Impact of Green Human Resource Management on Environmental Performance: The Mediating Role of Green Innovation and Environmental Strategy in Pakistan

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ARTICLE DETAILS

ABSTRACT

With globally increasing recognition of environmental sustainability, now businesses are also acknowledging the requirement of incorporating green practices into their company operation. The study aims in exploring the relation in between the concepts of some sustainability elements such as “green human resource management practices” (GHRMP) and variables like “environmental performances”, with the examination of environmental strategy and green innovation playing as a mediator. The study of GHRMP with respect to its elements such as green recruitment refers to selecting and hiring an employee who has significant knowledge about environmental sustainability. It also consists of an element named green training that refers to teaching and developing a set of skills in employees to take action while protecting the environment within the organization. The author specifically examines the connection between them by using the resource-based view theory. They also tested their relationship using the manufacturing firm's ability, motivation, and opportunity (AMO) theory. A survey questionnaire research strategy was used in this study along with a simple random sampling of 247 managers from large manufacturing firms in Punjab of Pakistan. For data analysis, this research used the p-test based on PLS-SEM. The findings showed that the study elements have a direct and major influence on each other especially the GHRMP and strategic environmental approach complement each other in the presence of the sustainable innovative product by the organization. Additionally, environmental strategy (ES) also partially mediated the influence of sustainable innovative products can be termed green innovation (GI), and it has an impact on environmental performance.

Keywords: Green Innovation, Greenhouse Resource Management Practices, Environmental Strategy and Performance

JEL Classification: O31, Q51, K32

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1. Introduction

Throughout the world, we are going towards industrialization that grows firms’ production, tech, and so many other firm activities. These exceed human satisfaction as well as their living standards. On the other hand, it increases the environmental danger that came in the form of environmental challenges for human beings. According to (Malik, Ali, Kausar, & Chaudhry, 2021; B. B. Saeed et al., 2019) law-making to address the global environment, which has resulted in the rapid development of a worldwide understanding of the environment. Ecological stress has encouraged the firms’ awareness to meet the growing demand from customers, legislation, including markets. (Pham, Tučková, & Jabbour, 2019).

Moreover, the environmental performance has an important part to play in protecting nature from negativity and maintaining the whole performance of the firm (Kim, Kim, Choi, & Phetvaroon, 2019; Singh, Del Giudice, Chierici, & Graziano, 2020). According to (Gallego-Alvarez et al.) people are noticing environmental changes now both at the micro level and macroeconomic levels that have occurred because of environmental issues and they're dangerous on environmental vitality and health. But a gap like dissimilar features of environmental performance is potent to have been the area of study to be researched on and focused on firms at the micro level as well as restricted literature drawn at the macro level (Gallego-Álvarez, Vicente-Galindo, Galindo-Villardón, & Rodríguez-Rosa, 2014; Halkos & Zisiadou, 2018; Pimonenko, Liulov, & Chyhryn, 2018).

Environmental performance pertains to company behavior that goes above and beyond the demands of general laws and rules to maintain and reinforce social standards about natural ecology. (Y. J. Chen, Wu, & Wu, 2015). Currently, many firms are enforcing strategic ecological performance schemes to be on competitive edge (Rodríguez-Antón, del Mar Alonso-Almeida, Celemín, & Rubio, 2012). Referring to the above discussion, it is concluded that environmental performance is important to increase the completion of firms’ winning situation because adding environmental performance problems into companies’ strategy and innovating procedures through green fantasy is becoming a strategic possibility for firms (Dangelico & Pujari, 2010).

The present research focuses on the elements that investigate the environment where GHRMP introduced an active way for firms to advance human wealth which can increase the development of the business which is durable as well as the environmental performance. (Álvarez Jaramillo, Zartha Sossa, & Orozco Mendoza, 2019; Siebenhüner & Arnold, 2007; Wolf, 2013; Wong, Wong, & Boon-itt, 2018). However, GI can be explained as the progress of environmentally friendly goods, services, and processes toward adopting a firm’s practices. Environmental performance and management plans are a priority for GI firms. (Adegbile, Sarpong, & Meissner, 2017; Arshad, Iqbal, Afzal, Khan, & Sajjad, 2022; Y.-S. Chen, Lai, & Wen, 2006; Kammerer, 2009). Moreover, ES and practical proactive strategies focusing on promoting environmentally friendly tech can make better their financial result (Fousteris, Didaskalou, Tsogas, & Georgakellos, 2018).

