Research paper

Green Human Resource Management Practices: A Study on The Banking Sector of Pakistan

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A R T I C L E   I N F O

A B S T R A C T

This study focuses on the importance of Green Human Resource Management (GHRM) practices in managing environmental concerns. We collected data from 204 respondents across seven sample banks using a semi-structured questionnaire and analyzed it using the SPSS software. Our findings suggest that although all selected banks are aware of ecological issues and try to implement green practices in their regular activities, few have a formal green policy. We also identified challenges organizations face in implementing GHRM practices, including outdated technology, high initial investment, ineffective policies, lack of community and government support, and a general lack of environmental consciousness. Our study highlights the vital role of the human resource department in creating a green workplace that influences green recruitment and selection, green training and development, green reward and compensation, green performance management, green employee involvement, and environmental sustainability.

1. INTRODUCTION

As global warming continues to cause environmental issues such as acid rain, biohazard, carbon emissions, and plastic waste, organizations have begun to take green practices seriously to reduce their carbon footprint and promote environmental sustainability. This has led to the emergence of Green Human Resource Management (GHRM) as an important topic in the 21st century (Uddin, Akter, & Munir, 2018). The pressure on natural resources is increasing tremendously and has become a concern for many researchers, academicians, and business organizations who are seeking new solutions to reduce the impact of global warming and create a sustainable environment (Mathapati, 2013). The banking industry has been using phrases like green HRM, green banking, green management, and green business policy to describe corporate organizations that are sustainable for their stakeholders. Several studies on green management have been conducted, including ones on green marketing, green accounting, proactive environmental management, and green retailing (Peattie, 1992; Wehrmeyer, 1996; Bebbington, 2001; González-Benito & González-Benito, 2006; Kee-hung, Cheng, & Tang, 2010).

Green Human Resource Management (GHRM) is an emerging topic that has gained attention due to the increasing concern for the environment and global warming (Uddin, Akter, & Munir, 2018). To combat these issues, organizations are implementing green practices to reduce their carbon footprint and promote environmental sustainability (Mathapati, 2013). Numerous studies have been conducted on green management, including green marketing (Peattie, 1992), green HRM (Wehrmeyer, 1996), green accounting (Bebbington, 2001), proactive environmental management (González-Benito & González-Benito, 2006), and green retailing (Kee-hung, Cheng, & Tang, 2010). In Pakistan, the financial industry is now implementing GHRM, utilizing environmentally friendly power sources, and implementing green financial services to establish a cleaner and greener economy (Lamer, 2012). The change from paper to digital banking is a crucial step towards environmental balance and a crucial part of Pakistan's advanced economy (Khalid et al., 2018). Furthermore, going green can lead to economic benefits such as higher profits, better financial outcomes, and higher stock prices (Lamer, 2012; Khalid et al., 2018). Research studies have shown that good natural execution leads to positive results such as higher benefits, better monetary outcomes, and higher stock prices (Lamer, 2012). Presently many banks are embracing new methodologies to carry out their business strategies which increment the efficiency of the business to assume a significant part in manageability with the assistance of GHRM rehearses in the workplace. Green groups in associations help in thought age, persuading association learning and advancement, distinguishing proof of contentions, and settling them considering feasible ecological practices (Beard and Rees, 2000).

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The role of HR in promoting environmentally sustainable practices within organizations has been recognized, but there is a lack of understanding and studies on the strategic competencies of HR in implementing Green HRM practices (Yong & Mohd-Yusoff, 2016). Moreover, the impact of Green HRM practices on the banking sector's environmental sustainability in Pakistan is limited and needs to be explored further. The banking sector is a significant contributor to natural resource consumption, leading to various types of pollution. Therefore, this study aims to investigate the relationship between Green HRM practices and environmental sustainability in the banking sector of Pakistan through a survey based on developed hypotheses. The study will build on previous research on Green HRM practices, including Green Recruitment and Selection (Pham Do & Paille, 2019), Green Training and Development (Moradeke et al., 2021), Green Reward and Compensation (Mandago, 2018), Green Performance Evaluation (Arulrajah et al., 2015), and Employee Green Involvement (Srivastava & Shree, 2019).

