

RESEARCH ARTICLE

## Green Human Resource Management Perception in the Corporate Sectors of Khyber Pakhtunkhwa, Pakistan

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Received: 03 December, 2022, Accepted: 13 December, 2022, Published: 24 December, 2022

### Abstract

Green Human Resource Management (henceforth, green HRM) has gained worldwide recognition nowadays. It brings together human capital for the welfare and sustainability of the organization. Green HRM undertook eco-friendly human resource practices, promoting higher efficiency, lowering costs, and better relationships among employees. It also helps the organization reduce CO<sub>2</sub> emissions by resorting to e-filing, online job advertising, online conferencing, online interview, online advertisement so on and so forth. This study, therefore, aims to examine the manager's perception about Green Human Resource Management and its practices in the corporate sector of Khyber Pakhtunkhwa (henceforth, KP), Pakistan. Data has been collected from the corporate sector of KP using a questionnaire. The sample size consists of 64 managers. A total of 24 questions have been asked from the managers of KP's corporate sector about green HRM. The questionnaire was divided into three different categories. The data analysis shows that on average 63 percent of the managers do green practices and 38 percent do not, 64 percent of managers do eco-friendly practices in their industries while 53 percent of managers do not, and 42 percent of managers are working to expand the sphere of green HRM practices but 57 percent of managers do not work as such to expand green HRM practices in their organization. The study suggests that organizations need to start giving training on Environmental Management, designing waste management policy, using public transport, employees' hiring and firing based on green actions, using software to go green, and incentives to employees for maintaining a green work environment.

**Keywords:** Green HRM; Corporate Sector; Manager's Perception; Khyber Pakhtunkhwa; Green Initiatives; Environmental Management

### Introduction

Environmental sustainability has appeared as one of the world's most challenging concerns. The incidence of natural disasters, depletion of natural resources, and climate change have become very distressing (Markey et al., 2019). The disproportionate cutting of trees, burning of fossil fuel, and release of carbon monoxide due to organizational and other human activities are the reasons for the awful situation of the environment today. Now a day's societies have become much more aware and concerned about environmental issues. Therefore, to alleviate these effects, governments, most notably those of developing countries, have made pledges to global movements such as AGENDA 2030 and implemented policies to encourage organizations to pursue environmentally friendly practices. In response to this, many organizations are inclined towards ensuring that their daily operations are less damaging to the environment through the application of environmental management systems (henceforth, EMS) or green initiatives. These initiatives include reducing carbon emissions, such as reduced electricity and office materials usage; and consciously recycling materials appropriately. The environmental performance of

employees and their disposition are paramount to the success of these green initiatives in organizations (Mazzi et al., 2016). To boost the environmental performance of an organization, it is prudent to focus on developing the environmental skills, attitudes, and behavior of employees. Nevertheless, more studies have focused on green initiatives or EMS, which are organizational-based studies. Environmental sustainability in an organization has been widely studied (Jabbour & Santos, 2008; Yong et al., 2019a). Yong et al. (2019a) studied the role of green human resource management practices on the sustainability and environmental performance of manufacturing organizations, Pham et al. (2019) assessed the effect of some green HRM practices on the environmental performance of hotels, and Mohamed et al. (2020) highlighted the best practices of ensuring a successful EMS in higher education sectors. Mohamed et al. (2020) posited that in the higher education sector, employee behavior is crucial in reducing environmental degradation and ensuring a successful environmental performance, which has a ripple effect on society. Green Human Resource Management comprises two core essentials, one is eco-friendly human resource (henceforth, HR) practices and the other is knowledge