In 2020 EPI rated Pakistan at 142nd out of 180 states with 33.1 on 32 performance measures to the other side of 11 problems classified covers ecological stability and environmental health. In comparison to other states, these statistical findings demonstrated that Pakistan has subpar environmental safety. The manufacturing industry holds a significant contribution to this issue. As determined by (Mardani et al., 2020; Mustafa, Arshad, Iqbal, & Khan, 2022) green human resource management practices literature is not enough presented in Pakistan. Green training is adopted by Pakistani manufacturers for increasing their environmental performance but mostly lacks the green knowledge which was proposed (Amrutha & Geetha, 2020). On the bases of the investigation, this
study aids GHRMP and EP elements increased the level of the industrial and financial system.

This study analyzed whether there is a relationship between GHRMP and the ability of large Pakistani manufacturing organizations to keep the environment sustainable while their environmental strategy and environmentally friendly products play a mediatory role. Countless studies are conducted in less developed countries and advanced economies of the world on the same matter of sustaining the environment with GHRMP and environmentally favorable activities. (Jabbour, Santos, & Nagano, 2010; Kim et al., 2019). Hence all those organizations that increase Pakistan's environmental performance must portray and incorporate effective environmental management plans and procedures. That's Pakistan's government strategized to correct their financial system with environmental renovates and innovation in manufacturing firms. So, it's compulsory to take action on the green concept of transformation in businesses. This study seems to investigate the use of environmental strategy as a variable-acting mediator in the relationship between GI and environmental performance which novelty of my framework.

2. Literature Review

2.1 GHRMP: Its Elements and Environmental Performance

HRM practices have a crucial connection with work performance and firms’ efficiency in green human resource management and ecological improvement studies (Elshaer, Sobaih, Alieidan, & Azazz, 2021; Longoni, Luzzini, & Guerci, 2018). As reported by (Pham, Thanh, Tučková, & Thuy, 2020; Yong, Yusliza, Ramayah, & Fawehinmi, 2019) overall impact of firms performance is more likely to perform the appropriate task by workers who acquire appropriate human resources management processes including compensation, training, and development. Research on ecological durability is demonstrated that using green human resource effectively impact how much environmental practice. (Rawashdeh, 2018). Green human resource management has disclosed workers’ environmental consciousness and green practices (Ahmad, Islam, Sadiq, & Kaleem, 2021; Mustafa et al., 2022), green creativity, and ecological performance(Ojo, Tan, & Alias, 2020). Staff training is censorious in activating them their abilities and skill which acquire to make a wise decisions regarding GHRMP (Ojo et al., 2020; Wang, Khan, Sajjad, Sarki, & Yaseen, 2023). Therefore, they will be encouraged to apply green and also GHRMP has some other important components such as green training and development. Hence, training is referred to as the procedure of preparing multi-skilled employees to enhance direction which is important for innovation (Gill, Ahmad, & Kazmi, 2021; Rani & Mishra, 2014). Training can help workers to provide knowledge about job-related hardships and transfers which amplify and boost their skills and operate them to make accomplish the task (Rani & Mishra, 2014). Hence, the training in sustainable practices was revealed to have a visible effect on the environmental performance of the firm.

Whereas, Green recruitment and selection is also a vital part of GHRMP and firms' human resource management entry point of view. The green hiring and selection process improves the actual importance of the firm. Along with recruiting and being like workers, green recruitment mentation that firms consent to cooperate advantages of the environmental performance (Masri & Jaaron, 2017). Additionally, green recruitment highlights not only its effect on internal hiring but also its impact on the company's performance. Hiring candidates for the job with environmental awareness and responsibility towards its protection has a positive impact on the company's sustainable performance. Furthermore, the concept of green compensation is a financial and non-financial motivation scheme planned to protect and motivate employees who prioritize green ecological study (Mandago, 2018). Previous studies also demonstrated the loyalty of workers to programs regarding environmental durability boosts when they allow capital to bring on some activities similar to ecological duties. Staff satisfaction along with green compensation concerned with developing environmental performance is
crucial in green qualities for doing work (Jabbar & Abid, 2015; Silahtaroglu & Vardarlier, 2016; Silva & Madushani, 2017). These conditions proposed that green compensation has a direct link with environmental performance. That way, its hypothesis is proposed as follows
H1: Green recruitment and selection have a significant impact on environmental performance.
H2: Green training and development have a significant impact on environmental performance.
H3: Green compensation has a significant impact on environmental performance.