2. LITERATURE REVIEW

Sustainable environmental development through human resource management is the primary goal of green HRM. It increased the distance between traditional HRM techniques and green and sustainable business operations (Sarode et. al., 2016). In the modern era, the idea of "green HRM" includes not just environmental awareness but also the social and economic well-being of the company and its employees in a wider context (Ahmad, 2015). It can be used to lower costs, increase productivity, reduce carbon footprints, increase employee awareness of environmental issues, and create programs for a healthy work-life balance (Nijhawan,2014). The sustainability of the environment is a concern shared by business leaders, policymakers, citizens, and management professionals. Analysis of Green Human Resource Practices (GHRMP) within the context of recent research both theoretical and empirical conducted by experts in the field is the aim of this study (Vijai 2021). Analysis of Green Human Resource Practices (GHRMP) within the context of recent theoretical and empirical research conducted by experts in the field is the aim of this study (Vijai 2021).

2.1. Green Recruitment and Selection

Green Recruitment and Selection (GRS) is a technique for locating and hiring candidates who care about the environment and are willing to commit to environmental performance (Tang et al., 2018). GRS is based on conventional hiring and has a substantial impact on both economic expansion and recession (Morin et al., 2011). If implemented properly, the strategy can assist with the stages that come after, such as green staff involvement and training. The idea that a company's reputation as a green employer is an efficient strategy for luring new talent is increasingly acknowledged (Phillips, 2007; Stringer, 2009). Wehrmeyer (1996) said that by ensuring that newly hired personnel are aware of such an organization's general culture and can uphold the organization's environmental ideals, recruiting processes can help organizations produce good results, including behavior connected to the environment. Advertisements that include environmental management and how it functions in the workplace boost the likelihood of attracting and hiring suitable candidates (Gully et al., 2013). Additionally, several empirical studies have revealed that posting information on sustainability on company websites increases interest in the organization as an employer (Turban & Greening, 1997). Businesses must select and hire personnel that supports and cares about the environment to establish and maintain a green workplace (Renwick et al., 2012). Due to several pressures for change in talent management, many industrial organizations struggle to manage next-generation employees efficiently and fill jobs with the right match (Muniandi and Nasruddin, 2015). Organizations that embrace green practices can attract top talent since a sizeable section of the skilled and experienced workforce are green unskilled workers who compete for employment using green criteria (Kapil, 2015b).

2.2. Green Training and Development

Green training and development aim to raise staff members' environmental understanding and education, foster a positive outlook, encourage proactive responses to natural problems, and hone their abilities in waste minimization and energy conservation (Zoogah,2011). Employee development and training are linked to an organization's performance because training includes the knowledge and abilities that employees need to achieve organizational goals (Tashliyev & Tirtoprojo, 2023; Obaid, 2015). According to Sarkis et al. (2010), environmental training is very beneficial in assisting with the effectiveness of environmental management systems. Environmental training is also crucial for the implementation of an effective environmental management system and the creation of a green organizational culture (Teixeira et al., 2012). One of the most significant GHRM practices is environmental training, according to (Jabbour et al., 2013) as it promotes the development of environmental management strategies and the formation of environmentally conscious company culture (Jabbour, 2013). The inclusion of environmental and social concerns in personnel techniques to obtain should occur at all levels, from mechanical concerns about health and safety on the job site to conceptual environmental issues at the top management and executive board level (Mandip, 2012). As climate training develops and becomes more intensive, companies' ecologic sophistication tends to rise (Teixeira et al., 2012). According to Cherian and Jacob (2012), it was crucial to base the model on instruction expectations to optimize the advantages of ecological training. Higher leadership, those in charge of EM projects, as well as other departments within a firm, must all contribute to the comprehensive

assessment of the need for learning (Fernandez et al., 2003), (Jabbour & Santos, 2008a). Professionals must possess the necessary knowledge and expertise in the field of sustainability; otherwise, they are unlikely to be able to work in the field of sustainability (Daily and Huang, 2001; Ramus, 2002; Rothenberg, 2003; Sudin, 2011). As part of their training, development, and learning goals, employees should be able to improve and gain information in EM, green skills, and mindset through programs, conferences, and sessions (Prasad, 2013). Individuals that are aware of this are prepared and able to accomplish the goals of EM activities (Jabbour, 2013).

