentiate causal relationships, or to create actual distance Just after United Nations Conference on the Human Condition, the issuance of a legislative mandate for the protection of the environment in 1973 was a huge positive shift.

The publication of the Pakistan Environmental Protection Ordinance in 1983 was another manifestation of new issues (GOP, 1983). In 1984, a powerful Pakistan Environmental Protection Council (PEPC) and the “Pakistan Environmental Protection Agency” (Pak EPA) were created. An initial activity assigned to the Department was the preparation of national

environmental quality specifications (NEQS).The mandate of the Organization was to update the requirements with the consent of the Council, when necessary.

The Administration of the Environmental Protection Ordinance was the Agency's most critical mission. The Environmental Protection Act of Pakistan “(PEPA) of 1997 (GOP, 1997)”, repealed to 1983 “Environmental Protection Ordinance of Pakistan”. It was the framework legislation that provided an umbrella for the creation of a overall status, though at the same time creating legislative frameworks for emission control and the promotion of sustainable development. An interconnected structure of environmental institutions was completed by the creation of (PEPC) with legislative authority, Pakistan (EPA) and regional (EPAs) with managerial controls, and ecological trials by legal controls in country.

2.7. Research Hypothesis

The main aim of the research is analyze the grade towards GHRM activities are carried out in Pakistani manufacturing companies in Rawalpindi Islamabad and then to prescribe the best practices in Green Human Capital that are sufficient to improve their EP for these companies. GHRM activities have been grouped into 6 categories to be discussed in this analysis after a deep literature review. The six classes are (1) organizational culture control, (2) recruiting and placement, (3) preparation and growth, (4) success administration and assessment, (5) promotion and rewards, and (6) Participation and engagement of workers.

The study assumes that similar policies can be followed if an organization aspires to strengthen its sustainability practices. The following theory was proposed to reflect this assumption:

“GHRM practices positively impact Employee Performance in Pakistan manufacturing organizations.”

The following study sub-hypotheses have been used based on the premise that using GHRM would boost employee performance.

H1: Green HRM practices are positively related with employee empowerment and satisfaction.

H2: Employee empowerment and participation is positively related to Employee performance.

H3: Employee empowerment and participation mediates relationship of GHRM practices and employee performance.

CHAPTER 3

RESEARCH METHODOLOGY

3.1. Introduction

In the observational study experiment, a systematic process for data collection aims to address basic study queries and assessment in particular theories are known as design of particular research. It plays a vital role in for scientific analysis which may identify different procedures: the method of collecting data, the method of tool creation and the selection procedure (Bhattacharjee, 2012). The research architecture, the process of data collection, identify the population that is targeted for sampling procedure and the creation of the data collection tool will be defined in this chapter. The data dispensation system will be decided in the last chapter.

3.2. Data and Methodology

This section gave a detailed explanation of the study technique used for this study. This section is also further divided into sub sections.

3.3. Research Design

This research is focused to analyze the impact of Green HRM practices that leads employee empowerment and supervisory support behaviors to enhance employee performance, hence this study is qualitative in nature and cross-sectional data is collected from the employees of the organization.

3.4. Data collection Source

The primary data for this research will be gathered by submitting questionnaires via e-mail from workers working in the manufacturing sector through random sampling technique because the study target respondent's General manager/CEO, Human Resources Manager and Quality manager.

3.5. Research Instrument

The questionnaire would be the instrument used in this analysis. Since workers may only have data on their level of happiness and efficiency. The survey would then be carried out using structure questionnaires through random sampling technique because the study target respondent's General manager/CEO, Human Resources Manager and Quality manager. The first portion of the questionnaire is intended to gather demographic data, including age, ethnicity, marital status, qualification, classification and tenure. Three structures, i.e., green HRM, employee performance and involvement and employee performance, will consist of the remaining questionnaire. Green Practices instrument is adopted from (Masri, H. A., & Jaaron, A. A. (2017). The Likert - type is a structured, one-dimensional scale where participants pick one alternative that suits their perspective better. To measure the existence of those behaviors in the targeted organizations, the five-point Standard questionnaire was used for this study.

3.4. Method of Analysis

“Multinomial logistic regression” is important in the base of several independent variables to estimate categorical placement or the possibility of group inclusion on a dependent variable. Because only industrial firms are targeted for data collection, the ecosystem is more actively and implicitly influenced by their operations and production processes.

3.5. Sample size

For sample size estimation, the following formula is used.

$$n = \left(\frac{Z_{\alpha} \sigma}{\frac{2}{e^2}} \right)^2$$

Where:

n = “sample size”

Z = “standard normal deviation at required confidence level of 95%”

σ = “expected standard deviation of the outcome variable”

E = “desired margin of error”

3.6. Variables

3.6.1. Green Human Resource Management Practice

Ramachandran defines Green HRM as the integration of environmental conservation in the management of human resources. The term green HRM is often used to refer to the contribution to the greater corporate environmental policy of HRM policies and practices. This relates to the use of all staff to encourage sustainable projects and to raise awareness and input from employees on the issue of sustainability. Green HR is described by Anjana Nath as environmentally friendly HR initiatives that lead to improved efficiencies, decreased costs and improved employee engagement levels.¹

¹ <https://www.iedunote.com/green-hrm>

3.6.2. Employee empowerment

Employee empowerment is described as how organizations give their employees in their day-to-day operations a certain degree of autonomy and control. This can include having a voice in the implementation of activities, assisting to establish and execute new projects and plans and managing smaller teams with fewer senior management supervision.²

3.6.3. Employee participation

Workforce diversity is a method by which workers are involved in decision-making systems rather than just working on instructions. The engagement of workers is part of a framework for motivating the workplace. Empowerment requires the decentralization of power to individual decision holders farther down the path within the organization. Team work is a vital aspect of the empowerment process. In compliance with the rules and procedures laid out in the self-management teams, team members are permitted to make decisions on their own.³

3.6.4. Employee Performance

Employee productivity refers to the actions of the staff in the workplace and how successfully they execute the tasks that you have forced them to perform. Usually, the corporation sets the expectations of performance for its workers and the business with the expectation that the company should have outstanding customer service, reduce redundancy and work effectively.⁴

² <https://asq.org/quality-resources/employee-empowerment#:~:text=Employee%20empowerment%20is%20defined%20as,day-to-day%20activities>.

³ <https://businesscasestudies.co.uk/employee-participation/#:~:text=Employee%20participation%20is%20the%20process,of%20empowerment%20in%20the%20workplace>.

⁴ <https://bizfluent.com/facts-7218608-employee-performance-definition.html>

Job-level success for an individual employee will contribute to work quality, continuity and reliability. For example, with a particular portion of this happening in closed sales, a certain quota of calls to possible leads every hour might be expected to be completed by the vendor. On the other hand, the manufacturing workforce may have performance criteria for output quality and interpersonal efficiency.⁵

⁵ <https://bizfluent.com/facts-7218608-employee-performance-definition.html>

CHAPTER 4

EMPERICAL RESULT AND DISCUSSION

4.1. Introduction

This chapter is divided into two main subsections. Section 4.2 is related to descriptive analysis in which demographic characteristics, Green HRM Practice, employee performance, employee participants and employee performance is presented. Section 4.3 is about the results econometric model in which different determinants.

4.2. Descriptive statistic

This section deals with the descriptive statistic of data. The Descriptive statistics of the variable taken into consideration are presented below.