2.2 GHRMP: Its Elements and Green Innovation
In prior studies, (Ardiza, Nawangsi, & Sutawidjaya, 2021; Y. Chen, Tang, Jin, Li, & Paillé, 2015; Darnall, Jolley, & Handfield, 2008; Dubey, Gunasekaran, & Ali, 2015) the impact of environmentally friendly products, management policies for sustainability, and creating quality products within the umbrella of integration of financial and environmental practices, being green, into enterprises efficiency and overall advancement is influential for environmental performance. Another significant retrospective study contributes in the concept of connection of green innovation to basic corporate processes boosting its environmental performance (Y.-S. Chen et al., 2006; Kammerer, 2009; Khan, Hussain, Maqbool, Ali, & Numan, 2019). Additionally, it is demonstrated that new green practices and product development are crucial to the firm's assets that established the business to boost its environmental performance that develops trust with their related parties through Research-based view theory (RBV) (Dubey et al., 2015). Further, enlarged contemporary green natured goods are concerned with green innovation and is encouraged and expected from a firm point of view for a favorable relationship to environmental performance. This research hypothesis is collected from the following discussion:
H4: Green recruitment and selection have a significant impact on Green innovation.
H5: Green training and development have a significant impact on Green innovation.
H6: Green compensation has a significant impact on Green innovation.

2.3 Green innovation: the mediating force driving the environmental strategy forward.
New products, processes, and technology innovation concerning green concepts are associated with the determinate environmental durability policy that encourages the firm's environmental performance (Tariq, Badir, & Chonglertham, 2019; Varghese, 2019). Green innovation is an organized benefit for a firm's environmental positive achievements (Karabulut, 2019). The adaptation of green products and practicing a green environment can improve a company's environmental, financial, and social performance in various ways. (El-Kassar & Singh, 2019; Singh, Chen, Del Giudice, & El-Kassar, 2019). Past studies demonstrated through the useful purpose of corporate aims is to boost environmental performance and achieve strategic benefits, Glis not to be seen as a countermeasure against stakeholders' stress (Singh et al., 2020; Sobaih, Hasanein, & Elshaer, 2020). By innovating green products, we determine that resource practice of green living style of human pose a positive impact on the environmental performance.

Environmental strategies involve such procedures or sets of phases that slow down the impact of operations on the environment through products, operating procedures, and corporate strategy including lowering energy consumption and decreasing waste by using green durability resources and implementing the environmental system (Bansal & Roth, 2000). The firms were skilled in developing a strategy for the environment by taking active actions on any environmental-related problem stimulus the firm (Hart & Dowell, 2011). Firms that have proactive familiarity strategies lead to enhance environmental performance (Rodrique, Magnan, & Boulianne, 2013) that are used for environmental performance measures. Studies purposed that firms with a high ability for goods and procedures applying better innovation positions to take advantage of environmental practices
(Christmann, 2000). Hence, these conditions demonstrated how the environment’s strategic planning and inventive ideas are linked and get modified by environmentally favorable performances. Therefore, the following hypothesis is drawn:

H7: The relationship between green recruitment and the selection and environmental strategy is mediated by green innovation.
H8: The relationship between green training and developing an environmental strategy is mediated by green innovation.
H9: The relationship between green compensation and environmental strategy is mediated by green innovation.
H10: The relationship between green innovation and environmental performance is mediated by environmental strategy.

3. Methodology

In this study, quantitative data has been collected to continue the research. Individuals of the large manufacturing firms in this study are taken as the target population. Our research includes large manufacturing firms in Pakistan. A random sampling technique is used in this study. In this case, the questionnaire is drawn on the seven-point Likert scale. However, in this research study, the methodology consists of some sections: the first one is consistent with the questionnaire, and the demographic information is gathered from respondents. The second section includes a questionnaire of each variable with scale items that are collected to test the hypothesis relationship between them. For this study, a statistical technique named “partial least square structural equation modeling” PLS, is used for hypothesis checking.

3.1 Data Collection Process

In the following study, the targeted population by which the data was gathered, involved the individuals that are involved in manufacturing firm practices in Pakistan. Asked them to fill out the given questionnaire and submit it. However, 247 questionnaires are submitted and 247 out of 244 are reviewed as correct. Those questionnaire data are analyzed to test the relationship between the hypothesis of the research.