2.3. Green Reward and Compensation

A strategy to help in bringing green rewards and compensation is a system of monetary and non-monetary rewards that seeks to draw in, keep, and inspire individuals to support environmental goals (Jabbour et al., 2013). When it comes to tying employee performance to organizational objectives, incentives, and rewards may be more successful than other HRM strategies. 2019 (Saeed et al.). Along with monetary rewards, non-monetary benefits including green taxes, green travel restrictions, and green recognition should be offered. 2019 (Saeed et al.). Under a strategic approach to incentive and management, organizations are developing reward systems to encourage eco-friendly initiatives made by their workforce. (Mufti, Nazir, and Peerzadah 2018). A UK CIPD/KPMG survey found that 8% of UK businesses offer various awards and financial incentives to encourage environmentally friendly behavior (Phillips, 2007). A study by Fernandez et al. (2003) shows that paying for EM Service is indeed efficient for a variety of problems. When employees receive compensation, they are more likely to take environmental responsibility and participate in environmental initiatives (Renwick et al., 2012; Daily & Huang, 2001). Employees who support environmental goals by helping reduce waste and managers who encourage managers to implement environmentally friendly practices are recognized and rewarded (Renwick et al., 2013). This encourages managers and non-managers to participate in corporate EM initiatives (Kapil, 2015a; Arulraja et al., 2015; Jabbour and Santos, 2008). Various green reward management techniques can be used to promote environmental responsibility and citizenship. For example, linking green suggestion and incentive schemes, linking participation in green initiatives and promotion/career advancement (managers are promoted by supporting employees in EM), and incentives to promote recycling and waste management. support for flexible working hours and telework and minimizing long working hours. for work. Business travel is just one example (Jackson et al., 2011; Jabbar and Abid, 2014; Prasad, 2013). By encouraging employees to come up with unique green ideas for specific roles, managers can also set incentives to encourage green creativity and innovation (Shoeb, 2015). Green Key Referrals include monetary ES incentives (bonuses, cash, rewards), non-monetary EM rewards (holidays, gifts), and publicly recognized EM rewards (awards, banquets, reputation, external roles, daily praise) and positive EM rewards (Opatha, 2013).

2.4. Green Performance Evaluation

Performance management defines advancement as "the progression of people with competence and commitment working toward achieving shared meaningful objectives within an organization that supports and encourages their achievement" (Lockett 1992). The performance management procedure is the cornerstone for completing tasks efficiently and on schedule (Daniels and Bailey 2014). Green performance assessment (PA) considers a variety of aspects, including environmental occurrences, environmental awareness, the use of environmental obligations, and communication of environmental concerns and policies within individuals and organizations (Milliman and Clair 1996). The Green information system has gained popularity in several industries since 2007/2008, and as a result, ICT-based enterprises have started implementing Green IS initiatives (Brooks et al., 2012; Loeser, 2013). The performance evaluation program aligns the employee's performance with the EP that the organization is aiming for by evaluating the employee's contribution to EP improvement. important to ensure effective efficacy (Jabbour and Santos, 2008). To maintain a good EP, an organization should develop an environmental management information system (EMIS) and conduct an environmental assessment (Arulrajah et al., 2015). HR managers who integrate EP into the PMS can improve their environmental impact by setting goals, observing behavior, and evaluating the achievement of environmental goals using green work assessments as key indicators of professional success. reduce harm (Sharmin, 2015; Kapil, 2015b). Without this strategy, no organization can guarantee a realistic EP (enterprise level) in the long term (Arulraja et al., 2015). Environmental performance should be assessed separately or at least as part of an overall performance rating system. This can be achieved by implementing enterprise-wide metrics to assess resource use, utilization, and waste. Setting up an information system to track resource flow. Conduct onsite audits to help employees identify issues while receiving information and feedback on the company's environmental performance (Jackson and Seo, 2016). It is not enough to rely solely on green benefits indicators and ratings or to include EM goals and targets in an organization's system for evaluating employee performance. Green initiatives, performance indicators, and standards should be made explicit to employees at all levels through performance evaluation systems, and a company-wide environmental policy dialogue should be formed (Renwick et al., 2008). Environmentally friendly goals, objectives, and responsibilities should be established by managers and employees and incorporated into performance reviews (Prasad, 2013). To meet environmental targets or improve EP, supervisors, and managers in these companies should provide regular feedback to their employees or teams (Arulraja et al., 2015; Jackson et al., 2015). This practice enables employees to develop their knowledge, skills, and abilities.

