

A Study of Green HR Practices and Its Impact on Environmental Performance: A Review

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Abstract

The purpose of this study is to analyze the impact of Green Human Resource Management practices on environmental performance. For empirical investigation, instrument was adapted and distributed among 200 employees of green organizations. Convenient and snow ball sampling techniques were employed for data collection. This study elucidates that employees recruited on the basis of their environmental cognizance achieve higher grades of satisfaction when they are more involved in decisions and day to day operations. Moreover, this research proposes that organizations who want to increase their employee performance should put emphasis on training as it motivates them to achieve higher performance levels. This research project will help managers to improve organizational performance and achieve the targeted goals. The limitation faced in this study was lack of information and awareness about the topic and restricted number of firms was applying GHRM in its operations.

Key words: Green Human Resource Management, Organizational Performance, Environmental Training, Pollution prevention, environmental outcomes

1. Introduction

The emerging worldwide concern for the environment and the expansion of international standards has forced businesses to take up recognized strategies and implement them onto their organizations. A large number of organizations have used the compliance approach in their environmental or green management initiatives driven by laws and regulations. However, environmental forces such as customer boycotts, forceful preferences and new consumer requirements have affected tactics of the business (Sudin, 2011). The topic of environmental sustainability is attracting increased attention among management scholars. Despite its importance to managers, employees, customers and other stakeholders, however, there are very few research studies that consider the role of human resource management systems in organizations striving to achieve environmental sustainability. Thus there is a growing need for the integration of environmental management into human resource management (HRM) - green HRM- research practice.

Although, a number of studies present the significance of virtues of environmental

management system (EMS) in their organizations the depth of the study still lies in its implementation. Organizations are more profound to espouse green HRM system, as this system provides a greater competitive advantage (Renwick, Redman and Maguire 2013). The major observational fact is that environmentally conscious organizations lay down a strong impact on the outcomes of the environment. Execution of green HRM system is an attempt to capture a broad range of outcomes which indeed are highly vital to the firms. The foremost focus of this research is to explore the outcomes of green HRM practices on organization and its impact on the environment as a result of its activities.

The concern for the environment has become an increasing issue for organizations as they interact with both customers and workers. Employees themselves are often reported as a source of pressure for organizations to address environmental issues (Barry and Randinelli, 1988). Hence, the concept of Green Human Resource Management is the most prominent phenomenon for forward thinking businesses. A GHRM is an environment friendly initiative towards better work efficiencies, lesser cost, and

heightened employee engagement levels (Rani and Mishra, 2014). Today the growing interest of HRM researchers have led them to undertake work which has an impact in enabling organizations to have better environmental initiatives. However, as yet there are a fewer number of reported studies on the impact of GHRM systems as a whole on either environmental outcomes (waste reduction) or on organizational performance (Renwick et al., 2013). Organizations adopt new strategies and policies ultimately for benefits, thus there is more need to focus on outcomes that are facilitating organizations by implementing GHRM practices. The objective of this paper is to examine the impact of green human resource management practices on environmental performance.

2. Literature Review

The ritual conception was that environmental apprehension negatively affects an organization's performance, as firms have to invest more than usual sum of resources. Economic outcomes were considered more captivating to firms and stakeholders in the previous eras while in the twenty first century, green environmental outcomes are considered more proactive (Mandip, 2012). Organizations should balance their growth and preservation of environment because they are key responsible entities of the uprising environmental issues (Murari & Bhandari, 2011). After the growing research literature on green marketing (Peattie 1992), green accounting (Bebbington 2001; Owen 1992), green retailin (Kee-hung *et al.* 2010) and green management in general (McDonagh and Prothero 1997), the area of concentration is Green human resource management (GHRM). The concept of GHRM was appeared in 1990s and globally accepted in 2000s (Lee, 2009). Green HRM is the implication of green HRM policies, green philosophies and green practices for the environmental management and awareness among the employees about green environmental responsibilities. Environmental management is defined as a component of general management behavior that engages

organizational chart, planning, responsibilities, codes of practices, procedures, processes and necessary means for developing, implementing, managing, reviewing and maintaining environmental policies (Riccio, 2001). It is considered that organizations should play an imperative role in addressing environmental issues since they are the main cause of environmental problems (Bebbington, 2001). Organizations having good environmental reputation can have improved visibility, devoted employees, loyal customers, trusty suppliers and investors (Business Week, 2005).