Table 1: Descriptive Statistics

Gender	Male	65%
	Female	35%
Age Group	18-25	11%
	26-35	24%
	36-45	39%
	46-55	19%
	56-65	7%
Education Status	High	23%
	Graduate	77%
Monthly Average Income	Below 50,000	18%

	Above 50,000	82%
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4.3. Descriptive results

The descriptive statistics have been used to present the overall.

*Table 2: Gender * No of employees in the organization * Your education degree Crosstabulation*

Education Degree	Gender	No of employees in the organization				Total
		20-Jan	20-30	30-40	Other	
Diploma / Below	Female			1		1
	Total			1		1
Bachelors	Male	9	2	6	9	26
	Female	0	0	1	5	6
	Total	9	2	7	14	32
Masters or Higher	Male	7	3	5	20	35
	Female	9	4	3	9	25
	Total	16	7	8	29	60
Other	Male		1	2	2	5
	Female		0	0	2	2
	Total		1	2	4	7
Total	Male	16	6	13	31	66
	Female	9	4	5	16	34
	Total	25	10	18	47	100

The table 1 indicates the demographic of the respondent that 66% of the respondents from the selected manufacturing firms are male and 34% female.

*Table 3: Gender * Your position in organization * Your education degree Crosstabulation*

Education Degree	Gender	Your Position in Organization				Total
		General Manager	HR Manager	Quality Manager	Other	
Diploma / Below	Female			1		1
	Total			1		1
Bachelors	Male		5	2	19	26
	Female		1	0	5	6
	Total		6	2	24	32

Masters Or Higher	Male	2	5	5	23	35
	Female	2	4	1	18	25
	Total	4	9	6	41	60
Other	Male	1		2	2	5
	Female	0		2	0	2
	Total	1		4	2	7
Total	Male	3	10	9	44	66
	Female	2	5	4	23	34
	Total	5	15	13	67	100

Table 2 indicates that 15% of respondents were from HR, 5% from general manager, 13% from quality manager and 67 percent from others. Department. Portion.

*Table 4: Gender * You have been working in this organization for * Your education degree Crosstabulation.*

Your Education Degree	Gender	You Have Been Working in This Organization For				Total
		Less Than 2 Years	2-5 Years	6-10 Years	11-15 Years	
Diploma / Below	Female		1			1
	Total		1			1
Bachelor	Male	13	8	4	1	26
	Female	4	2	0	0	6
	Total	17	10	4	1	32
Masters Or Higher	Male	11	13	8	3	35
	Female	16	6	3	0	25
	Total	27	19	11	3	60
Other	Male	1	1	2	1	5
	Female	0	1	0	1	2
	Total	1	2	2	2	7
Total	Male	25	22	14	5	66
	Female	20	10	3	1	34
	Total	45	32	17	6	100

Table 3 shows that 45% of the respondent have less than 2 years of experience, 32% respondent have 2 to 5 years of experience 17% have 6 to 10 years of experience and 6% have 11 to 15 year of experience.

Table 5: Gender * Does Your Company Incorporate Environmental Management into Business Operation * Your Education Degree Cross tabulation

Education Degree	Gender	Does Your Company Incorporate Environmental Management into Business Operation				Total
		Currently Exists	No Plans to Implement	Plans to Implement Within 12 Months	UNSURE	
Diploma / Below	Female	1				1
	Total	1				1
Bachelors	Male	7	7	9	3	26
	Female	1	2	2	1	6
	Total	8	9	11	4	32
Masters Or Higher	Male	16	6	4	9	35
	Female	10	5	2	8	25
	Total	26	11	6	17	60
Other	Male	1		3	1	5
	Female	0		0	2	2
	Total	1		3	3	7
Total	Male	24	13	16	13	66
	Female	12	7	4	11	34
	Total	36	20	20	24	100

Table 4 shows that 36% of the companies incorporated environmental management in their firms while 20 % have no plans to implement green practices,20% have plans to implement within 12 months and 24% unsure.

Table 6: Gender * Do you think Human Resource Management has direct involvement in green program * Your education degree Crosstabulation.

Education Degree	Gender	Do You Think Human Resource Management Has Direct Involvement in Green Program		Total
		Yes	No	
Diploma / Below	Female	1		1
	Total	1		1
Bachelors	Male	15	11	26

	Female	3	3	6
	Total	18	14	32
Masters Or Higher	Male	13	22	35
	Female	8	17	25
	Total	21	39	60
Other	Male	2	3	5
	Female	0	2	2
	Total	2	5	7
Total	Male	30	36	66
	Female	12	22	34
	Total	42	58	100

Table 5 shows that 42% from the total population think that HRM has direct involvement and green culture effects environmental culture of the workplace while 58% disagree.

Table 7: Gender * Top management develop punishment system and penalties for noncompliance in environmental practices * Your education degree Crosstabulation.

Education Degree	Gender	Top management develop punishment system and penalties for noncompliance in environmental practices					Total
		Not at all	To a slight degree	To a moderate extent	To a great extent	To a very great extent	
Diploma / Below	Female			1			1
	Total			1			1
Bachelors	Male	5	7	9	4	1	26
	Female	1	2	1	0	2	6
	Total	6	9	10	4	3	32
Masters Or Higher	Male	5	10	11	7	2	35
	Female	4	5	5	10	1	25
	Total	9	15	16	17	3	60
Other	Male	1	0	1	3		5
	Female	0	1	0	1		2
	Total	1	1	1	4		7
Total	Male	11	17	21	14	3	66
	Female	5	8	7	11	3	34
	Total	16	25	28	25	6	100

Table 8: Gender * Top management actively support environmental practices * Your education degree Crosstabulation.

Education Degree	Gender	Top management actively support environmental practices					Total
		Not at all	To a slight degree	To a moderate extent	To a great extent	To a very great extent	
Diploma / Below	Female					1	1
	Total					1	1
Bachelors	Male	6	8	7	4	1	26
	Female	1	2	0	0	3	6
	Total	7	10	7	4	4	32
Masters Or Higher	Male	3	10	14	7	1	35
	Female	7	3	8	6	1	25
	Total	10	13	22	13	2	60
Other	Male		1	1	2	1	5
	Female		1	1	0	0	2
	Total		2	2	2	1	7
Total	Male	9	19	22	13	3	66
	Female	8	6	9	6	5	34
	Total	17	25	31	19	8	100

Table 9: Gender * Team/departmental budgets cover environmental impact. * Your education degree Cross tabulation

Education Degree	Gender	Team/departmental budgets cover environmental impact.					Total
		Not at all	To a slight degree	To a moderate extent	To a great extent	To a very great extent	
Diploma / Below	Female				1		1
	Total				1		1
Bachelors	Male	5	4	1	5	11	26
	Female	2	1	2	1	0	6
	Total	7	5	3	6	11	32
Masters Or Higher	Male	3	14	11	2	5	35
	Female	4	4	10	1	6	25
	Total	7	18	21	3	11	60
Other	Male		1	1	1	2	5

	Female		0	0	2	0	2
	Total		1	1	3	2	7
Total	Male	8	19	13	8	18	66
	Female	6	5	12	5	6	34
	Total	14	24	25	13	24	100

*Table 10: Gender * Organization mission and vision statements include environmental concern * Your education degree Cross tabulation.*