2.5. Green Involvement

Employee involvement in sustainability programs is referred to as "green engagement." Because they participate in eco-friendly activities, they are inspired and encouraged to help with trash management and pollution control (Guerci et al, 2015). According to a review of numerous studies, employee green involvement (GI) is a crucial factor in enhancing organizational performance (for instance, reducing waste and pollution and maximizing resource utilization in the workplace) (Al-Hadi 2015, Dalmas et al 2011). Businesses must motivate and include their staff in green and sustainable environment projects as a component of implementing green practices; this might be done through empowering staff (Ahmad, 2015). The human resources division can help by emphasizing the importance of creating a participative work environment for strategic-level managers, one in which staff members feel free to challenge or bargain with upper management (Alhadi 2015). According to the literature, allowing employees to submit ideas and take part in problem-solving activities which are the main pillars for ensuring and promoting their participation in green projects could be summed up as employee engagement (Jamal et al. 2021). Participative management helps create a culture where workers have a voice in decisions and actions that have an impact on their careers. It also facilitates and improves staff motivation and morale and results in employee acceptance of organizational goals and targets (Patel, 2014). (Patel, 2014; Daily & Huang, 2001). Coordinating staff goals, competencies, motivations, and perceptions with green management methods and systems increase the likelihood of better green management in green initiatives (Patel, 2014; Daily & Huang, 2001). (2015) Shoeb; (2015) Sharmin Encourage staff involvement in the growth of socially or eco-friendly innovators within the company; to do this, staff members should take part in the conceptualization of an environmental management system that will enable them to develop and broaden the knowledge necessary to market green products (Margaretha and Saragih, 2013). The role of corporate environmental involvement has been the subject of recent research (Fernandez et al., 2003; Ramus, 2002). According to various scholars, autonomy increases productivity and effectiveness by promoting self-discipline, independent thinking, and problem-solving skills. All these skills should be cultivated at all levels of the enterprise, including operational levels. Environmental initiatives are more inclined to include EM staff members (Govindarajulu and Daily, 2004). The finest environmental effort ideas, according to academics, originate from all staff members who operate in that field (Liebowitz, 2010; Fernández et al., 2003). Although it is often more practical for managers to set climate targets for employees, it is generally preferable if people may choose how to achieve those goals (Liebowitz, 2010). To establish EMS that is more efficient than single contributions, a varied range of individual competencies who share a dedication to protecting the environment must work together because a substantial amount of environmental problems cannot be traced only to individual projects (Daily et al., 2007; Rothenberg, 2003; Neto and Jabbour, 2010), In addition to demonstrating the importance of personnel, good use of ES teamwork promotes EM behavior and expertise, especially when environmental issues within an organization are group-oriented (Daily & Hung, 2001 Year).

2.6. Environmental Sustainability

In the natural world, where we are born and raised, we have always been cared for. But despite these inherent advantages, because of technological development and the industrial revolution, we are destroying the environment by cutting down forests, polluting the air and water, and engaging in atomic energy research. As a result, storms, floods, droughts, earthquakes, extreme heat, and ice melting occur as nature's response. (Zhixia et al., 2018) In the wake of such devastating natural retribution, many people worldwide are working to increase public awareness and inspire us to consider global warming, its impacts, and potential remedies to make the globe habitable as well as embrace eco-friendly policies. (Institute of Research and Development in Banking Technology,2013). Environmental sustainability is widely regarded as the most urgent issue, and environmentalists from around the world have united to put an end to it. To avoid such unfavorable consequences, human-caused environmental destruction must be addressed as well as the innovation of long-term climate change policies (Zhixia et al. 2018). By incorporating internet banking and e-banking into the bank's daily operations by utilizing the 3D strategy of dematerialization, reducing emissions, and demobilization, green financing, as a subset of e-commerce, may assist in keeping environmental sustainability (Hossein et al., 2014). The Bank, which is regarded as the backbone of an economy, has a direct and indirect impact on whether environmental sustainability is maintained or destroyed. Although the banking sector has historically been seen as being ecologically responsible, the current excessive energy use (natural light, air conditioners, computers), inadequate space, unforeseen construction, and a disregard for internal greenness have all resulted in a significant rise in banks' carbon emissions (Zhixia et al. 2018).