capital protection. Green HRM is a part of sustainable HRM directed to generate value for businesses stakeholders by simultaneously considering efficiency social and ecological facets (Stankevičiūtė & Savanevičienė, 2018). Human Resource activities play a significant part in the everyday application of sustainable development policies (Ulrich et al., 2009) while also in creating a sustainable development culture (Liebowitz, 2010). Similarly, Knowledge is an essential variable in the successful implementation of environmental sustainability in an organization. The absence of environmental knowledge may lead to a feeling of intimidation and avoidance of pro-environmental tasks (Chan et al., 2014). This means that, when action-related environmental knowledge is absent, no environmentally friendly behavior will be exhibited among working staff, which could hamper the efforts of environmental management initiatives. Studies have shown the importance of green HRM in the development of environmental knowledge (Matsuo, 2015). Similarly, Baumgartner and Winter (2014) reported that green HRM increases environmental awareness and knowledge among staff, enabling them to develop abilities and confidence to effectively lessen ecological problems, which will lead employees to perform environment-friendly behavior in the offices. Keeping this in perspective, corporations are using human resource policies to produce environment-friendly merchandise and service for humanity. Now businesses are progressively recognizing the fact that having a green employer reputation is an effective way of attracting talented new people from the market (Reed et al., 2009). These Corporations promote the use of less paper and encourage employees to turn off lights when not in use. They also encourage online messages, meetings, trainings, and virtual conferencing interview. Thus, bringing into line corporate goals with HRM for commercial sustainability is called Green HRM. Moreover, several studies have been done on the environmentally friendly behavior of employees (Blok et al., 2015; Dumont et al., 2016; Kim et al., 2019), other have shown that the support of employees ensures the successful implementation of EMS (Mazzi et al., 2016). However, studies have not been directed explicitly toward managers in the corporate sector. Since managers are significant employees in corporate sectors. Furthermore, for the goal of achieving an environmentally sustainable corporation, managers are vital components in the success of such implementation, based on policymaking and behavioral support through their involvement and participation. This includes the alignment of human resource practices that direct and motivate employees to be environmentally conscious in the workplace (Renwick et al., 2016).

However, today the need for green HRM is vital and has been studied in various industries such as the hospitality industry (Kim et al., 2019; Pham et al., 2019), health industry (Jia et al., 2018; Saeed et al., 2019), manufacturing industry (Chaudhary, 2019;

Dumont et al., 2016; Saeed et al., 2019; Yong et al., 2019b), and information technology industry (Ojo & Raman, 2019), but the perception about green HRM has seldom been studied. The ecological imbalance is rising day by day because of human activities. Reducing the usage of natural resources by using alternative sources, has a significant positive impact, by keeping less environmental footprint, and reusing material to decrease waste to the possible extent (Dallas, 2008). That is why the method of human resource management is crucial to environmental goals' attainment. Green HRM states using every worker's knowledge to approve ecological practices and to rise worker interest and abilities in the matter of sustainability (Mandip et al., 2012). Green HRM is evolving as an important chunk in the management (Mehta & Chugan, 2015). Fayyazi et al. (2015) suggested that there is a necessity to assimilate ecological management (EM) with HRM. According to Jabbour and de Sousa Jabbour (2016) building and enforcing eco-friendly activities in businesses are better off competitively. Moreover, Dumont et al. (2016) postulated that eco-friendly initiatives are the main green HRM practices that require employees' action for the organizations to obtain their environment-friendly goals. Therefore, customers and workers in recent times demanded firms to improve their accountability regarding the environment (Yuriev et al., 2018).

Moreover, in recent times, green HRM research on individual performance has received more attention. For instance, existing empirical studies have examined green HRM in relation to employee performance such as pro-environmental behavior (Ojo & Raman, 2019), environmental passion and environmental performance (Gilal et al., 2019), environmental commitment and employee's green behavior (Pham et al., 2019), employee's green behavior (henceforth, EGB) of employees with mediations such as organizational identification (Chaudhary, 2019), pro-environmental psychological capital (Saeed et al., 2019), psychological green climate (Dumont et al., 2016) and organizational commitment (Kim et al., 2019). Nevertheless, the study of green HRM's role on employee behavior remains in its infancy (Yong et al., 2019b) and needs to be studied in a different organizational context such as exploring the perception of management about green HRM. Besides further studies should be done to understand the underlying mechanisms between green HRM and employee's green behavior (EGB), like environmental knowledge (Ren et al., 2018).