Education Degree	Gender	Organization mission and vision statements include environmental concern					Total
		Not at all	To a slight degree	To a moderate extent	To a great extent	To a very great extent	
Diploma / Below	Female	1					1
	Total	1					1
Bachlors	Male	5	8	9	1	3	26
	Female	1	1	2	2	0	6
	Total	6	9	11	3	3	32
Masters Or Higher	Male	8	11	8	4	4	35
	Female	5	5	7	6	2	25
	Total	13	16	15	10	6	60
Other	Male		3	1	0	1	5
	Female		0	0	2	0	2
	Total		3	1	2	1	7
Total	Male	13	22	18	5	8	66
	Female	7	6	9	10	2	34
	Total	20	28	27	15	10	100

*Table 11: Gender * Job description specification includes environmental concerns * Your education degree Cross tabulation.*

Education Degree	Gender	Job description specification includes environmental concerns					Total
		Not at all	To a slight degree	To a moderate extent	To a great extent	To a very great extent	
Diploma / Below	Female		1				1
	Total		1				1
Bachelors	Male	7	7	7	4	1	26

	Female	1	2	1	1	1	6
	Total	8	9	8	5	2	32
Masters Or Higher	Male	9	8	10	5	3	35
	Female	3	5	11	4	2	25
	Total	12	13	21	9	5	60
Other	Male			1	2	2	5
	Female			1	0	1	2
	Total			2	2	3	7
Total	Male	16	15	18	11	6	66
	Female	4	8	13	5	4	34
	Total	20	23	31	16	10	100

*Table 12: Gender * Job positions designed to focus exclusively on environmental management aspects of the organizations * Your education degree Crosstabulation.*

Education Degree	Gender	Job positions designed to focus exclusively on environmental management aspects of the organizations					Total
		Not at all	To a slight degree	To a moderate extent	To a great extent	To a very great extent	
Diploma / Below	Female	1					1
	Total	1					1
Bachelors	Male	5	9	5	4	3	26
	Female	2	3	0	0	1	6
	Total	7	12	5	4	4	32
Masters Or Higher	Male	7	7	7	11	3	35
	Female	2	4	10	7	2	25
	Total	9	11	17	18	5	60
Other	Male		2	1	1	1	5
	Female		0	0	2	0	2
	Total		2	1	3	1	7
Total	Male	12	18	13	16	7	66
	Female	5	7	10	9	3	34
	Total	17	25	23	25	10	100

*Table 13: Gender * Recruitment messages include environmental behaviour/ commitment criteria * Your education degree Crosstabulation.*

Education Degree	Gender	Recruitment messages include environmental behaviour/ commitment criteria					Total
		Not at all	To a slight degree	To a moderate extent	To a great extent	To a very great extent	
Diploma / Below	Female			1			1
	Total			1			1
Bachelors	Male	5	5	9	3	4	26
	Female	2	2	0	1	1	6
	Total	7	7	9	4	5	32
Masters Or Higher	Male	7	15	8	2	3	35
	Female	3	6	10	5	1	25
	Total	10	21	18	7	4	60
Other	Male		0	1	2	2	5
	Female		1	1	0	0	2
	Total		1	2	2	2	7
Total	Male	12	20	18	7	9	66
	Female	5	9	12	6	2	34
	Total	17	29	30	13	11	100

*Table 14: Gender * Selecting applicants who are sufficiently aware of greening to fill job vacancies * Your education degree Crosstabulation*

Education Degree	Gender	Selecting applicants who are sufficiently aware of greening to fill job vacancies					Total
		Not at all	To a slight degree	To a moderate extent	To a great extent	To a very great extent	
Diploma / Below	Female					1	1
	Total					1	1
Bachelors	Male	8	5	9	4	0	26
	Female	3	1	0	1	1	6
	Total	11	6	9	5	1	32
Masters Or Higher	Male	5	8	15	6	1	35
	Female	4	3	12	4	2	25
	Total	9	11	27	10	3	60
Other	Male	1	2	0	1	1	5

	Female	0	0	1	1	0	2
	Total	1	2	1	2	1	7
Total	Male	14	15	24	11	2	66
	Female	7	4	13	6	4	34
	Total	21	19	37	17	6	100

*Table 15: Gender * Take into account there needs of environmental issues when training requirement * Your education degree Crosstabulation.*

Education Degree	Gender	Take into account there needs of environmental issues when training requirement					Total
		Not at all	To a slight degree	To a moderate extent	To a great extent	To a very great extent	
Diploma / Below	Female	1					1
	Total	1					1
Bachelors	Male	9	8	5	2	2	26
	Female	1	1	2	0	2	6
	Total	10	9	7	2	4	32
Masters Or Higher	Male	7	10	11	3	4	35
	Female	1	6	12	5	1	25
	Total	8	16	23	8	5	60
Other	Male		2	1	2		5
	Female		0	1	1		2
	Total		2	2	3		7
Total	Male	16	20	17	7	6	66
	Female	3	7	15	6	3	34
	Total	19	27	32	13	9	100

*Table 16: Gender * Corporate incorporates environmental management objectives and targets with the performance evaluation system of organization * Your education degree Crosstabulation.*

Education Degree	Gender	Corporate incorporates environmental management objectives and targets with the performance evaluation system of organization					Total
		Not at all	To a slight extent	To a moderate extent	To a great extent	To a very great extent	
Diploma /	Female	1					1

Below	Total	1					1
Bachelors	Male	6	5	7	6	2	26
	Female	1	1	1	1	2	6
	Total	7	6	8	7	4	32
Masters Or Higher	Male	4	14	11	3	3	35
	Female	4	6	7	7	1	25
	Total	8	20	18	10	4	60
Other	Male		2	1	2		5
	Female		0	2	0		2
	Total		2	3	2		7
Total	Male	10	21	19	11	5	66
	Female	6	7	10	8	3	34
	Total	16	28	29	19	8	100

*Table 17: Gender * Employee know their specific green targets goals and responsibilities * Your education degree Cross tabulation.*

Education Degree	Gender	Employees know their specific green targets goals and responsibilities					Total
		Not at all	To a slight extent	To a very great extent	To a moderate extent	To a great extent	
Diploma / Below	Female	1					1
	Total	1					1
Bachelors	Male	7	8	5	3	3	26
	Female	1	2	0	1	2	6
	Total	8	10	5	4	5	32
Masters Or Higher	Male	3	15	9	7	1	35
	Female	5	7	9	4	0	25
	Total	8	22	18	11	1	60
Other	Male		1	2	1	1	5
	Female		1	0	1	0	2
	Total		2	2	2	1	7
Total	Male	10	24	16	11	5	66
	Female	7	10	9	6	2	34
	Total	17	34	25	17	7	100

*Table 18: Gender * Environmental training is a priority when compared to other types of company training * Your education degree Crosstabulation.*

Education Degree	Gender	Environmental training is a priority when compared to other types of company training					Total
		Not at all	To a slight extent	To a moderate extent	To a great extent	To a very great extent	
Diploma / Below	Female				1		1
	Total				1		1
Bachelors	Male	9	7	6	2	2	26
	Female	3	1	1	0	1	6
	Total	12	8	7	2	3	32
Masters Or Higher	Male	6	14	8	3	4	35
	Female	5	1	11	7	1	25
	Total	11	15	19	10	5	60
Other	Male		1	1	2	1	5
	Female		1	0	1	0	2
	Total		2	1	3	1	7
Total	Male	15	22	15	7	7	66
	Female	8	3	12	9	2	34
	Total	23	25	27	16	9	100