Based on the above literature review the following hypothesis are conducted

Hypothesis 1. Green recruitment and selection have a strong impact on Environmental Sustainability.

Hypothesis 2. Green Training and development have a positive influence on environmental sustainability.

Hypothesis 3. Green Rewards and Compensation have a significant impact on environmental sustainability.

Hypothesis 4. Green Performance Evaluation has a positive impact on environmental sustainability.

Hypothesis 5. Green Involvement has a direct relation with environmental sustainability
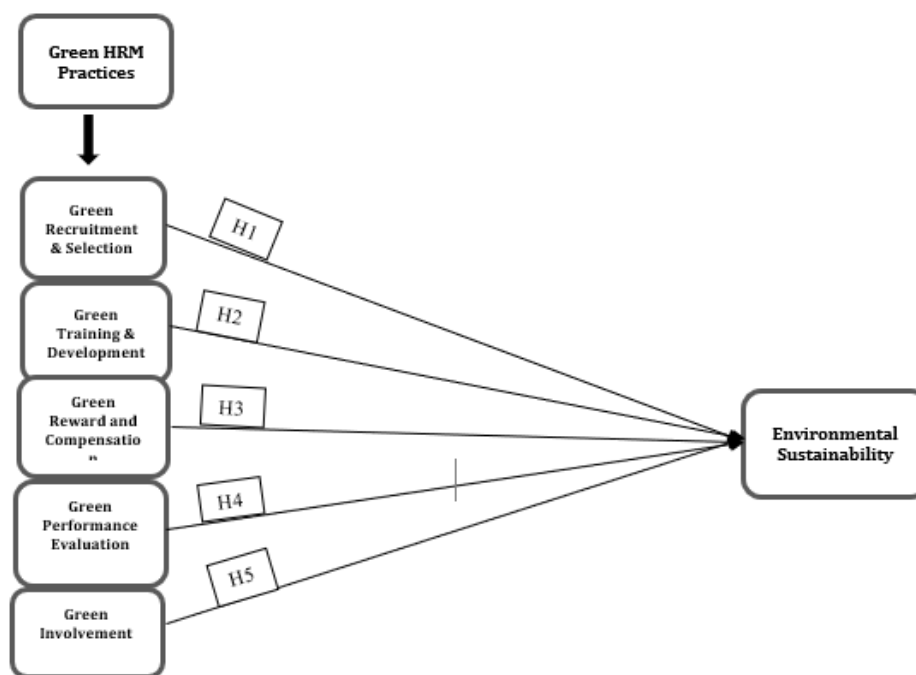
Figure 1. Theoretical Framework

3. METHODOLOGY

The current study is a quantitative investigation of Green Human Resource Management Practices such as Green Recruitment & Selection, Green Training & Development, Green Reward & Compensation, Green Performance Management, and Green Involvement Impact on Environmental Sustainability. The population of this study is the banking sector of Pakistan, including Branch Managers, Operations Managers, Operations Department, Administration, Loan, and Insurance Officers, and 469 total branches in the twin towns of Islamabad and Rawalpindi. A suitable and structured questionnaire was distributed among 469 branches of different private banks (HBL 86, JS Bank 30, Allied 107, Meezan 15, Askari 43, MCB 32, UBL 57, Faysal 56, BOP 43) and was distributed among Branch Managers, Operations Managers, Operations officers, Insurance officers, Loan officers, Customer service officers, Administration officers, prestige service officers, relationship officers, credit analysts, and bank staff. Also, branch operations managers and the HR training and development head were interviewed, and their feedback was recorded. First demographic data were collected including the Name of the organization, Respondents' Job post, Age, Gender, Education level, and Length of service. All factors were rated on a 5-point Likert scale, with 1 being strongly disagreed with and 5 strongly agree.

In their 2004 study, Cho and Cheon developed a comprehensive set of measures to evaluate various aspects of promoting environmental sustainability in organizations. Specifically, they utilized a six-item measure that encompasses Recruitment & Selection, Job Specification & Description, and Training & Development to evaluate the development of green skills. Additionally, they used a four-item measure to assess the effectiveness of motivating employees with green benefits, while a separate four-item measure was employed to evaluate the provision of green opportunities. For disciplinary management, a two-item measure that includes green target achievements and Disciplinary actions was utilized, while maintaining green behavior was evaluated with a two-item measure covering Health and Safety. Lastly, an eight-item scale was utilized to assess the implementation of environmental sustainability policies.

