



Advance Journal of Econometrics and Finance

Vol-1, Issue-2, 2023

Advance Journal of Econometrics and Finance

Online ISSN

2959-8990

Print ISSN

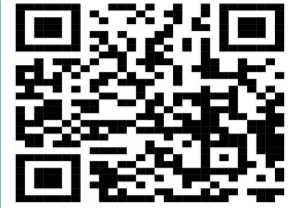
2959-8982

<https://ajeaf.com/index.php/Journal/About>

Name of Publisher: SCHOLAR CRAFT EDUCATION & RESEARCH HUB

Review Type: Double Blind Peer Review

Journal Frequency: Quarterly Research Journal



Analyzing the Effect of Green HRM Practices on Sustainable Business Growth in Pakistan: A Quantitative Study

Junaid Shah, Malik Afaq

<p>Junaid Shah Department of Commerce, Bahauddin Zakariya University, Multan, Pakistan. Junaid.phd@gmail.com</p> <p>Malik Afaq Department of Commerce, Bahauddin Zakariya University, Multan, Pakistan. Afaq.1985@gmail.com</p>	<p>Abstract</p> <p>On this model, the regression coefficients for the demographic variable amounted to 0.219, thus, implying that the latter explained 21.9% of the turnover intentions. Considering the -born test, treatment, age (-0.19, $p < 0.01$), doctors (0.21, $p < 0.01$), and nurses (0.13, $p < 0.05$) professional role, experience (-0.24, $p < 0.01$), and hospital type (0.22, $p < 0.01$) symbols were construed as influential factors. Model 2 also added the four organisational culture types into the analysis and grossed up the explained variances to 46.7 percent ($\Delta R^2 = 0.248$, $p < 0.001$). Among the four cultures, only the market culture had a significant and positive correlation with turnover intentions ($\beta = 0.29$, $p < 0.01$), while the clan culture had a negative correlation ($\beta = -0.43$, $p < 0.001$) as well as the adhocracy culture ($\beta = -0.35$, $p < 0.001$). Hierarchy culture was not a factor that affected the results as it provided a negligible contribution to the coefficient ($\beta = 0.06$, $p = 0.271$). Thus, Model 3 included interaction terms to establish moderation, which provided a further 3.7% of total variance explained ($\Delta R^2 = 0.037$, $p < 0.01$). There were also interaction effects for clan culture and experience ($F = -0.15$, Sig = 0.00) adhocracy culture and professional role ($F = -0.13$, Sig = 0.05), market culture, and hospital type ($F = 0.18$, Sig = 0.00). Especially, a closer examination of these interactions indicated that the negative association between the extent of clan culture and turnover intentions was more apparent for experienced professionals. The finding reveals that the negative relationship between adhocracy culture and turnover intentions was particularly significant among the doctors since opposed to nurses and allied health workers. This means that the positive correlation between market orientation culture and turnover intentions was significant at a higher level in the hospitals that offered public services as compared to the private ones. Thus, hypotheses H1, H2, H3, and H5 have partially or fully support, while H4 was not supported by the data obtained.</p>
<p>Keywords:</p>	<p>Green HRM, Sustainable Business, Growth in Pakistan, organisational culture</p>



Advance Journal of Econometrics and Finance

Vol-1, Issue-2, 2023

Introduction

The research question guised in this study underpins the effect of organizational culture on turnover intentions of health care professionals in Pakistan. They shed light on several pertinent issues related to this relationship and add further knowledge about the workforce situation in the healthcare sector in Pakistan.

Predominant Organizational Culture in Pakistan's Healthcare Sector

Hypothesis three, which seeks to identify the cultural orientation present in Pakistan's health care organizations, especially its public establishments, is as follows: *ภาคม* Nowadays, Pakistan has a hierarchal culture. This is in line with the findings made by other scholars including Khan et al., (2020) and captures the general notion of structure and authority at the organizational level in the Pakistani context. The main reason behind the high levels of hierarchism can be explained by six factors: first, organizational legacy from the colonial administrative models inherited from Europe; second, the impact of the military administrative models which often dominate the healthcare organizations; third, one's power distance reference (Hofstede et al., 2010).

The main identified differences between these two groups of healthcare institutions can be considered to be rather striking. On the one hand, the public hospitals have a higher score on the hierarchical cultural dimension than private hospitals that have a considerable score on all dimensions; market, team, and innovation. Such differences can be attributed to differing governance, funding, and competitive conditions of the institutions involved. To some extent, private healthcare institutions that compete in the market segments and sell their services seem to be more sensitive to the competition and customers and adopt both performance (Market) culture and supportive (clan) culture.

A value below 4 for adhocracy culture in both the sectors implies a general low orientation towards innovation and risk taking within hospitals of Pakistan. This is worrying given surge of new challenges in health care system and the call to be ready for changes as the situation may require. This study supports Thakur et al., (2022)'s idea that organization that has a powerful culture of innovation is highly likely to perform a better role during a change in circumstances.