A number of studies have found about the importance and implementation of GHRM practices. Green human resource practices can be implemented in an organization through green recruitment, training and development, performance management and appraisal, compensation, pay and reward, and employment relations (Rani at all, 2014; Renwick at all, 2013). There is a need to emphasize the benefits of these green human resource practices for organizations and for environment as well (Renwick at all, 2013). With the effective implementation of green policies, employees may be motivated and involve themselves in green practices which will ultimately lead towards the better organizational performance. Organizations are going towards green practices in order to enhance their image, increase employee morale, to gain competitive edge and to considerably reduce their cost (Alhadid& Abu-Rumman, 2014). The adoption of these practices has been presented with a number of different advantages which would ultimately benefit the firm which has led to the emergence of "green and competitive" mantra (Wagner, 2007; Molina-Azorin et al., 2009). Some of the benefits associated with this adoption include improvements related to firms operational performance (Jackson et al., 2012), promotion of teamwork (Jabbar et al., 2010), improvements in organizational culture (Jabbar et al., 2012) and reduction on overall cost (Hart 1997).

Preservation of environment is considered a value that cannot be compromised (Wenstop and Myrmel 2006). Green innovation is important in organizations because it saves environment from pollution, saves energy, and recycling the

useless material (Alhadid& Abu-Rumman, 2014). Wastage from organizations is yet another dilemma to consider. Measures must be taken to control and reduce the amount of fritter by managing green product innovation and green process innovation (Alhadid and Abu-Rumman 2014). Large organizations are more inclined to green HRM consciousness. By focusing on green HRM practices, firms can increase their performance and at the same time be more socially responsible (Ahmed, Montagno and Firenze 1998).

A company may enhance its aptitude by green environmental principles if it trains its employees (Govindarajulu and Daily 2004). The focus on improvising green HR system in an organization will improve operational competency. Moreover the Ability-Motivation-Opportunity theory proposes that green HRM policies can enhance an organization's human capital by increasing employee capabilities which can be further interpreted to the firm's performance outcomes, for instance increased productivity, reduction in the wastage and consequently earning more profits (Renwick et al. 2013). Green human resource initiatives are empirical platform for organizations to enhance their outcomes by both satisfying its employees and gaining customer loyalty by implementing GHR system onto their operations.

2.1 Environmental performance

It consists of a managerial procedure that assists a firm to organize its green initiatives by hiring green aware people. Empowering and training them as they become vital for their organizations performance and rewarding them for performing green initiatives (Lefebvre, A. Lefebvre & Talbot, 2003). In order to achieve a green goal, the organization must involve all of its employees in various work fields and motivate them to independently adopt eco-initiatives. This will significantly empower the employees and their satisfaction level would be enhanced. According to Jabbour *et al.*, (2012), satisfied employees help in boosting the performance of the environment.

2.2 Green recruitment

The green recruitment process includes the hiring of green-aware candidates without the use of paper i.e. employee applications can be accepted on the web. Interviews can be made either on the telephone or online (Harvey, Bosco & Emanuele, 2010). The induction of green recruitment encourages the involvement of employees for monitoring of long term competency and informing employees about the green company-wide initiatives like reducing wastage and greenhouse gasses. This ultimately facilitates in improving environmental performance (Mandip, 2012).

2.3 Employee involvement

Employee involvement involves an organizational environment, which encourages the decisions and actions of its employees to promote green initiatives. The more the participation of employees the more the efficacious outcomes a business will achieve (Bunge et. al 1996; Hanna et. al 2000; Remmen & Lorentzen, 2000).Eco oriented employees can be further involved in the organizational activities by participating in knowledge sharing relating to environmental constraints and the measures which must be taken to improve this dilemma (Mandip, 2012). A firm hiring green employees would find its employees to be better involved in green goals of the organization. This enhances employees' satisfaction as employers tend to appreciate the cost saving employees (Lawler & Porter, 2008). Due to this behavior, environmental performance can be highly enhanced (Smith, 2010).