4. Findings
4.1 The Measurement Model

The measurement model is evaluated through PLS-SEM. To do so, this study is conducted the two-step method of convergent validity and discriminant validity (Hair Jr, Sarstedt, Hopkins, & Kuppelwieser, 2014). Figure 1 represents the measurement model of the research.
Figure 1: Measurement Model

4.2 Convergent Validity

Convergent validity is a concept in which multiple items are being measured for the same concept in an agreement. (Hair, Black, Babin, Anderson, & Tatham, 2010) suggested the use of 3 factors. First, is loading, second is composite reliability which is a measure of internal consistency of the set of items that measures any concept, and last, is average variance extracted (AVE). these factors are used simultaneously to evaluate convergent validity. Internal consistency reliability can be accurately measured which is provided by composite reliability. According to (Hair Jr et al., 2014), PLS-SEM can accommodate dissimilar indicator reliabilities by using composite reliability. In this research, the constructity's convergent and discriminant validity was evaluated to determine its validity. The construct’s internal uniformity is assessed by Cronbach alpha, with an increased threshold value which can be observed as 0.70 (Hair, Sarstedt, Pieper, & Ringle, 2012). The composite reliability range from 0.842 and 0.906, which went above the threshold value of 0.7. However, AVE according to the rule of thumb values is not below the threshold which can be observed as 0.5 (Hair et al., 2012). The AVE construct's values in Table 1 have increased to a statistically good level for analysis, exceeding the threshold of 0.5.

Table 1: Reliability, Validity, Variance Inflation Factor (VIF)

<table>
<thead>
<tr>
<th>Items</th>
<th>Items</th>
<th>Loadings</th>
<th>VIF</th>
<th>Cron. Alpha</th>
<th>CR</th>
<th>AVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation</td>
<td>C1</td>
<td>0.778</td>
<td>1.345</td>
<td>0.719</td>
<td>0.842</td>
<td>0.64</td>
</tr>
<tr>
<td></td>
<td>C2</td>
<td>0.821</td>
<td>1.480</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>C3</td>
<td>0.801</td>
<td>1.432</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environmental Performance</td>
<td>EP1</td>
<td>0.830</td>
<td>1.719</td>
<td>0.795</td>
<td>0.866</td>
<td>0.618</td>
</tr>
<tr>
<td></td>
<td>EP2</td>
<td>0.786</td>
<td>1.711</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>EP3</td>
<td>0.774</td>
<td>1.680</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>EP4</td>
<td>0.754</td>
<td>1.431</td>
<td></td>
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</tr>
</tbody>
</table>
The correlation among constructs and the square root of the AVE for a given construct is compared to test discriminant validity (Hair Jr et al., 2014). Table 2 provides proof of discriminant validity that squared AVE is greater than the off-diagonal factor in their respective row and column. In this study, the measurement model shows enough convergent and discriminant validity. Table 4.5 and Table 2 represent the distinction among constructs, this concept of the extent to which a measurement reflects only its intended construct and no other variable or construct is known ad discriminant validity. According to (Kline, 2011), the general guideline for measuring distinction among variables is when the HTMT a statistical measure with a value above 0.85 indicates a potential issue with discriminant validity. Look into Table Fig 4.6 which represents that the HTMT values are less than 0.85 (Tackie et al., 2020) portraying that the measurement model is free from discriminant validity factors and issues.

### Table 2: Discriminant Validity

<table>
<thead>
<tr>
<th></th>
<th>C</th>
<th>EP</th>
<th>ES</th>
<th>GI</th>
<th>RS</th>
<th>TD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation</td>
<td>0.800</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Environmental Performance</td>
<td>0.461</td>
<td>0.786</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.3 **Discriminant Validity**