Green practices are supportive for the organization as well as for humanity to defend and measure ecological facets. It has directed corporations to cut costs and attain viable benefits. According to Pham et al. (2020), green HRM activities are important for workers to take part in eco-friendly creativities consistent with the companies' vision. Mohamed et al. (2020) established the view that in the higher education sector, worker behavior is essential in decreasing ecological

degradation as well as safeguarding a successful environmental performance, which has a continuous effect on society. Alqudah et al. (2021) find that green HRM practices have a positive impact on environmental sustainability as well as that green HRM is comparatively new in corporations because of the nonexistence of standard signs that supports green HR activities. Simply, green HR is the one who is fully cognizant of eco-friendly actions and commits himself to resolve ecological problems by practicing green habits. On the same line, Ahakwa et al. (2021) suggested for officials and businesses, especially manufacturing businesses, embolden green actions, manufacturing as well as processing goods in the rewarding incentives-based effective system, that results in consumer reliability. Moreover, incentives for innovation have a significant effect on green eco-friendly actions.

The nexus between green HRM and EGB has been investigated by prior work (Dumont et al., 2016; Kim et al., 2019; Saeed et al., 2019), but researchers have paid little attention to the important and mediating role of environmental knowledge towards green HRM–EGB relationship. The impact of environmental knowledge on green HRM practices has not been explored enough (Ren et al., 2018). Some believe that when green HRM practices are implemented, employees still lack the proper knowledge to execute environmentally friendly behavior (supported by our findings). The implication is that green HRM practices must be effectively implemented to impact the essential ability, motivation, and performance of employees. Employees who have gone through green training (GT) become more knowledgeable and aware of environmental issues and how to mitigate these issues (Pinzone et al., 2019). Hence, this research study contributes to the literature by bridging the gap of previous studies by expanding the understanding of environmentally friendly behavior by exploring how green HRM affects employee's green behavior (EGB) through the study of environmental knowledge (Ren et al., 2018). The goal of this study is to explore the manager's perception about green human resource management of environmental knowledge. Thus, this study seeks to determine whether green HRM affects employee's green behavior through the environmental knowledge of managers from five multinational corporations located in Khyber Pakhtunkhwa (KP). The remainder of this study is organized as follows: Section 2 presents a relevant literature review. Section 3 gives information on the methodology and data, followed by results and discussion in Section 4. Section 5 offers a conclusion and ends with recommendations.

### **Literature review**

Numerous studies concluded that green HRM to be an effective force in creating EGB in the workplace, corporations should have recruit, hiring and retain workers possessing environmental beliefs and values like motivation. Thus, organizations that consider

employee environmental performance and effective training programs, as well as provide employees with the opportunity to get involved and participate help to improve the environmental awareness, behaviors, skills and knowledge of their employees (Dumont et al., 2016; Renwick et al., 2013). For instance, Chan et al. (2014) reported that green HRM practices improve the knowledge of employees about the environment which motivate them to use this knowledge to achieve organizational goals, which lead to carrying out environmentally friendly behavior at the workplace. Indeed, employees are known to avoid behaviors for which they lack sufficient knowledge to engage in. Therefore, the role of green HRM practices is to increase the environmental knowledge of employees, so that they can execute EGB at the workplace. However, green management plays a key role in the organization. It helped companies to increase not only profit but also its goodwill. Kapil (2015) concluded that green activities results in higher output, low costs and make an environment in which have better workers participation, that helps the corporations to work in eco-friendly business activities. Ahmad (2015) used secondary data and found that eco-friendly HR work force had yielded in higher efficiencies, decrease in costs, workers retaining as well as better productivity. Moreover, he said that green HRM future is favorable for all the related parties of HRM, from employer to employees, from practitioners to academicians. Therefore, linking the professional green HRM practices, research and teaching ecological management is needed. Madhavi (2016) concluded that green HRM seems to be hopeful to those by whom the green process would be adopted in times to come. He also said that organization would benefits if it follows green HRM practices by retaining good employees.