With the involvement of employees in the decisions and tasks regarding green initiatives eventually helps in increasing Environmental performance. Environmental performance similarly depends upon the awareness of employees about green initiatives when they are recruited on the basis of their knowledge about environment (Blau, 1964). When aware employees are encouraged to involve in the decisions and have enough authority to take decisions about green initiatives, they became

more motivated and satisfied and will help to achieve high environmental performance.

Based on literature, the proposed hypothesis is as follows:

H1 Employee involvement significantly mediates the impact of green recruitment on job satisfaction.

2.4 Job Satisfaction

Job satisfaction is the content and commitment an employee has with his job and the sense of accomplishment they receive from it (Kalleberg, 1997). Satisfied employees are more willing and encouraged for playing an active role in green programs. Satisfied employees feel responsible about the environment and show greater commitment to green initiatives and help in enhancing environmental performance (Ahmad, 2015). Satisfied employees tend to seek more interest in their tasks in comparison to those who are less satisfied with the work they do. This states that job satisfaction will force employees to involve in green policies and reduce the damages made to the environment (Fernandez, Junquera & Ordiz, 2003).

The proposed hypothesis therefore is as follows:

H2 Job satisfaction significantly enhances environmental performance.

2.5 Green Rewards and compensation

In the area of green job performance it is emphasized that employee is satisfied with green rewards and help establish environmental performance (Lawler at all, 2008). It is briefly stated that green rewards lead to the highest level of job satisfaction which significantly enhances the environmental performance (Lawler & Porter, 2008). Green rewards and compensation have a significant impact on employee satisfaction for eco-initiatives (Renwick at all, 2013).

The usage of rewards and recognition on the basis of environmental performance places a positive impact on the motivation of employees to experiment green initiatives (Ramus, 2001).

Rewards are reinforcement to motivation and commit employees to be environmentally responsible (Daily and Huang, 2001). Reward system can be used systematically to motivate employees to perform desire behaviors so that both the company and its workers can get benefit from the program (Daily and Huang, 2001). The proposed hypotheses are as follows:

H3 Green Rewards and compensation significantly enhances job satisfaction.

H4 Green Rewards and compensation significantly enhances employee motivation.

2.6 Environmental Training

In GHRM, training means to equip the employees with foundational skills as to teach them to collect waste data, to raise the level of eco-literacy, and environmental proficiency in the organization (Roy and Therin 2008). Continual improvement can be achieved through continuous training (Cook and Seith, 1992; CurKovic, 1998).

There is a need of environmental training for employee motivation to participate in environment friendly initiatives (Cook and Seith, 1992). Training results in the acquisition of latest knowledge which ultimately motivates employees to perform better (Naong, 2014).

Training can be used to prepare employees to meet the challenges and changes in the workplace, and to upgrade and refine their skills and motivates them to perform well (Struwig & Smith, 2000).

The following hypothesis is proposed:

H5 Environmental training significantly enhances employee motivation.

2.7 Employee Motivation

Employee motivation involves employee willingness to participate in environment friendly activities and exert a high effort to achieve organization's environmental goals (Ramlall, 2004). According to Barron (1991)