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5. Results

Table 3, and Figure 2 depict the GHRMP and other elements under study. As the results generated from measurement and analysis demonstrate the association between 2 factors, one is green recruitment and the other is a selection and environmental performance supported by its importance ($\beta=0.125$, $t=2.078$, $p=0.019$). The training and development depicted relation with environmental performance supported the positive ($\beta=0.270$, $t=5.272$, $p=0.000$). The association between green compensation and environmental performance is statistically supported and can be indicated by their significant correlation ($\beta=0.151$, $t=3.727$, $p=0.000$). with regard to environmental concerns, the statistical analysis showed ($\beta=0.329$, $t=5.979$, $p=0.000$)- a crucial connection between two green concepts one related to innovation other with recruitment/selection practice. Moreover, the correlation between environmental sustainability training and the factor of development and green innovation is statistically supported, as indicated by their significant correlation ($\beta=0.297$, $t=6.286$, $p=0.000$). The relationship between green compensation and green innovation is supported by significance ($\beta=0.235$, $t=4.587$, $p=0.000$). The relationship between green innovation and environmental strategy has supported by significance ($\beta=0.321$, $t=20.569$, $p=0.000$). The association between environmental strategy and environmental performance is supported by significance ($\beta=0.381$, $t=6.499$, $p=0.000$).

<table>
<thead>
<tr>
<th>Environmental Strategy</th>
<th>0.381</th>
<th>0.710</th>
<th>0.740</th>
<th>0.718</th>
</tr>
</thead>
<tbody>
<tr>
<td>Green Innovation</td>
<td>0.523</td>
<td>0.610</td>
<td>0.621</td>
<td>0.718</td>
</tr>
<tr>
<td>Recruitment &amp; Selection</td>
<td>0.557</td>
<td>0.620</td>
<td>0.657</td>
<td>0.636</td>
</tr>
<tr>
<td>Training &amp; Development</td>
<td>0.350</td>
<td>0.663</td>
<td>0.697</td>
<td>0.574</td>
</tr>
</tbody>
</table>

Table 3: Elements under study
Mediating Analysis

The Green recruitment and ES are significantly mediated by green innovation ($\beta=0.206$, $T=5.507$, $P=0.000$). Green innovation positively mediates the association between the process of green training and development and ES ($\beta=0.185$, $t=5.434$, $p=0.000$). The relationship between green compensation and ES is mediated by green innovation ($\beta=0.145$, $t=5.164$, $p=0.000$).

![Mediation Analysis Diagram](image-url)

Figure 3: Mediation Analysis

Table 4: Mediation Analysis
6. Discussion

The research study presents a model for examining environmental performance among employees in large manufacturing companies. This model tests green recruitment and selection practices by observing their impact on green performance and strategy. Green recruitment consists of finding and recruiting people with knowledge, behavior, and abilities according to the organization's environmental management systems (Ullah, 2017). Hypothesis H1 proposes a positive relationship between the three green concepts that is, recruitment of employees with environment protective employees and their selection, the third is environmental performance. Findings indicate that “green recruitment and selection” (GR&S) is connected positively to “environmental performance”. Some previous studies found comparable outcomes (Kim et al., 2019; Rawashdeh, 2018; Yusoff, Nejati, Kee, & Amran, 2020), which give the guideline suggest that firms adopt the approach to recruit applicants with sustainability concepts, those employees will be useful for the sustainable work environment and improve environmental performance.

In this study, hypothesis H2 proposes that green training which is a process of educating individuals and improving them in environmentally sustainable practices has a crucial relationship with environmental performance. According to (Abuelhassan & Elsayed, 2020; Rawashdeh, 2018; Yusoff et al., 2020), findings reveal that several previous studies also found the influence of some other green concepts for firms such as training/development on environmental performance. To make environmental performance the effective management of environmental responsibilities and risk a part of the firm’s beliefs, manufacturing firms should make educate their employees about env by creating a panel that will help in increasing awareness about the environment which appreciates the environment. Results of this research demonstrate that the employee’s knowledge and environmental awareness helps employees to understand the environment and business priorities or objectives deeper.

In this study, hypothesis H3 proposes the crucial effect of green compensation on the environmental performance of large manufacturing companies. This hypothesis indicates that compensation will do to enhance employees’ awareness of the firm and also motivate them to achieve the organization’s objectives. Past research also found green compensation as an important driver of environmental performance (Arulrajah & Opatha, 2016; Rawashdeh, 2018; A. Saeed, Jun, Nubuor, Priyankara, & Jayasuriya, 2018).