Javed and Cheema (2017) found that with implementations of green HRM there were higher chances of increased organizational outcomes. The study revealed that people hardly know about green HRM in Pakistan. Therefore, there is crucial need to increase the green HRM practices to improve organizational performance which are beneficial for the firm. It's been said by Mohanty and Nayak (2017) in this study that green HRM was aiming at reducing wastages and too much concerned about environment. It has resulted in higher productivity. They also said that recruitment, selection, induction, performance appraisal, compensation and reward system based on green actions are effective tools to make employees more green for businesses to keep going for long time. Another study by Sharma and Sunita (2017) in Indian banks, they discovered that ecological issues are not fully inserted in old HR activities for environmental performance. The study also found that there was imbalance between HR practices to maintain ecological management. However, the study evidently depicted that several variables related to human resource like management team, preparation, culture, incentives etc., all support ecological management. That is why green

HR strategies should be adopted by organization to promote environmental sustainability.

Rubel et al. (2021) analyzed 365 frontline workers' perception in banking sector in Bangladesh, they concluded that there was a positive significant direct impact of green HRM on green service behavior and knowledge sharing. Moreover, they found that there was significant intervening impact between green HRM and eco-friendly employment attitude. Tahir et al. (2020) collected data from 223 workers who working some of the CPEC construction and IT-related companies. They found that there is a little know-how about the use of green HRM among IT and firms of CPEC working in Pakistan. additionally, they found that green HRM has significant positive impacts on OCB-environment and firm's environment functioning. Further they suggested that the significance of green HRM is reducing the pressure on natural environment which will have a long-term positive effect on natural environment. Another study conducted by Malik et al. (2021) collected data from 437 employees from different businesses and they concluded that green HRM has a significant effect on environment related creativity and innovation. The study also found that this creativity significantly facilitates the link between green HRM and green innovation.

Naz et al. (2021) collected data from 370 employees directly engaged in implementing green practices in china's Jiangsu manufacturing firm, they found that the green HRM performance and firms eco-friendly strategy are directly related to the psychological green environment of the firm and that results in pro-environmental actions in employees. Ahmad et al. (2021) also studied in Gilgit-Baltistan (GB) area of Pakistan and found that green HRM has positive effect on employees' eco-friendly creativity. Woo and Kang (2021) suggested two business elements for those who design policy in green organization that the arrangement of business environmental approach with HR should include, a corporate culture that supports worker eco-friendly activities and worker flexibility skill to react to the growing ecological problems as key element of analysis. Similarly, Saeed et al. (2019) argued that an increase of environmental knowledge strengthens the effect of green HRM practices on EGB. Further, Rayner and Morgan (2018) argued that environmental knowledge could be enhanced through ability, motivation and opportunities in an organization to enable employees to perform EGB. Ren et al. (2018) stressed the roles that employee cognition plays for green HRM in influencing the performance of EGB to support EMS. For green HRM practices to influence the performance of green jobs, higher cognitive and interpersonal skills such as environmental knowledge (Rayner & Morgan, 2018) are needed (Consoli et al., 2016; Ren et al., 2018). Hence, developing environmental knowledge through green HRM results in creating responsible environmental behavior, and people's behaviors reflect the level of their environmental knowledge. Hence, this argument

hypothesizes that green HRM practices will affect the environmental knowledge of the employees.

### **Theoretical Framework**

Green and sustainable HRM has been addressed from various theoretical perspectives, such as institutional theory (DiMaggio, 1983; Scott, 1987), stakeholder theory (Freeman, 1984), paradox theory (Poole & Van de Ven, 1989), risk society theory (Beck et al., 1992), organizational development theory (Porras & Robertson, 1986), system theory (Von Bertalanffy, 1950), a resource-based view (Wernerfelt, 1984), and signaling theory (Spence, 1973). However, the ability, motivation, and opportunity (AMO) theory (Appelbaum et al., 2000) is the one most often applied in the literature, given that it provides a conceptual model which clarifies the strategies and implications of the HR functions that promote sustainable performance (Gholami et al., 2013; Guerci et al., 2016; Renwick et al., 2016; Renwick et al., 2013; Stone, 2000).