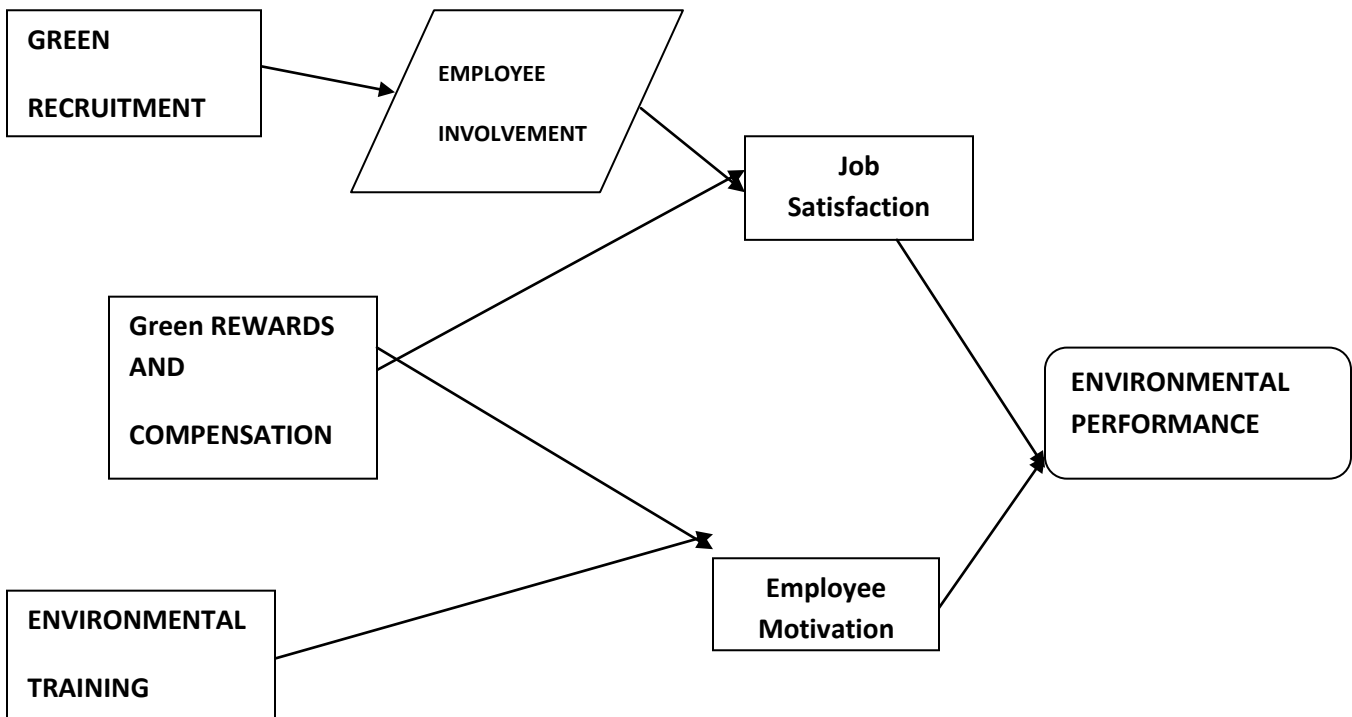
motivation is considered to be fundamental concern of the modern organizational world of research. Motivating employees for environmental management not solely makes the company's focal point on negative environmental affects but also assures that responsibility has been allotted for acquiring credible environmental reputation (Morrow and Rondinelli, 2002). When employees are

independently allowed to experiment green ideas they become motivated and establish the firm wide responsibility of environmental management (Rothenberg, 2003).

Based on this, the research proposes the following hypothesis.

H6 Employees motivation significantly enhances environmental performance

3. Conceptual Framework



4. Research Design

4.1 Instrument Development

Questionnaire was adapted and comprised of 45 items including three demographic questions. Except demographics, all items were measured on seven point likert scale (1=Strongly Disagree, 2= Moderately disagree, 3=Disagree, 4= Neutral, 5= Agree, 6= Moderately Agree, 7=Strongly Agree). Green rewards and compensation is measured with six items, green

recruitment with six, employee involvement with six, job satisfaction with six, employee motivation with six, employee training with six and environmental performance with six items.

4.2 Data Collection

The questionnaires were distributed among 225 respondents and out of them 200 were obtained as a useable sample and the response rate was 89%. Reason being less sample size used is that few organizations were employing GHRM practices. Data was collected from five firms who were using green practices. Convenient and snow ball sampling techniques were used for data collection.

5. Data Analysis and Result

5.1 Demographic analysis

The total numbers of respondents were 200 and out of those 64.5% were males and 35.5% were females. Those who belong to the age group of 25 – 35 were 64.5%, 34% respondents were in the age group of 35-45 and remaining 4.5% of respondents were the age of 45 and above. The respondents whose income range is 20,000 to 45,000 per month were 48.5%. Those who earned monthly income of 45,000 to 70,000 are 36.5% and rests of 15% have income more than 70,000 (all income figures in Pak rupee).