Recent literature has further emphasized the importance of evaluating and promoting environmental sustainability in organizations (Cox et al., 2022; Zhang et al., 2021). As such, the measures developed by Cho and Cheon provide valuable tools for organizations to monitor their progress toward this goal. This research utilized both primary and secondary data to enhance its findings. Secondary data were obtained from various sources, including literature surveys, web searches, articles, research papers, case studies, international journals, and publications from PFI and PCBS. Primary data, on the other hand, were collected through semi-structured interviews and questionnaires. The secondary data complemented the primary data and provided additional insights into the research topic (Creswell, 2012). The data collection process spanned two months, during which email survey invitations were sent to executive and branch operation managers at each bank, with a link to a Google form containing the survey questionnaire. The questionnaire was shared with 469 branches in Islamabad and Rawalpindi. As an alternative strategy to improve the response rate during the COVID-19 situation, LinkedIn was

utilized to reach out to professionals, but the response rate was not satisfactory. The results were analyzed using a five-point Likert scale questionnaire, and the Cronbach alpha method was employed to assess the tool's accuracy and reliability. The questionnaire demonstrated an excellent reliability coefficient of .93, indicating high internal consistency and reliability (Creswell, 2012). Recent literature has highlighted the significance of utilizing reliable and valid research tools to ensure accurate data collection and analysis (Suárez-Fernández et al., 2022; Zhou et al., 2021). Furthermore, it has emphasized the importance of using multiple data sources to enhance the reliability and validity of research findings (Hair et al., 2022; Tavakol et al., 2021).

3.1. Profile of the Respondents

Most respondents in the banking sector were below 30 years old (63.5%), with most being operation managers. The male-to-female ratio was 74% to 26%, respectively. Graduates made up 56% of the respondents, with most holding positions as branch managers. In terms of job experience, 52.7% had less than 5 years of experience, 32.4% had 5 to 10 years of experience as operation managers and 14.9% had over 10 years of experience, with some being most senior about 20 to 35 years experienced. Most respondents held positions as managers of operations, branch managers, and area managers (42%), followed by operations officers (31%), HR trainers (19%), and other departments (8%).

Table No 1. Profile of respondents

	Frequency	Valid %	Cumulative %
Gender			
Male	173	84.5	84.5
Female	31	15.5	100.0
Job Position			
Operations	63	30.0	30.0
Administration and others	56	27.0	27.0
Managers	85	42.0	100.0
Education Level			
Below Graduation	18	13.0	13.0
Graduate	114	52.0	52.0
Masters	72	35.0	100.0
Age			
Below 30	130	63.0	63.0
31–40	63	31.5	31.5
Above 50	11	5.5	100.0

4. RESULTS AND DISCUSSIONS

4.1 Alpha reliability coefficient of composite scales (Reliability Statistics)

Likert scale questionnaire using the Cronbach alpha method, which measures internal consistency by calculating correlations between items. The questionnaire had high reliability, with all elements over 70% and an overall score of .93, indicating excellent reliability. SPSS version 23 was used to analyze survey data, exploring relationships between questionnaire parts. Descriptive statistics were used, with a significant P-value of 0.05 or less at 95% confidence. Respondent data profiles were analyzed using frequency tests, percentages, mean, and standard deviation to rank environmental sustainability, GHRM procedures, and employee behavior. (see table no. 2).

Table 2. Reliability Statistics

Construct	Cronbach's α	Cronbach's α is based on standardized items	No. of items
Green HRM	0.972	0.971	3
Recruitment & Selection	0.972	0.972	3
Rewards & Compensation	0.973	0.972	4
Performance Management	0.971	0.971	4
Employee Involvement	0.972	0.973	4
Environmental Sustainability	0.971	0.97	8

Findings determine that Green Human Resource Management Practices have a strong and positive impact on Environmental sustainability, and it fully supports all the hypotheses. At a significance level of 0.05, the Pearson correlation was used in this section to determine whether there was a statistically significant relationship between GHRM Practices and EM. The results of the Pearson correlation coefficient hypothesis test shows that environmental sustainability influences all aspects of green human capital management in banking culture. This includes environmentally responsible recruitment and selection, training and development, compensation and rewards, performance management, employee ownership, and participation. All P-values are less than 0.05. Green Recruitment and selection (=0.774), Green Performance management (=0.701), Green Employee involvement (=0.842), Green Reward and compensation (=0.804), and Green Training and development (=0.522) are the practices that positively correlate with environmental sustainability. (See Table no. 3).