In this study, Hypothesis H4 has been proposed that green innovation is significantly by green recruitment. Furthermore, hypothesis H5 states that training and development related to the green concept have a positive influence on green innovation. Moreover, hypothesis H6 states green compensation has a significant relationship with green innovation. These findings are according to
former studies showing that GHRMP positively affects green innovation (Guerci, Longoni, & Luzzini, 2016; Singh et al., 2020). Introducing goods and procedures environmentally sustainable shall successfully decrease the firm's negative influence on the environment and boosts business performance by overcoming the costs and disposals, saving finance and energy, and the environment (El-Kassar & Singh, 2019; Karabulut, 2019; Singh & El-Kassar, 2019).

On the bases of the hypothesis, H7 is that the link between 2 variables is recruitment and the other variable is environmental strategy get influenced by a third variable known as green innovation. Secondly, testing the mediating variables of GI. Hypothesis H8, according to this hypothesis the relation between two green training and development plus the environmental strategy is positively mediated by green innovation. Thirdly, the stud test green innovation as a mediating variable. Similarly, Hypothesis H9 showed that GI modifies the link between compensation and a strategic plan for environmental sustainability. In concluding this study green innovation has an impact on environmental strategy both on its own and influenced by green human resource management practices (GHRMP). Therefore, green innovation resource management practices, and its elements like recruitment, selection, development, etc. allow firms to attract retain and sustain green employees promoting long-term environmental sustainability. Additionally, these practices encourage environmentally friendly innovation within the organization. (Jabbour, Santos, Fonseca, & Nagano, 2013). Manufacturing companies should apply GHRMP and strategies to retain employees with sustainability knowledge who can contribute to the organization's green technology and environmental strategy. This can provide a competitive advantage in the market by improving the organization's overall environmental performance. (Khurshid & Darzi, 2016).

On the bases of another hypothesis, H10 is that environmental strategy (ES) is the bridge between significant green innovation and environmental practices and performances. Strategically, the business should advocate green concepts such as long-term environmental innovation and eco-friendly goods that improve environmental performance. Therefore, firms must adopt such activities as they can solve environmental issues of the firm. This meant that these activities decrease the use of water saving, waste reduction, and energy use, decrease buying unusable materials, decrease overall finance, and increase the reputation and marketplace position of the firm.

7. Theoretical Implications
This research results suggest that green human resource management techniques, and other elements like hiring green employees, training them about sustainability, develop their green skills, these practices have a favorable impact on environmental performance. GI (green innovation is a connector between HRM practices and sustainable strategies where as ES (environmental strategy or sustainable strategies) connector between innovation and performance respectively. This study proceeds with the use of both AMO theory and RVB theory to understand the impact of GHRMP on green innovation, environmental strategy, and environmental performance. Previous research in this field has primarily utilized the AMO theory as a framework. It is suggested that to take attention needs for selecting the right workers with environmental values and developing employee’s environmental abilities and knowledge and also rewarding employees from environmental management and asked then them to take part in group work to solve environmental challenges.

The theory of RVB is implemented to analyze the relation of the key concepts studied in this research. It advocates that firms must continuously develop and improve their competitive advantages with a strategy of retaining knowledge and developing new offerings, products, and new technologies which will likely be more helpful in reversing the environmental damages.
8. Practical Implications

Our research results are important suggestions for firms to make use of green innovation to compete in the markets for better environmental performance. For environmental protection, firms need to engage customers' minds to accomplish a positive image which is also beneficial for the firm. Due to increased demand, firms need to provide green production of products and services. The study results have shown and recommended that green human resource management techniques are applied by accelerating the green leadership manners and also the company's preferences. “Green human resource management practices”, (GHRMP) are difficult to recruit, enhance and retain employers which is helpful for firms' strategy management along with competition through green procedures and goods. GHRMP is the firm strategic map for durable protection and allows workers to work with green methods to decrease environmental emissions. Furthermore, enforcing environmental competencies during the selection and recruiting process and allowing them to engage in improving environmental initiatives can boost environmental performance.

9. Limitations and Recommendations

The research study comes with a few gaps or limitations and some recommendations to fulfill those gaps and avoid such limitations in further study. Here, in this research about green human resource management practices and all its connecting concepts studies this paper also consists of some limitations. Firstly, it is conducted in Pakistan's large organizations, which means such studies in different regions or states may develop different results concerning the relation of GHRMP, GI, ES,and environmental performance. Moreover, green innovation types might play a different role in the mediation. Future studies can further differentiate among GI types. A subsequent study could resolve limitations by imitating the same research in different geographical areas globally which generalizes the analysis. Broder sample size could be tested again for future research that's why findings are applied to a bigger population.

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