5.2 Exploratory Factor Analysis

EFA was carried out to check the reflection of items on a single variable. There are two assumptions for running this test i.e. KMO and Bartlett test. The value of KMO (Keyser Mayer Olkins) should be more than 0.60 and the value of Bartlett test should be significant at 5% (Pallant, 2001). In table 1, all the KMO values are greater than 0.60 and the Bartlett test shows the significant results at 5%. Moreover, loading scores of all items are greater than 0.40 (Gorsuch, 1983; Hair, Tatham & Black, 1998; Lee & Crompton, 1992). All values meet the criteria of the suggested threshold scores.

Table 1

Exploratory Factor Analysis

| S. no | EP | GR | EI | JS | GR | ET | EM |
|-------|----|----|----|----|----|----|----|
| | | | | | C | | |

| | | | | | | | |
|-------|-----|-----|-----|-----|-----|-----|-----|
| 1 | .82 | .54 | .86 | .54 | .52 | .84 | .87 |
| 2 | .55 | .51 | .51 | .58 | .49 | .51 | .51 |
| 3 | .51 | .82 | .55 | .76 | .88 | .54 | .54 |
| 4 | .61 | .35 | .44 | .44 | .29 | .48 | .47 |
| 5 | .48 | .61 | .48 | .54 | .57 | .48 | .47 |
| 6 | .82 | .81 | .83 | .79 | .85 | .85 | .87 |
| KMO | .62 | .60 | .62 | .60 | .60 | .62 | .63 |
| Bart. | .00 | .00 | .00 | .00 | .00 | .00 | .00 |
| Var. | 42 | 41 | 40 | 38 | 42 | 41 | 42 |
| (%) | | | | | | | |

5.3 Reliability Analysis

Reliability test was conducted to examine whether the items of a particular constructs construe the single concept from different dimensions or otherwise. It also shows inter item consistency. Cronbach’s alpha test was applied to check the reliability. The suggested value of Cronbach’s alpha should be at least 0.60 (Nunnally, 1967; Nunnally, 1978). In beneath table 2, values of all constructs lies within suggested scores of Cronbach’s Alpha.

Table 2

Reliability analysis

| S. no | Construct | Cronbach’s Alpha | No. of items |
|-------|-----------|------------------|--------------|
| 1 | EP | .707 | 6 |
| 2 | GR | .685 | 6 |
| 3 | JS | .676 | 6 |
| 4 | EI | .692 | 6 |
| 5 | GRC | .688 | 6 |
| 6 | ET | .696 | 6 |
| 7 | EM | .706 | 6 |

Descriptive analysis is carried out to examine the mean values of every construct with deviation. Average scores of all variables are at satisfactory level with tolerable deviation (See table 3). Data normality was checked through the value of skewness and kurtosis which lie within suggested range i.e. ±1 (Nancy, Karen, georg, 2005).

Table 3*Descriptive analysis*

| Variables | N | Mean | SD | MIN | MAX | Skewness | Kurtosis |
|-----------|-----|------|------|------|-----|----------|----------|
| EP | 200 | 5.24 | .846 | 2.50 | 7 | .172 | .342 |
| GR | 200 | 5.38 | .819 | 2.80 | 7 | .172 | .342 |
| JS | 200 | 5.25 | .881 | 2.40 | 7 | .172 | .342 |
| EI | 200 | 5.24 | .987 | 1.40 | 7 | .172 | .342 |
| GRC | 200 | 5.22 | .936 | 2.20 | 7 | .172 | .342 |
| ET | 200 | 5.32 | .835 | 2.80 | 7 | .172 | .342 |
| EM | 200 | 5.22 | .810 | 2.80 | 7 | .172 | .342 |

5.4 Correlation Analysis

Correlation articulates the direction and strength of the relationship between two variables. In table 4, all variables are significantly correlated with one another at 1% significance level.