Table 3. Correlation

Green HRM Practices	1	2	3	4	5	6
Green Recruitment and selection	.771[**]					
Green Training and development	.710[**]	.897[**]				
Green Reward and compensation	.774[**]	.877[**]	.876[**]			
Green Performance Management	.700[**]	.803[**]	.754[**]	.767[**]		
Green Employee involvement	.707[**]	.794[**]	.786[**]	.798[**]	.840[**]	
Environmental Sustainability	.705[**]	.799[**]	.765[**]	.790[**]	.866[**]	.886[**]

5. DISCUSSION

Recent research suggests that there may be a relationship between a corporation's environmental sustainability and its GHRM policies (Renwick et al., 2013). This study aims to investigate the extent to which GHRM procedures are implemented in Pakistan's private banking industry and the factors that influence their adoption. Additionally, the study examines the potential connections between GHRM procedures and a bank's commitment to environmental sustainability. Our findings reveal that while the private banking industry in Pakistan has adopted some GHRM strategies to promote pro-environmental behavior among their workforce, these strategies have not been entirely implemented. The most effective way to foster environmental awareness and staff commitment is through the "green management of company culture" approach, which involves spreading environmental knowledge and values within the organization, as well as top-level management involvement and environmental support. Our results confirm previous research that has suggested the critical role senior management plays in motivating staff to engage in environmentally friendly practices (Ramus & Steger, 2000).

The adoption of individual green assessments and setting green goals and responsibilities in advance is considered rare in the literature for organizations with a high level of environmental performance (EP) (Fernandez et al., 2003). Recent studies confirm the importance of these practices in promoting an environmentally conscious organizational culture and workforce (Bansal & Song, 2017; Renwick et al., 2013). However, despite the recognition of their significance, organized practices for these activities in businesses are still lacking (Fernandez et al., 2003). Interestingly, green recruitment and selection were rated as the least successful GHRM strategy in the private banking industry in Pakistan, despite the use of green recruitment practices by HR managers (Jabour, 2011). This may be because environmental factors are not typically included in job postings or required for positions unless they specifically call for environmental knowledge and experience. Nevertheless, recruitment and selection have been recognized as crucial components of GHRM in promoting environmental sustainability (Bansal & Song, 2017).

Thus, businesses should consider incorporating environmental criteria in their hiring processes to ensure a more environmentally conscious workforce.

Furthermore, the results suggest that a "Green management of company culture" approach, which emphasizes the diffusion of environmental knowledge and values within the organization and top-level management involvement, is the most effective strategy for promoting environmental awareness and commitment among employees (Ahmad et al., 2018; Renwick et al., 2013). This emphasizes the role of senior management in motivating staff to adopt environmentally friendly practices and policies. Recent research supports the notion that employee awareness of environmental regulations and trends increases their likelihood to engage in pro-environmental behavior (Ramus, 2002). To promote pro-environmental behavior among employees, formal education programs that incorporate the organization's ecological initiatives are necessary, despite the potential costs. While the literature acknowledges the value of active staff engagement in green management (Aragon-Correa et al., 2013), this study suggests that it is not fully utilized. The sixth category, "Green employee participation," offers numerous ways for employees to get involved, such as through collaboration or workshops.

Why do Banking businesses need green HRM, and how does it work?