The AMO theory, which is developed by Appelbaum et al. (2000) anchors this study. The theory postulates that the possession of necessary skills, appropriate motivation, and opportunities given to take part in key decision-making initiatives are compulsory to ascertain employee performance. This theory claims that HRM practices contribute to organizational performance by improving the ability, motivation, and opportunities of working staff to perform EGB, which is aligned with the strategic goals of the organization. Through the lens of AMO theory, the argument could be made that HRM contributes to green organizational performance by recruiting and developing a highly competent workforce with green values; improving employee motivation and commitment through green-based strategies and incentives and efficient performance management; and providing employees with the opportunity to engage in knowledge-sharing and problem-solving activities through employee involvement programs (Renwick et al., 2013). Studies have suggested that green HRM encourages the EGB of employees in the workplace (Saeed et al., 2019) where workers are equipped with the abilities to perform EGB and have support from management in implementing green recruitment, selection, and training. Furthermore, when employees' performance is measured and incentivized based on an EGB, they will feel motivated to accomplish even more because they know what is expected of them. The avenue to participate and get involved in environmental management initiatives would make employees feel obligated towards an initiative while sharing knowledge and giving feedback on how to make the initiative much more effective. Hence, the nexus of this AMO would encourage employees to perform EGB.

When green valued employees are recruited into an organization, they are passionate about contributing to environmental management initiatives (Jia et al., 2018). When employees are trained, they become more knowledgeable about what and how to mitigate

environmental degradation, consequently becoming green champions. Giving incentives to employees based on their environmental performance increases their desire to learn more and find more ways to protect the environment (Ren et al., 2018). Finally, the participation of the employees in decision making through feedback and suggestions reassures their confidence of organizational support for the environment. At the same time, this involvement develops their commitment to the environment through knowledge sharing (Saeed et al., 2019). When employees are more knowledgeable about the environment, then they will be committed and compelled towards performing EGB. Rayner and Morgan (2018) indicated that green HRM should ensure the development of the ability, motivation, opportunity and environmental knowledge of employees to allow them to perform the desired green behavior at workplace. Hence, this current study uses AMO theory to explain the role of green HRM on EGB, through the mechanism of the environmental knowledge of employees, which will lead to a competitive advantage for a business corporation.

**Methodology**

The design of the research is quantitative, the study aims to find that what should be done for the organization to become green, what are the practices through which employees can be converted into green employees and to identify the perceptions of managers about green practices in the corporate sector of Khyber Pakhtunkhwa in Pakistan

**Participants and Procedure**

The Population of the study is the workers, particularly the management staffs of the corporate sector in Khyber Pakhtunkhwa, Pakistan. i.e., Cherat Cement Industry, Pakistan tobacco company, Northern Bottling Company, Coca Cola corporation, and Nestle corporation in Khyber Pakhtunkhwa, Pakistan. To identify managers’ perceptions, the questionnaire has been divided into three sections green HRM practices, ecofriendly practices and expanding sphere of green HRM. these corporations had been taken as the population of the research study.

Data were collected through a self-administered survey. The sample was taken from the above population and primary data was collected through questionnaire. Questionnaires were randomly distributed among the managers of selected corporations. All questionnaires were distributed and collected manually except British American Tobacco (BAT) to whom questionnaire was sent through Email and back then, they sent the response back by post office. The sample size was 64 in the study and the same responses were collected. Based on our sample size, the response rate 100 percent. The participating managers were requested to fill the questionnaire to measure their green behavior,

environmental knowledge and green HRM practices in their corporation. The study used the quantitative method using SPSS software to process the collected data gathered via questionnaire. Data has been descriptively analyzed to address the objectives of the study. Data has been collected on a nominal type scale of 1 stood for (yes) and 2 stood for (no).

**Results and Discussion**

Table 1 explains the questionnaire responses about green HRM practices, on average 63 percent of the managers do green practices. And 38 percent do not do practices. It follows that, most of the people are using green practices in their own fields and few of them are not using green HRM practices in their respective domain.