Table 4*Correlation analysis*

| | EP | GR | JS | EI | GRC | ET | EM |
|-----|--------|--------|--------|--------|--------|--------|----|
| EP | 1 | | | | | | |
| GR | .553** | 1 | | | | | |
| JS | .560** | .522** | 1 | | | | |
| EI | .550** | .384** | .536** | 1 | | | |
| GRC | .513** | .407** | .403** | .405** | 1 | | |
| ET | .490** | .681** | .840** | .448** | .373** | 1 | |
| EM | .628** | .589** | .876** | .619** | .453** | .784** | 1 |

** Correlation is significant at the 0.01 level (2-tailed).

5.5 Regression analysis

Model of this research is tested in two phases. In the first phase it is checked without the impact of the mediator and then tested with the impact of mediator through SPSS. The three-equation test of Baron and Kenny (1986) is used, with the results shown in Table 5a to 5c. If we observe through these tables all conditions are met which indicates that employee involvement mediates the influence of green recruitment on environmental performance and first hypothesis is accepted. The second hypothesis is JS

significantly increases EP with ($\beta = -0.091$, p-value > 0.05) and this hypothesis is rejected (see table 6). GRC significantly enhances JS ($\beta = .967$, p-value < 0.05) that accepts third hypothesis of this study (See table7). Fourth hypothesis of this study is GRC significantly increases EM ($\beta = .110$, p-value < 0.05) which is accepted (See table 8). The fifth hypothesis is ET significantly increases EM ($\beta = .993$, p-value < 0.05) which is accepted (See table 9). EM significantly enhances EP is sixth hypothesis of this study ($\beta = -0.119$, p-value < 0.05) that is rejected (See table 6).

Table 5a*Regression Analysis*

| Variable | B | S.E | t-value | p-value |
|----------|------|------|---------|---------|
| Constant | 4.58 | .429 | 10.66 | .000 |
| GR | .11 | .075 | 1.47 | .142 |

Note: $R^2=.011$, $f(1,198)=2.17$, P value < .05

Dependent variable: EI

Table 5b

Regression Analysis

| Variable | B | S.E | t-value | p-value |
|----------|------|------|---------|---------|
| Constant | .191 | .099 | 1.82 | .070 |
| GR | .967 | .017 | 55.84 | .000 |

Note: $R^2=.94$, $f(1,198)=3118.162$, P value < .05

Dependent variable: JS

Table 5c

Regression Analysis

| Variable | B | S.E | t-value | p-value |
|----------|-------|------|---------|---------|
| Constant | 0.067 | .124 | .538 | .591 |
| GR | 0.960 | .017 | 55.56 | .000 |
| EI | 0.025 | .016 | 1.52 | .129 |

Note: $R^2=.941$, $f(2,197)=1570.67$, P value < .05

Dependent variable: JS

Table 6

Regression Analysis

| Variable | B | S.E | t-value | p-value | Hypothesis |
|----------|--------|------|---------|---------|------------|
| Constant | 7.054 | .338 | 20.842 | .000 | |
| JS | -0.091 | .048 | -1.88 | .061 | Rejected |
| EM | -.119 | .041 | -2.63 | .009 | Rejected |

Note: $R^2=.057$, $f(2,197)=5.963$, P value < .05

Dependent Variable: EP

Table 7*Regression Analysis*

| Variable | B | S.E | t-value | p-value | Hypothesis |
|----------|------|-------|---------|---------|------------|
| Constant | .181 | .364 | .8.303 | .000 | |
| GRC | .967 | ..017 | 55.84 | .000 | Accepted |

Note: $R^2=.94$, $f(1,198) = 3118.17$, P value $< .05$

Dependent Variable: JS

Table 8*Regression Analysis*

| Variable | B | S.E | t-value | p-value | Hypothesis |
|----------|------|------|---------|---------|------------|
| Constant | 4.54 | .291 | 11.074 | .000 | |
| GRC | .110 | .055 | 7.142 | .000 | Accepted |

Note: $R^2=.011$, $f(1,198) = 2.14$, P value $< .05$

Dependent variable: EM

Table 9*Regression Analysis*

| Variable | B | S.E | t-value | p-value | Hypothesis |
|----------|-------|-------|---------|---------|------------|
| Constant | 0.013 | 0.055 | 0.23 | .000 | |
| ET | 0.993 | 0.010 | 94.62 | .000 | Accepted |