*Table 19: Gender * Top managers use teamwork to successfully manage and produce awareness of the environmental issues to the company (green champion/task force/green team etc. * Your education degree Crosstabulation*

Education Degree	Gender	Top managers use teamwork to successfully manage and produce awareness of the environmental issues to the company (green champion/task force/green team etc.					Total
		Not at all	To a slight extent	To a moderate extent	To a great extent	To a very great extent	
Diploma / Below	Female				1		1
	Total				1		1
Bachelors	Male		3	8	9	6	26
	Female		0	2	2	2	6
	Total		3	10	11	8	32
Masters Or Higher	Male	0	1	14	16	4	35
	Female	1	2	8	9	5	25
	Total	1	3	22	25	9	60
Other	Male	0	1	3	1		5
	Female	1	1	0	0		2
	Total	1	2	3	1		7
Total	Male	0	5	25	26	10	66

	Female	2	3	10	12	7	34
	Total	2	8	35	38	17	100

*Table 20: Gender * Involve employee in formulating environmental strategy. * Your education degree Crosstabulation*

Education Degree	Gender	Involve employee in formulating environmental strategy.					Total
		Not at all	To a slight extent	To a moderate extent	To a great extent	To a very great extent	
Diploma / Below	Female				1		1
	Total				1		1
Bachelors	Male	2	4	9	6	5	26
	Female	0	2	2	1	1	6
	Total	2	6	11	7	6	32
Masters Or Higher	Male	4	9	10	3	9	35
	Female	3	5	2	11	4	25
	Total	7	14	12	14	13	60
Other	Male		2	1	2		5
	Female		0	0	2		2
	Total		2	1	4		7
Total	Male	6	15	20	11	14	66
	Female	3	7	4	15	5	34
	Total	9	22	24	26	19	100

*Table 21: Gender * Improvement of corporate reputation * Your education degree Crosstabulation*

Your Education Degree	Gender	Improvement of corporate reputation					Total
		Much Worse	Somewhat Worse	Stayed the same	Somewhat better	Much better	
Diploma / Below	Female				1		1
	Total				1		1
Bachelors	Male		2	5	16	3	26
	Female		1	1	2	2	6
	Total		3	6	18	5	32
Masters Or Higher	Male	1	4	17	10	3	35
	Female	0	3	7	11	4	25
	Total	1	7	24	21	7	60
Other	Male		0	3	2		5

	Female		2	0	0		2
	Total		2	3	2		7
Total	Male	1	6	25	28	6	66
	Female	0	6	8	14	6	34
	Total	1	12	33	42	12	100

*Table 22: Gender * Environmental considerations * Your education degree Crosstabulation*

Education Degree	Gender	Environmental considerations					Total
		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	
Diploma / Below	Female		1				1
	Total		1				1
Bachelors	Male	1	6	7	9	3	26
	Female	0	3	0	2	1	6
	Total	1	9	7	11	4	32
Masters Or Higher	Male	2	8	12	9	4	35
	Female	4	2	8	9	2	25
	Total	6	10	20	18	6	60
Other	Male	0	1	2	2		5
	Female	1	1	0	0		2
	Total	1	2	2	2		7
Total	Male	3	15	21	20	7	66
	Female	5	7	8	11	3	34
	Total	8	22	29	31	10	100

*Table 23: Gender * Economic considerations * Your education degree Crosstabulation*

Your Education Degree	Gender	Economic considerations					Total
		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	
Diploma / Below	Female			1			1
	Total			1			1
Bachelors	Male	6	7	10	3		26
	Female	0	2	2	2		6
	Total	6	9	12	5		32
Masters Or Higher	Male	1	10	13	11		35
	Female	2	2	15	6		25
	Total	3	12	28	17		60
Other	Male		1	1	2	1	5
	Female		1	0	1	0	2

	Total		2	1	3	1	7
Total	Male	7	18	24	16	1	66
	Female	2	5	18	9	0	34
	Total	9	23	42	25	1	100

*Table 24: Gender * Staff resistance * Your education degree Crosstabulation*

Your Education Degree	Gender	Staff Resistance					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Diploma / Below	Female			1			1
	Total			1			1
Bachelor's	Male	6	7	10	3		26
	Female	0	2	2	2		6
	Total	6	9	12	5		32
Masters Or Higher	Male	1	10	13	11		35
	Female	2	2	15	6		25
	Total	3	12	28	17		60
Other	Male		1	1	2	1	5
	Female		1	0	1	0	2
	Total		2	1	3	1	7
Total	Male	7	18	24	16	1	66
	Female	2	5	18	9	0	34
	Total	9	23	42	25	1	100

*Table 25: Gender * Promote Social responsibility* Your education degree Crosstabulation.*

Education Degree	Gender	Promote Social Responsibility					Total
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Diploma/ Below	Female		1				1
	Total		1				1
Bachelors	Male	1	1	6	13	5	26
	Female	1	0	2	1	2	6
	Total	2	1	8	14	7	32
Masters Or Higher	Male	0	5	10	13	7	35
	Female	3	1	4	8	9	25
	Total	3	6	14	21	16	60
Other	Male		0	3	2		5
	Female		1	0	1		2

	Total		1	3	3		7
Total	Male	1	6	19	28	12	66
	Female	4	3	6	10	11	34
	Total	5	9	25	38	23	100

4.4. Multinomial Logistic Regression

Multinomial logistic regression is used on the basis of several independent variables to estimate categorical placement or the possibility of group inclusion on a dependent variable. The independent variables may be either dichotomous or continuous (i.e. binary) or (i.e., interval or ratio in scale). Multinomial logistic regression is a basic extension of binary logistic regression that requires the dependent or outcome variable to have more than two types. Multinomial logistic regression, like binary logistic regression, uses full probability estimation to determine the likelihood of categorical inclusion (Starkweather, J., & Moske, A. K. 2011).

Table 26: Case Processing Summary

		N	Marginal Percentage
Do you think HRM has direct involvement in green program	YES	66	66.0%
	NO	34	34.0%
Gender	MALE	66	66.0%
	FEMALE	34	34.0%
Your organization sector	FOOD INDUSTRY	2	2.0%
	IT INDUSTRY	34	34.0%
	PHARAMACEUTICAL	9	9.0%
	OTHER	55	55.0%
Valid		100	100.0%
Missing		0	
Total		100	
Subpopulation		25 ^a	
a. The dependent variable has only one value observed in 8 (32.0%) subpopulations.			

Table 25 shows whether this Gender + HRM model provides sufficient forecast as compared to the Intercept Only (Null model). Null model utilizes the modal class because models forecast accuracy 66%. We want the final's p-value (sig) to be less than 0.05.

Table 27: Model Fitting Information

Model	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	53.706			
Final	50.115	3.591	5	.610

Table 28: Goodness-of-Fit

	Chi-Square	df	Sig.
Pearson	13.849	19	.792
Deviance	16.775	19	.605

Table 27 explains to verify whether it suits our data or not, we use this model. If the p-values (sig) are less than 0.05, there is no warning message or even the numbers of zero frequency subpopulations (cells) are smaller than those due to this model meeting the data used in this paper adequately. Finally, we said that this model matches the related data correctly.

The Chi-squared statistics are the contrast between the 2-log-like odds that are the final and that of the reduced form. The reduced model is constructed by neglecting our final model's result. The (null) hypothesis is that all influence variables were 0. a. This reduced model is identical to the final model, since the degree of liberty is not improved by omitting the effect. The Probability Ratio Test (Table If) indicates that the contribution of each variable to the model was substantial for gender.