**Table 1.** Green Human Resource Management Practices

S. No	Questions	Yes(percent)	No(percent)
1	Do you unplug the appliances, when you are not using it?	79	21
2	Are you considering telecommuting, if you live far away from your work or office?	76.6	23.4
3	What kind of transport you are using? Public or Private	6.3	93.7
4	What type of water you are using? Tap Water or Bottled Water.	73.4	26.6
5	Are you using both sides of paper?	75	25
6	Do you shut down your computer before the ending time of your daily work (30 minutes in advance)?	46	56
7	Do you conserve energy?	98.4	1.6
8	Do you educate or teach your employees about efficiency?	80	20
9	Do you discipline or dismiss employees for Environmental Management breach?	14.1	85.9
10	Does your company conduct internal environment & energy audit in the organization?	59.4	40.6

**Source:** Authors’ calculations based on questionnaire data

Table 2 describes manager’s responses regarding Eco-friendly practices, some practices are close to fully acted upon and some are less to half are acted upon. But overall, on average, 64 percent of managers do ecofriendly practices in their own industries but, while 53 percent of managers don’t adopt eco-friendly practices in their organizations.

**Table 2.** Ecofriendly Practices

S. No	Items/Questions	Yes (percent)	No (percent)
1	Does your organization has active policy to reduce carbon emission?	67.2	32.8
2	Do you involve employees in green suggestion?	43.8	56.3
3	Are you considering knowledge about environment as recruitment criteria?	57.8	42.2
4	Does your company do eco-friendly or go green survey?	35.9	64.1
5	Do you use software to go green?	28.1	71.9

**Source:** Authors’ calculations based on questionnaire data

Table 3 elaborates questionnaire responses related to expanding the sphere of GHRM practices. Most of the managers said that they were not doing something to extend the sphere of green HRM practices in their own departments, but, few responded that they were intending to expand its sphere. But, overall, 42 percent of managers working to expand the sphere of green HRM practices. While 58 percent of managers do not work as such to expand green HRM practices in their businesses.

**Table 3.** Expanding Sphere of Green HRM

S. No	Items/Questions	Yes (percent)	No (percent)
1	Does your organization has carpooling or public transportation usage, because it promotes an environmentally-friendly atmosphere?	50	50
2	Do you share the green practices with your employees?	71.9	28.1
3	Do you have green team?	28.9	71.9
4	Do you give employees incentives for maintaining a green work environment?	18.8	81.3
5	Have you introduced training on Environmental management?	29.7	70.3
6	Do you link participation in green initiative to promotion?	50	50
8	Would you like to plan in near future to start or	64.1	35.9

	increase green HRM practices in your organization?		
7	Does your company reward those who show green actions?	25	75

**Source:** Authors calculations based on questionnaire data

**Theoretical Contribution**

The findings of this study make important contributions to the body of knowledge. Particularly, in the AMO theory. First, green HRM is rarely used in exploring environmental knowledge in organization management. It is believed that staff equipped with the necessary capability, knowledge, skills, and opportunities to do green actions will enable them to mitigate ecological issues. This is supported by Saeed et al. (2019), that implementing green HRM practices and mitigating environmental problems is based on the environmental know-how of the employees. Secondly, regarding the mediating role of environmental knowledge between green HRM and EGB, this study contributes to the work of Marin-Garcia and Tomas (2016), which recommended that AMO could be improved relating to behavior by improving environmental knowledge. The findings are consistent with Rayner and Morgan (2018), which postulated that environmental knowledge positively impacts employees’ behavior with the support of upper management. Hence, the current study contributes to the literature of green HRM by studying managers’ perceptions in Khyber Pakhtunkhwa corporate sector. Since managers are the drivers of HR in the workplace. Their instructions could result in protecting the environment both in the workplace and in the community as a whole. This study can help understand the means to increase the green behavior of managers and make them see green HRM and environmental knowledge that pro-environment green behavior is their core role as managers and models in an organization.

**Practical Contribution**

Although this study was conducted on the perceptions of the managers in the corporate sector of Khyber Pakhtunkhwa province. However, the study findings have relevant implications for a green workforce which can be applied in general. The study’s conclusion is based on the premise that having a green workforce in an organization is imperative to tackle global climate issues (Ren et al., 2018). Therefore, to deal with environmental concerns, corporations should implement green HRM practices efficiently, which support efforts in environmental management. This study highlighted the importance for corporations in implementing appropriate green HRM practices as this assists in developing employee awareness, and knowledge of environmental issues and how to tackle them. It results in the successful environmental performance of corporations and society. These

functions include the recruitment and selection process that shows the green values of the corporations, the orientation of new workers that emphasizes the importance of environmental consideration while working, environmental training that entails equipping managers and other employees with the ability to mitigate environmental issues at work, and the performance appraisal of employees that is linked with their environmentally friendly activities (Fawehinmi et al., 2020).