Note: $R^2=.978$, $f(1,198) = 8952.62$, P value $< .05$

Dependent variable: EM

6. Discussion

The first hypothesis of the study is accepted i.e. employee involvement significantly mediates the impact of Green recruitment on job satisfaction. Employees recruited on the basis of their environmental cognizance achieve higher grades of satisfaction when they are more involved in decisions and day to day operations. Wider employee participation rather than restricting involvement to managers and specialists is often seen as crucial to successful outcomes. When a firm recruits green employees and give them opportunity to get involved in eco-initiatives and make decisions then they become more motivated and satisfied with their jobs. The second hypothesis of the study is job satisfaction enhances environmental performance is rejected. Organizations having unyielding rules and

regulations and ensuring workers follow rules and regulations accurately and consistently often results in job dissatisfaction (Green, 2010). To achieve immediate effective results organizations set strict policies. If organizations have strict environmental policies and employees are rewarded and penalized on the basis of their green performances, organizations 'environmental performance will be increased. If employees are involved in eco initiatives and are forced to practice green HR policies then they would do better for organizational environmental performance regardless they are satisfied with their jobs or not.

The third hypothesis of the study is green rewards and compensation enhances job satisfaction is accepted. It is found that rewards and compensation keep high spirits

amongst employees, boost up their morale and thus increase their job satisfaction. Organizations develop reward system to produce desirable behaviors in Environmental Management (EM) and doing so requires effective employments of incentives (Mandip, 2012). The fourth hypothesis of the study is green rewards and compensation increases employees motivation is accepted. Good reward system motivates the employees towards achieving their organizational goals. Herpen, Praag and Cools (2005) established a positive relationship between the perceived characteristics of the complete compensation system and extrinsic motivation. They also found that compensation system affected employee motivation and turnover intent.

The fifth hypothesis of the study is environmental training enhances employee motivation is accepted. Environmental training is seen as important investment in terms of employee motivation (Jabbour, 2011). Training allows the employees to acquire more knowledge and information which eventually motivates them and encourages them to participate for the betterment of the environment. It is found that organizations who want to enhance their employee performance focus on training as it motivates to achieve higher performance levels.

The sixth hypothesis of the study is employee motivation enhances environmental performance is rejected. As discussed in second hypothesis organizations having austere and rigid green practices, dealing employees autocratically will improve environmental performance. Employees under such environment are generally not motivated but since firms having serious green policies and want employees to adopt policies correctly and consistently would result in improved environmental performance (Green, 2010).

7. Implications

With the help of this study, managers will learn the significance of GHRM policies for both the environment and the organizations. The employers and practitioners can establish the usefulness of linking employee involvement and participation in environmental management programs to improve organizational environmental performance, like with a specific emphasis on waste management recycling, creating and offering eco-friendly products and services. When the organization aims to reduce the adverse effects of its operations on the environment and hires employees to work for the improvement of the environment, then it should keep reliance on its workforce. This study will benefit managers and employees to be more involved to perform and take up tasks and resolve environment related issues and will experience the various advantages of this initiative. This study also provides novel areas of research for researchers in GHRM who want to work in context of under developed countries.

8. Conclusion

The application of GHRM enables organizations to reduce their costs and invest their resources for the betterment of the environment. Organizations that recruit employees with the objective to enhance environmental outcomes have gained customer satisfaction and eventually increased their performance. Companies that are able to align practices and human resource dimensions with the objectives of environmental management can be successful in the organization journey towards environmental sustainability. Organizations in order to upsurge their environmental performances must invest heavily in environmental training of employees. Training is a key intervention to manage waste (in terms of both reduction and prevention), and occurs through firms training teams of employees to produce a waste analysis of their work areas. The application of GHRM helps establish and boost the environment and gives organizations an edge over their competitors (Melynk, 2005). Organizations must care for the environment as the rudimentary cause of

environmental destruction is ultimately due to their own activities. GHRM plays a fecund role and works as the backbone of any organization and lays down a fruitful impact on its operations and performance.

9. Limitations and Future Research

The only limitation to this study is insufficient availability of primary data since rare organizations are practicing GHRM. Most of the organizations in Pakistan are unaware of the fact that GHRM exists. Abundant opportunities are available to extend this research further. Future research can be worked on finding out the reasons for limited information about GHRM. The academicians can contribute by bringing further research in this area exposing additional data that can create a knowledge base on Green Management in general. Future researchers have the opportunity to introduce more factors that may influence environmental performance e.g. management commitment. Comparison of Green HR practices across developed and under developed countries can be examined through future research

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