Table 29: Likelihood Ratio Tests

Effect	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood of Reduced Model	Chi-Square	df	Sig.
Intercept	50.115 ^a	.000	0	.
Green involvement of employee	51.107	.993	1	.319
Gender	51.012	.897	1	.344
Organization Sector	52.444	2.329	3	.507

In the -2 log-likelihoods, the chi-square figures are the difference between the final model and a reduced model. By omitting the influence of the final model, a reduced model is produced. The null hypothesis is that all parameters of the effect are 0.

a. This diminished model is similar to the final product, because by omitting the effect, the degree of freedom is not increased.

Table 28 reveals that this Gender + HRM model has greater accuracy for "Green employee involvement" and "Gender" groups relative to the Null model, but not for the "Organization Sector" class. Since the model fitting evidence reveals that the null is outperformed by the actual model.

Table 30: Parameter Estimates

Do you think HRM has direct involvement in green program ^a		B	Std. Error	Wald	df	Sig.	Exp(B)	95% Confidence Interval for Exp(B)	
								Lower Bound	Upper Bound
YES	Intercept	-.040	.722	.003	1	.955			
	Green involvement of employee	.176	.177	.985	1	.321	1.192	.842	1.688
	[Gender=1.00]	.438	.462	.899	1	.343	1.550	.626	3.836
	[Gender=2.00]	0 ^b	.	.	0
	[Organization Sector=1]	-.883	1.458	.366	1	.545	.414	.024	7.210
	[Organization Sector=2]	-.488	.471	1.071	1	.301	.614	.244	1.547
	[Organization Sector=3]	.608	.874	.484	1	.487	1.837	.331	10.177
	[Organization Sector=4]	0 ^b	.	.	0
a. The reference category is: NO.									
b. This parameter is set to zero since it is redundant.									

The nominal order of gender and HRM are given in Table 29. The gap will be between male and female for gender, male = 1 and female = 2. "The first half of Table 27 was the product of 'Green

Employee Participation' compared to 'Yes'-males were less likely to be 'Green Employee Involvement' compared to females, Odds Ratio (OR) = 1,192 (95 percent CI, 842 to 1,688), p=,321.

Table 31: Case Processing Summary

		N	Marginal Percentage
If you think the HRM is specifically interested with green programs?	YES	66	66.0%
	NO	34	34.0%
Employees understand their unique priorities and obligations for green objectives	Not at all	17	17.0%
	To a slight extent	34	34.0%
	To a very great extent	25	25.0%
	To a moderate extent	17	17.0%
	To a great extent	7	7.0%
In contrast with other forms of business preparation, environmental training is a priority.	Not at all	23	23.0%
	To a slight extent	25	25.0%
	To a moderate extent	27	27.0%
	To a great extent	16	16.0%
	To a very great extent	9	9.0%
Valid		100	100.0%
Missing		0	
Total		100	
Subpopulation		56 ^a	

a. The dependent variable has only one result found in 38 (67.9%) subpopulations.

Table 30 shows that Gender + HRM model makes ample predictions relative to the Intercept Only model (Null model). The modal class is used for the null model as the model's prediction accuracy is 66 percent. We want Final to have a p-value of <0.05.

Table 32: Model Fitting Information

Model	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	91.950			
Final	84.433	7.517	9	.583

Table 33: Goodness-of-Fit

	Chi-Square	Df	Sig.
Pearson	46.609	46	.447
Deviance	56.728	46	.133

Table 32 indicates whether the model matches the data properly. We like to see p-values (sig) >0.05. With $p > 0.05$, if no alert message is given or the number of zero frequency subpopulations (cells) is minimal, we could assume that the data is properly balanced by this model. Chi-square figures are the difference between the final model and the reduced model in the -2 log-likelihoods.

By omitting the influence of the measurement result, a reduced model is produced. The null hypothesis is that all parameters of the effect are 0. a. This reduced model is the same as the final model, as the degree of freedom is not increased by omitting the effect. The Likelihood Ratio Test (Table 35) shows that the contribution of each variable to the model was significant for gender.

Table 34: Pseudo R-Square

Cox and Snell	.072
Nagelkerke	.100
McFadden	.059

Table 35: Likelihood Ratio Tests

Effect	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood of Reduced Model	Chi-Square	df	Sig.
Intercept	84.433 ^a	.000	0	.
Green involvement of employee	84.884	.451	1	.502
Employees know their specific green targets	88.727	4.293	4	.368
Environmental training is apriority	86.048	1.615	4	.806

Chi-square figures are the difference between the final model and the reduced model in the -2 log-likelihoods. By omitting the influence of the final model, a reduced model is produced. The null hypothesis is that all parameters of the effect are 0.

a. This reduced model is the same as the final model, as the degree of freedom is not increased by omitting the effect.

Table 36: Parameter Estimates

Do you think HRM has direct involvement in green program		B	Std. Error	Wald	df	Sig.	Exp(B)	95% Confidence Interval for Exp(B)	
								Lower Bound	Upper Bound
YES	Intercept	-.111	1.137	.010	1	.922			
	Green involvement of employee	.126	.188	.449	1	.503	1.134	.785	1.640
	[Employees know their specific green targets=1.00]	1.540	1.152	1.789	1	.181	4.666	.488	44.594
	[Employees know their specific green targets=2.00]	.309	.955	.104	1	.747	1.361	.210	8.842
	[Employees know their specific green targets=3.00]	.837	1.057	.627	1	.428	2.309	.291	18.330
	[Employees know their specific green targets=4.00]	1.164	1.079	1.163	1	.281	3.202	.386	26.558
	[Employees know their specific green targets=5.00]	0 ^b	.	.	0
	[Environmental training is a priority=1.00]	-.286	1.006	.081	1	.776	.751	.105	5.392
	[Environmental training is a priority=2.00]	-.569	.947	.361	1	.548	.566	.088	3.623
	[Environmental training is a priority=3.00]	-.639	1.011	.400	1	.527	.528	.073	3.827
	[Environmental training is a priority=4.00]	.265	1.053	.063	1	.802	1.303	.166	10.253
	[Environmental training is a priority=5.00]	0 ^b	.	.	0
a. The comparison type is NO.									
b. This parameter is set to zero since it is redundant.									

Table 35 shows nominal order in the Gender and **Green involvement of employee** are given in. For **Employees know their specific green targets** Yes = 1 and No = 2, the comparison

will be Yes compared to No “Green involvement of employee”,z Odds Ratio (OR) = 1.134 (95% CI .785 to 1.640), p= .503.

Table 37: Case Processing Summary

		N	Marginal Percentage
If you think the administration of human capital is specifically interested with green programs?	YES	66	66.0%
	NO	34	34.0%
Improved product quality	Much Worse	12	12.0%
	Somewhat Worse	15	15.0%
	Stayed the same	33	33.0%
	Somewhat better	38	38.0%
	Much better	2	2.0%
Valid		100	100.0%
Missing		0	
Total		100	
Subpopulation		21 ^a	

a. The dependent variable has only one value observed in 7 (33.3%) subpopulations.

Table 36 Shows if this Human Resources Administration has a direct interest in the Green Program + HRM Model offers sufficient forecasts relative to Intercept Only (Null model). The Null model uses the modal class as the model's statistical accuracy – 66%. We like the p-value of the Final to also be <0.05.