The importance of green organizational methods has increased due to the adverse impact of climate change on the planet. The occurrence of natural disasters such as floods, droughts, and extreme heat has increased in recent years, emphasizing the need for environmental sustainability (Islam et al., 2021). Green HRM can help achieve sustainability by focusing on the three pillars of the environment, society, and economy (Yusliza, Ramayah, & Othman, 2015). Government organizations, environmentalists, and nature lovers have recognized the significance of environmental conservation and protection. Implementing green HRM practices is a critical way for businesses to ensure environmental sustainability and benefit both the organization and society (Sharma & Sharma, 2020). Green HRM practices can lead to several benefits, including increased employee productivity through satisfaction and efficiency, attracting and retaining the best HR talent, and reducing energy, water, and raw material consumption (Gao et al., 2021). Electronic documentation, teleworking, video conferencing, and recycling usable goods within businesses can also reduce expenses and contribute to environmental sustainability. Additionally, companies that implement green HRM practices may have a better corporate image, leading to increased sales and services (Wang et al., 2018). These benefits are assessed from the organization's economic and environmental viewpoints, and they ultimately aid in gaining a competitive edge as well as a strategic benefit. To demonstrate how Green HRM works for the good of organizations as well as for the wider society to ensure environmental sustainability, the authors developed the following model:

Table 4. Proposed Model for the Outcomes of Green HRM

Input	Mediating Variables	Output
Green HRM Functions: - Green Recruitment - Green Training & Development, - Green Performance Management, - Rewards & Benefits, - Employee Involvement	*Green Employee Inputs and Job Performance:* - Green Competencies and Attitudes, - Employee Commitments towards Green management, - Green Organizational and Interpersonal Behaviour. *Organizational Performance:* - Green Innovation - Green Building - Cooperate Social Responsibility (CSR) - Image building - Employee and Customer satisfaction - Better financial performance	*Environmental Sustainability*: - Better workplace - Satisfied staffs - More/ better productivity - Greater chances to attract talent.

6. CONCLUSION

Current State of Green HRM Practices in Pakistan's Banking Sector: Green HRM, which involves promoting environmentally sustainable practices through human resource management, has gained attention as a means of improving organizational environmental performance. A recent study conducted by Saleem, Akhtar, and Mir (2021) examined the status of green banking policies and practices in private commercial banks in Pakistan. The study found that green human resource management was viewed as a key component of environmental sustainability and positively impacted environmental sustainability through practices such as green performance management, green recruiting and selection, training and development, incentive and compensation, and involvement. Teixeira et al. (2016) also confirmed the significance of green training in enhancing organizations' beneficial environmental influences. Additionally, Majid, Ahmed, and Zin (2017) found that training tools are essential for businesses to enhance their behaviors and results in several ways, including engagement. To improve their environmental performance, Saleem et al. (2021) suggest that financial institutions should develop strategies for environmental

impact studies, create a culture of eco-benefits, establish top-level management support for GHRM, include environmental aspects in recruitment and selection, improve employees' environmental knowledge and awareness through training and development, track employee environmental performance, and reward employees to keep them motivated. The authors also recommend using their proposed GHRM Best Practice Framework to ensure HR's environmental commitment in all types of organizations.

While this study advances knowledge of GHRM practices in Pakistan's banking industry, common method variance and limited generalizability to other countries and industries are potential limitations. Future research should include independent variables such as green accounting, green job design and analysis, and green workplace discipline and investigate the moderating effects of different GHRM functions on employee and organizational outcomes. The study provides insights into the importance of green human resource management in promoting environmental sustainability, specifically in the banking industry in Pakistan. The findings suggest that the integration of GHRM practices such as green performance management, green recruitment and selection, green training and development, green incentive and compensation, and employee involvement can positively impact the organization's environmental performance.

7. FUTURE RESEARCH AND IMPLICATIONS

There is a need for future research to explore the impact of Green HRM practices in various sectors such as private and public banks, industrial sectors, and manufacturing sectors. It is suggested that future research should also examine the moderating and mediating variables such as Green Banking, Green Bonds, Green accounting, Employee Green behavior, green initiatives, and green marketing. Furthermore, there is a lack of empirical studies on HR variables in the literature on environmental management, indicating a need for further investigation into the connections between GHRM practices and environmental sustainability. It is recommended that future research should focus on refining the scales that are already being used and testing them on various samples.

The findings of the literature suggest that there may be a delay between the implementation of GHRM practices and a subsequent change in environmental sustainability. Therefore, it is challenging to evaluate both HRM and performance simultaneously. To overcome this limitation, future studies may consider submitting two surveys separated by time. Overall, the discussed literature provides a quick overview of the state of GHRM practice implementation as seen by managers at the time of the survey.

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