It is, therefore, strongly recommends that HR and top management in corporations create key organizational principles for environmental management when developing green HRM strategies. It may also be imperative for HR departments to hire people having similar environmental protection principles. HR practitioners can set an example by presenting the environmental ethics of their organization in work advertisements and by evaluating the green values of applicants through scenario issues related to environmental protection in the interview process (Fawehinmi et al., 2020). Moreover, HR specialists should provide instructors with instruction and training associated with environmental protection, which will assist them in fully understanding the environmental policies of the corporations and increasing their knowledge about the importance of environmental sustainability. Subsequently, awareness attained from such green training programs can make workers more thoughtful about environmental degradation and prevention procedures such as collecting data on waste and carbon emissions and determining the pollution sources and procedures needed to curtail such occurrences (Fawehinmi et al., 2020). Additionally, the HR department in corporations should link performance appraisal to the green performance of employees. A target can be set for paper usage within the specific period of time, and evidence of proper disposal on the content of recycling bins, leaving the lights, air-conditioning or computers switched on after working hours could be used as part of an appraisal. Subsequently, incentives should be given to green performer workers. Moreover, re-training, involvement in green management activities, and encouraging feedback are procedures that could be used for post-performance appraisal measures to ensure the development of green knowledge and behavior of employees (Fawehinmi et al., 2020).

### **Conclusion and Recommendations**

This paper shed light on the perception of managers about green HRM and its practices in the corporate sector of Khyber Pakhtunkhwa. The data has been collected from the corporate sector of Khyber Pakhtunkhwa using a questionnaire. The questionnaire questions have been divided into three different categories namely Green Human Resource Management Practices, Eco-friendly Practices, and Expanding Sphere of green HRM. The data analysis shows that on average 63 percent of the managers do

green practices and 38 percent do not, 64 percent of managers do eco-friendly practices in their own industries while 53 percent of managers do not, and 42 percent of managers are working to expand the sphere of green HRM practices but 58 percent of managers do not work as such to expand green HRM practices in their organization. Green HRM is not only important for making the environment green but it is also important for the growth of corporate sectors. Because nowadays the world is going towards sustainability and environment-friendly practices due to global warming and climate change. The following recommendations are made on the basis of the empirical findings of the study. In green HRM practices, the response of managers on some items was weak and need improvement; using public transport, designing waste management policy, and employees' hiring and firing based on green actions. In Eco-Friendly practices, the managers need to adopt using software in their organization to go about green. In the expanding sphere of green HRM; the organization needs to start giving training on Environmental management to employees and providing incentives to employees for maintaining a green work environment.

### **Limitations and Future Studies**

This study has limitations that can serve as an avenue for future researchers. First, this study was conducted in five corporations in the Khyber Pakhtunkhwa province of Pakistan. Hence, the findings of this study cannot be generalized due to their varying organizational structure. Further, this study cannot be generalized to other countries due to different cultural contexts, therefore, caution should be taken when interpreting the results. Secondly, Environmental knowledge fully mediated the relationship between green HRM and green behavior. Nonetheless, a need exists to determine the role of other variables in explaining the relationship between green HRM and green behavior. Henceforth, future studies should use other variables such as self-efficacy and environmental concern, etc., to understand the underlying mechanism (Fawehinmi et al., 2020). Employees having self-confidence would behave eco-friendly in the workplace (Meinhold & Malkus, 2005), therefore, future studies should investigate their mediating role between green HRM and EGB. Lastly, a wider scope for future researchers to study the topic with the increased sample within the country and globally.

### **Acknowledgement**

The authors would like to extend their deep gratitude to the journal and the anonymous reviewers for their valuable comments on the improvement of the paper quality.

**Funding:** None

**Conflict of Interest:** None

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