Table 38: Model Fitting Information

Model	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	57.912			
Final	52.035	5.878	5	.318

Table 39: Pseudo R-Square

Cox and Snell	.057
Nagelkerke	.079
McFadden	.046

Table 40: Likelihood Ratio Tests

Effect	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood of Reduced Model	Chi-Square	df	Sig.
Intercept	52.035 ^a	.000	0	.
Competitive Advantage	52.946	.912	1	.340
Product Quality	57.071	5.037	4	.284

Chi-square figures are the difference between the final model and the reduced model in the-2 log-likelihoods. By omitting the influence of the final model, a reduced model is produced. The null hypothesis is that all parameters of the effect are 0.

a. This reduced model is the same as the final model, as the degree of freedom is not increased by omitting the effect.

Table 41: Parameter Estimates

If you think the administration (HRM) of human capital is specifically interested with green program ^a		B	Std. Error	Wald	df	Sig.	Exp(B)	95% Confidence Interval for Exp(B)	
								Lower Bound	Upper Bound
YES	Intercept	17.985	.869	428.007	1	.000			
	Competitive Advantage	-.208	.221	.888	1	.346	.812	.527	1.252
	[Product Quality=1.00]	- 16.899	.689	601.115	1	.000	4.580E-008	1.186E-008	1.768E-007
	[Product Quality=2.00]	- 17.468	.642	741.048	1	.000	2.592E-008	7.370E-009	9.118E-008
	[Product Quality=3.00]	- 16.538	.539	939.820	1	.000	6.569E-008	2.282E-008	1.891E-007
	[Product Quality=4.00]	- 16.350	.000	.	1	.	7.934E-008	7.934E-008	7.934E-008
	[Product Quality=5.00]	0 ^b	.	.	0

a. The comparison type is NO.

b. This parameter is set to zero since it's redundant.

Table 40 shows whether this **Human Resource Management has direct involvement in green program + Competitive Advantage** model gives relevant forecasts according to the

Intercept Only (Null model). The Null model uses the modal class as the model's statistical accuracy – 66%. The p-value (sig) is now <0.05 for Final.

Table 35 the nominal order of Gender and **Green involvement of employee** are given in. For **Competitive Advantage Yes** = 1 and No = 2, the comparison will be Yes compared to No “**Competitive Advantage**”, Odds Ratio (OR) = .812 (95% CI .527 to 1.252), p= .346.

Table 42: Case Processing Summary

		N	Marginal Percentage
Do you think the administration (HRM) of human capital is directly interested in the green program?	YES	66	66.0%
	NO	34	34.0%
Provide ways for staff to engage and participate in green suggestions schemes and collaborative consultations on environmental issues.	Not at all	7	7.0%
	To a slight extent	17	17.0%
	To a moderate extent	28	28.0%
	To a great extent	29	29.0%
	To a very great extent	19	19.0%
Introducing whistleblowing and helplines	Not at all	5	5.0%
	To a slight extent	13	13.0%
	To a moderate extent	28	28.0%
	To a great extent	35	35.0%
	To a very great extent	19	19.0%
Valid		100	100.0%
Missing		0	
Total		100	
Subpopulation		48 ^a	

a. The dependent variable has just one value in 33 (68.8%) subpopulations.

Table 41 explains that the Gender + HRM model offers sufficient forecasts relative to the Intercept Only model (Null model). The modal class is used by the Null model, as the prediction precision of the model is 66 percent. We want Final to have a p-value (sig) of <0.05.

Table 43: Model Fitting Information

Model	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood	Chi-Square	df	Sig.

Intercept Only	88.679			
Final	76.099	12.580	9	.183

Table 44: Goodness-of-Fit

	Chi-Square	df	Sig.
Pearson	43.331	38	.254
Deviance	51.471	38	.071

Table 43 indicates whether the model matches the data properly. We would like to see p-values >0.05. If no warning message is issued or the number of zero frequency subpopulations (cells) is small, with p>0.05, we could assume that this model fits the data properly. Chi-square figures are the difference between the final model and the reduced model in the -2 log-likelihoods. By omitting the influence of the final model, a reduced model is produced. The null hypothesis is that all parameters of the effect are 0. a. This reduced model is the same as the final model, as the degree of freedom is not increased by omitting the effect. The Likelihood Ratio Test (Table If) shows that the contribution of each variable to the model was significant for gender.

Table 45: Pseudo R-Square

Cox and Snell	.118
Nagelkerke	.164
McFadden	.098

Table 46: Likelihood Ratio Tests

Effect	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood of Reduced Model	Chi-Square	df	Sig.
Intercept	76.099 ^a	.000	0	.
Lack Of understanding of green policies	76.337	.238	1	.626
Providing Opportunities to the employee	82.123	6.024	4	.197
Whistle blowing and helplines	81.339	5.240	4	.264

Chi-square figures are the discrepancy between both the final model and the reduced model in the -2 log-likelihoods. By removing the influence of the final model, a reduced model is produced. The null hypothesis is that all parameters of the effect are 0.

a. This diminishing model is the same as the final model, as the degree of freedom is not increased by omitting the effect.

Table 47: Parameter Estimates

If you think the administration (HRM) of human capital is specifically interested in the green program?		B	Std. Error	Wald	df	Sig.	Exp(B)	95% Confidence Interval for Exp(B)	
								Lower Bound	Upper Bound
YES	Intercept	2.422	1.273	3.620	1	.057			
	Lack Of understanding of green policies	-.110	.225	.237	1	.627	.896	.576	1.394
	[Providing opportunities to the employee=1.00]	-1.561	1.405	1.234	1	.267	.210	.013	3.295
	[Providing Opportunities to the employee=2.00]	-1.691	1.068	2.508	1	.113	.184	.023	1.495
	[Providing Opportunities to the employee=3.00]	-2.064	.997	4.281	1	.039	.127	.018	.897
	[Providing Opportunities to the employee=4.00]	-1.900	.942	4.064	1	.044	.150	.024	.949
	[Providing Opportunities to the employee=5.00]	0 ^b	.	.	0
	[Whistle blowing and helplines=1.00]	.882	1.562	.319	1	.572	2.416	.113	51.597
	[Whistle blowing and helplines=2.00]	-.782	.907	.744	1	.388	.457	.077	2.704
	[Whistle blowing and helplines=3.00]	.248	.807	.094	1	.759	1.281	.264	6.225
	[Whistle blowing and helplines=4.00]	.787	.759	1.077	1	.299	2.197	.497	9.717
	[Whistle blowing and helplines=5.00]	0 ^b	.	.	0
a. The comparison type is NO.									
b. This parameter is set to zero since it's redundant.									

Table 46 shows whether this **Human Resource Management has direct involvement in green program + Lack Of understanding of green policies** model gives Relevant forecasts

according to the Intercept Only (Null model). The Null model uses the modal class as the model's statistical accuracy – 66%. Likely the p-value of the Final to be <0.05.

The nominal order of Gender and **Lack Of understanding of green policies** are given in. For **providing opportunities to the employee** Yes = 1 and No = 2, the comparison will be Yes compared to No “**Providing opportunities to the employee**”, Odds Ratio (OR) = .896 (95% CI .576 to 1.394), p= .627.

Table 48: Case Processing Summary

		N	Marginal Percentage
Can you think the administration of human capital is specifically interested with a green program?	YES	66	66.0%
	NO	34	34.0%
Legal pressure	Strongly disagree	2	2.0%
	Disagree	10	10.0%
	Neutral	35	35.0%
	Agree	39	39.0%
	Strongly Agree	14	14.0%
Competitive advantage	Strongly disagree	7	7.0%
	Disagree	16	16.0%
	Neutral	30	30.0%
	Agree	39	39.0%
	Strongly Agree	8	8.0%
Valid	100	100.0%	
Missing	0		
Total	100		
Subpopulation	21 ^a		

a. The dependent variable has only one value observed in 11 (52.4%) subpopulations.

Table 47 demonstrates if this Gender + HRM model makes ample predictions in comparison to the Intercept Only model (Null model). The modal class is used for the model 0, since the model's estimation accuracy is 66%. Final has a value of <0.05 for p. We like Final.

Table 49: Model Fitting Information

Model	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	47.503			
Final	38.699	8.804	8	.359

Table 50: Goodness-of-Fit

	Chi-Square	df	Sig.
Pearson	12.040	12	.442
Deviance	14.678	12	.260

Table 49 Demonstrates whether the model matches the data appropriately P-values (sig) >0.05," we like to see. When no warning is given, we should assume that this model fits the data appropriately if the number of zero frequency (cell) subpopulations (p>0.05) is limited.

The chi-square statistics are the disparity in log-like action between the final model and a reduced model. The reduced model is created by omitting an effect from the end model. Both impact parameters are 0. The null hypothesis is. a. This simplified model is comparable with the final model because it would not increase the degree of freedom by omitting it. The likelihood ratio test (Table If) reveals that the contribution of each variable to the model is significant for gender.

Table 51: Pseudo R-Square

Cox and Snell	.084
Nagelkerke	.117
McFadden	.069

Table 52: Likelihood Ratio Tests

Effect	Model Fitting Criteria	Likelihood Ratio Tests		
	-2 Log Likelihood of Reduced Model	Chi-Square	df	Sig.
Intercept	38.699 ^a	.000	0	.
Increase Employee loyalty	38.699 ^a	.000	0	.

Legal pressure	44.498	5.800	4	.215
Competitive Advantage	40.236	1.537	3	.674
The chi-square statistics are the difference between the final model and a reduced model in the -2 log-likelihoods. By omitting an impact from the final model, the reduced model is created.				
The null hypothesis is that all effect parameters are 0.				
a. This reduced model is identical to the final model, as the degree of freedom is not enhanced by omitting the effect.				

Table 53: Parameter Estimates

If you think the administration of human capital is specifically interested with green programs?		B	Std. Error	Wald	df	Sig.	Exp(B)	95% Confidence Interval for Exp(B)	
								Lower Bound	Upper Bound
YES	Intercept	-2.649	4.177	.402	1	.526			
	Increase Employee loyalty	.453	.937	.233	1	.629	1.572	.251	9.868
	[Legal pressure=1.00]	.292	1.588	.034	1	.854	1.339	.060	30.116
	[Legal pressure=2.00]	1.972	1.040	3.597	1	.058	7.185	.936	55.137
	[Legal pressure=3.00]	1.396	.765	3.333	1	.068	4.038	.902	18.073
	[Legal pressure=4.00]	1.587	.749	4.493	1	.034	4.889	1.127	21.209
	[Legal pressure=5.00]	0 ^b	.	.	0
	[Competitive Advantage=1.00]	2.000	3.201	.391	1	.532	7.390	.014	3917.995
	[Competitive Advantage=2.00]	.833	2.070	.162	1	.687	2.300	.040	132.914
	[Competitive Advantage=3.00]	1.010	1.173	.741	1	.389	2.745	.276	27.350
	[Competitive Advantage=4.00]	0 ^b	.	.	0
[Competitive Advantage=5.00]	0 ^b	.	.	0	
a The comparison type is NO.									
b. It is a zero parameter since the parameter is redundant.									

Human Resource Management has direct involvement in green program + Increase Employee loyalty. The model provides sufficient forecasts relative to the Intercept Only model (Null model). The modal class is used for the Null model, as the estimation precision of the model is 66 percent. We like Final to have a p-value (sig) of <0.05.

The nominal order is issued in terms of gender and employee loyalty rises. The contrast would be Yes compared to No "Legal Pressure" for Legal Pressure Yes = 1 and No = 2, Odds Ratio (OR) = 1.572 (95 percent CI .251 to 9.868), p= .629. For Legal Pressure Yes = 1 and No = 2.

Correlations

A (Pearson) correlation is a number between -1 and +1 that indicates to what extent 2 quantitative variables are linearly related. Correlations estimate the strength of the linear relationship between two (and only two) variables. Correlation coefficients range from -1.0 (a perfect negative correlation) to positive 1.0 (a perfect positive correlation). The closer correlation coefficients get to -1.0 or 1.0, the stronger the correlation. The closer a correlation coefficient gets to zero, the weaker the correlation is between the two variables. Ordinal or ratio data (or a combination) must be used. The types of correlations we study do not use nominal data.

		Green HRM Practice	Employee Empowerment	Employee Performance
Green HRM Practice	Pearson Correlation	1	.420**	.244*
	Sig. (2-tailed)		.000	.014
	N	100	100	100
Employee Empowerment	Pearson Correlation	.420**	1	.255*
	Sig. (2-tailed)	.000		.010
	N	100	100	100
Employee Performance.	Pearson Correlation	.244*	.255*	1
	Sig. (2-tailed)	.014	.010	
	N	100	100	100
**. Correlation is strongly significant at the 0.01 level (2-tailed).				
*. Correlation is significant at the 0.05 level (2-tailed).				
No any staric on the Pearson Correlation, it means insignificant correlation				

CHAPTER 5

CONCLUSION AND RECOMMENDATION

Chosen to take together, the current evidence highlights that green HRM has an influence on organizational identity, suggesting that the relatively high green HRM effect, the higher identification of organizations. Green HRM also impacts the efficiency of workers, meaning that the larger green HRM impact would be the higher employee performance. It is also shown that organizational identity on employee performance has a major effect, the higher organizational identification, the higher performance of employees would increase.

Going to refer to the effect, this suggests that the corporate identification of green HRM on employee success has a mediating function. This suggests that organizational identity is a mediating element, as there is likely to be a correlation between green HRM and employee efficiency. Green HRM thereby allows staff to consider continuity or congeniality between the pre-existing ideals they have and the company's beliefs in order to alter those conditions. Such changes in corporate recognition would also maximize employee morale. The high or low degree of organizational engagement, explained in this report, is unable to reinforce the positive influence of green HRM on organizational commitment. Some triggers are that relative to perceived organizational assistance, the outlook of respondents on green HRM is stronger, leading to no noticeable moderating impact.

This research strengthens our view of Green HRM as an important forum not just for-profit organizations but also for educational institutions (universities). Organizations and universities in general need to build and raise understanding of Green HRM activities to achieve good work outcomes. This research strengthens our view of Green HRM as an important forum

not just for-profit organizations but also for educational institutions (universities). Institutions and colleges in general need to improve and extend their knowledge of Green HRM activities in order to achieve good job outcomes.

Multinomial logistic regression is used on the basis of several independent variables to estimate categorical placement or the possibility of group inclusion on a dependent variable. The independent variables may be either dichotomous or continuous (i.e. binary) or (i.e., interval or ratio in scale). Multinomial logistic regression is a basic extension of binary logistic regression that requires the dependent or outcome variable to have more than two types. Multinomial logistic regression, like binary logistic regression, uses full probability estimation to determine the likelihood of categorical inclusion (Starkweather, J., & Moske, A. K. 2011).

The Chi-squared statistics are the contrast between the 2-log-likelihood odds that are the final and that of the reduced form. The reduced model is constructed by neglecting our final model's result. The (null) hypothesis is that all influence variables were 0. a. This reduced model is identical to the final model, since the degree of liberty is not improved by omitting the effect. The Probability Ratio Test indicates that the contribution of each variable to the model was substantial for gender. By omitting the influence of the measurement result, a reduced model is produced. The null hypothesis is that all parameters of the effect are 0. a. This reduced model is the same as the final model, as the degree of freedom is not increased by omitting the effect. The Likelihood Ratio Test shows that the contribution of each variable to the model was significant for gender.

The aim of this study the impact of green human resource management practices (GHRM) on employee performance. This study has selected a descriptive research design. The data was collected by using a structured questionnaire, Likert Scale (rating scale of 5 points). The population includes all employees across (top-level management, middle-level management, the lower-level management) working in the private firms in Pakistan. A sample

random sampling method was used to select the respondents of the survey. Word, Excel, and SPSS were used to form the survey and analyze the collected data. The results of the study show that Green HRM Practices have a positive relationship with organizational performance. Also, the study shows that Employee awareness moderate the relationship between Green HRM practices and Organizational Performance.

Limitations and Future Research

To address this limitation, future research may consider conducting longitudinal studies by investigating the changes to employee green behavior resulting from the adoption of green HRM. Second, the HR the GHRM literature suggests that GHRM influences employee work outcomes through multiple underlying mechanisms (Jiang et al., 2012). It was not possible for our study to account for every mediator or moderator that could influence the green HRM–green behavior relationship. Future studies that explore alternative predicting variables, for example, from the human capital (skill enhancement) and motivational (job satisfaction) perspectives, would be valuable to this line of inquiry. The basic purpose of this study is meant to analyze the effect of green and social human resources function on employee work behaviors and especially employee commitment in Pakistan manufacturing companies in Rawalpindi and Islamabad. The main contribution of this study over others, made on the same topic, is that a statistical survey will show the opinion of the employees, HR professional about these types of human resources practices and how much they influence their employee performance.

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6. Your education degree

- Diploma or below Bachelor
- Master's degree or higher

7. You have been working in this organization for

- Less than 2 years 2-5 years
- 6-10 years 11-15 years
- Greater than 15 years

8. Does your company incorporate environmental management into business operation?

- currently exists No plans to implement
- Plan to implement within 12 months
- Plan to implement in more than 12 months Unsure

9. Does your company have a formal environmental management system (EMS) (such as ISO 14001)?

- currently exists No plans to implement
- Plan to implement within 12 months
- Plan to implement in more than 12 months Unsure

10. Do you think Human Resources Management has direct involvement in Green Program?

- Yes No

Part Two: Green Human Resource Management (GHRM) Practices:

Phase One: To assess Green Human Resource management practices in Palestinian manufacturing companies. For each item choose to what extent does your organization use the following methods to encourage staff to behave in a pro-environmental way.

Green Human Resource Practices	Level				
	1	2	3	4	5
	Not at all	To a slight degree	To a moderate extent	To a great extent	To a very great extent

	Management of organizational culture					
1	Top management clarify information and values of Environmental Management throughout the organization					
2	Top management develop punishment system and penalties for noncompliance in environmental practices					
3	Top management actively support environmental practices					
4	Team/departmental budgets cover Environmental impact					
5	Organizational vision/mission statements include environmental concern					
	Recruitment and selection					
1	Job description specification includes environmental concerns					
2	Jobs positions designed to focus exclusively on environmental management aspects of the organizations					
3	Recruitment messages include environmental behavior/commitment criteria					
4	5 Selecting applicants who are sufficiently aware of greening to fill job vacancies					
	Training and development					
1	Take into account the needs of environmental issues when training requirement analyzed					

2	Environmental training is a priority when compared to other types of company training					
3	Following induction programs that emphasize environmental issues/concerns					
4	Providing environmental training to the organizational members to increase environmental awareness					
5	All training materials are available online for employee to reduce paper cost					
	Performance management and appraisal					
1	Corporate incorporates environmental management objectives and targets with the performance evaluation system of the organization					
2	Employees know their specific green targets, goals and responsibilities					
3	Environmental behavior/targets and contributions to environmental management are assessed and include in performance indicators/appraisal and recorded					
4	Providing regular feedback to the employees or teams to achieve environmental goals or improve their environmental performance					
5	Roles of manages in achieving green outcomes included in appraisals					
	Reward and compensation					

1	Environmental performance is recognized publically (awards, dinner, publicity)					
2	The company offers a non-monetary and monetary rewards based on the environmental achievements (sabbatical, leave, gifts, bonuses, cash, premiums, promotion)					
3	Link suggestion schemes into reward system by introducing rewards for innovative environmental initiative/performance					
	Employee empowerment and participation					
1	Top managers use teamwork to successfully manage and produce awareness of the environmental issues of the company (green champions/task force/green team etc.)					
2	Involve employee in formulating environmental strategy					
3	Providing opportunities to the employee to involve and participate in green suggestion schemes and Joint consultations for environmental issues problem solving.					
4	Introducing green whistleblowing and helplines					
5	organization offers workshops or forums for staff to improve environmental behavior and exchange their tacit knowledge					

❖ **Phase Two:** To assess environmental performance in Palestinian manufacturing companies. For each item please evaluate how commitment to environmental sustainability has

allowed the company to date, to obtain the following results. Please for each item mark in the scale of (1 to 5).

Environmental performance		1	2	3	4	5
	To what extent did your company's environmental performance has deployed after commitment to environment	Much worse	Somewhat worse	Stayed the same	Somewhat better	Much better
1	Improved plant performance					
2	Improved product quality					
3	Improvement of corporate reputation					
4	Reduce emissions of toxic chemicals in air and water					
5	Reduced waste and recycling of the materials during the production process					
6	Increased use of renewable energy and sustainable fuels					
7	Helped our company design/develop better products					
8	Reductions in the consumption of electric energy					

❖ **178 Phase three:** To identify the key drivers, positive outcome and barriers of GHRM practices in Palestinian manufacturing companies. *From you point of view and experience can you please rank the drivers, barriers, barriers and positive outcome of GHRM* Please for each item mark in the scale of (1 to 5).

Drivers of Green HRM	1	2	3	4	5
To what extent do you agree that the following drivers encourage your organization to practice Green Human Resource practices?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

Community pressure on companies to care about the environment more					
Environmental considerations					
Economic considerations					
Legal pressure					
Competitive advantage					
Contribution to society					
Barriers of Green HRM	1	2	3	4	5
From your point of view to what extent do you agree that the following barriers limit practicing Green Human Resource practices in your organization?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Lack of understanding of green policies					
Lack of support by management					
Complexity and difficulty of adoption of green technology					
Staff resistance					
Cost of implementing program					
positive outcome of Green HRM	1	2	3	4	5
From your point of view to what extent do you agree your organization will gain the following positive outcome from practicing Green Human Resource practices?	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Increased employee loyalty and retention					
Competitive advantage					

Attract and retain green top talent					
Promote social responsibility toward environment					
Increase profitability and reduce cost					
Better environmental performance of the organization					

Thank You