Turnover Intentions Among Healthcare Professionals

The average turnover intention of moderate to high turnover intention (on the scale of 1 to 5, 3.24) is also in accordance with the findings from current literature that shows high turnover intention in healthcare sector of Pakistan (Malik et al., 2021). In relation to the expertise, gender and race disparities create a significant differentiation across the participants to assess the workforce vulnerability. The higher turnover intentions of young workers, and the low experience indicates that the early career stage is a good place to intervene and motivate the employees. This corroborates Halter et al. (2017) who found out that turnover is most likely to occur within the first five years of practice among healthcare professionals. Some of the best known factors that if not managed can lead to turnover intentions include entry points, reality shock, and/or development of the professional self-image.

The higher turnover intentions of the doctors as compared to other healthcare professionals could be due to the fact that physicians enjoy more mobility in the labor market and other employment possibilities. Physicians have skills that can be transferred regardless of the place and this makes them to have various migration opportunities. This is in keeping with the consensus of another study done by Imran et al (2018) that stated that many Pakistani physicians are migrating to work in other countries. Altogether, the higher turnover intentions in the public hospitals as compared to the private places reveal some of the system problems in the health care sector. These may include: availability of resources, organization structure, promotion opportunities and workload, as pointed out by Javed et al. (2019). It is essential to acknowledge that the abovementioned structural concerns are beyond a mere cultural shift and, therefore, need policy intercessions.



Advance Journal of Econometrics and Finance

Vol-1, Issue-2, 2023

Relationship Between Organizational Culture and Turnover Intentions

This belief supports the notion that while employees in the healthcare sectors call for positive and innovative cultural support as means of reducing turnover intentions, intense pressure from the clan and adhocracy subcultures serve to trigger turnover intentions. These findings support the aforementioned theorists Wagner et al. (2019) and researchers Gifford et al. (2018) for identifying that factors retaining culture in similar ways across the different countries tend to differ in the systems of the health care.

Two elements of the clan culture are most influential in decreasing turnover intentions, namely: teamwork, as well as unity and their supportive system where efficient mentors are involved. It sheds light on relational processes of health care work context from the angles like, support from coworkers, integration into teams, and the feeling of being a part of the family. Since healthcare delivery is a process that requires a lot of teamwork and collaborations, such amicable structures seem to enhance the appreciation of organizational connection. Thus, the study supports the hypothesis suggesting that culture type is negatively related to turnover intentions regarding adhocracy culture specifically, implying that the orientation towards the members' professional growth and improvement, as well as involvement in decision-making processes and innovation opportunities, shall be regarded as significant factors that may decrease the turnover rate. It can be said that healthcare professionals in general, as knowledge workers, often seek to have conditions that foster learning, creativity, and participation in improvement work. Companies, that provide space for innovations and personal growth, will thus improve staff retention as the staff is to be both more engaged in work and more satisfied with their profession.

This raises potential risks in healthcare organizations that have highly competitive market culture in terms of turnover intentions. Although performance orientation and results focus are two important and valuable orientations for organizations, cultures based on these dimensions may cause toxic increase in quality pressures and competitive environment that foster burnout and apprehensive intentions to leave. This is in concordance to a study conducted by Shanafelt et al (2020) on burnout among physicians working in stressful health sectors. ERP implementation and hierarchy culture had the non-significant relationship with turnover intentions, which disappoints the hypothesis of the study but can also be due to the cultural factors which might be different in the Pakistani context. High power distance and uncertainty avoidance dimensions may make the hierarchical structures more acceptable or expected in the societies contributing to moderation of their influence on the retention. Further, organizational culture reflected in health care organizations is still highly hierarchical, and it could cause normalization effects where employees consider such structures as ergonomic.

Moderating Effects of Demographic Variables

Hence, the huge moderation effects established bring out a wealth of information towards the correlation between organizational culture and retention. Looking at the results, it can be stated that there is a stronger connection between the influences of clan culture and turnover intentions of the personnel who are considered to be professionals and more experienced at work. Whereas task-related competence and confidence may be operant for new comers to the workplace, relational and organisational factors may form the basis for decision to stay or leave when the health-care professional is sufficiently competent and confident in handling technical aspects of his or her work. The implementation of green reward systems leads to positive effects on sustainable business growth within Pakistani organizations.

Green Employee Involvement

Participatory environments motivated through green initiatives enable workers to take part in environmental goals and propose solutions and managerial decisions (Renwick et al., 2013). Environmental teams together with suggestion schemes and problem-solving groups and environmental empowerment constitute the elements of this program (Ahmad, 2015).



Advance Journal of Econometrics and Finance

Vol-1, Issue-2, 2023

When employees take part in environmental programs they develop ownership alongside dedication which creates better involvement in environmental projects (Daily et al., 2012). Organizations utilizing employee involvement as a corporate social responsibility tool can benefit from fresh ideas that enable both ecological improvement and a reduction of environmental impacts and sustainable business expansion (Jabbour, 2013).

The engagement of employees in sustainable initiatives within Pakistani businesses leads to positive impacts on organizational sustainable expansion.

Research Methodology

Research Design

The analysis of GHRM practices and sustainable business growth relationship in Pakistani organizations followed a quantitative method. A wide range of employees and managers throughout Pakistani industries participated in this survey study at a single point in time. The research method enabled the author to gather data from numerous participants at one particular time which let them study variable associations without changing the study conditions (Bryman & Bell, 2015).

Population and Sampling

The research focused on gathering data from Pakistan-based organization employees and managers belonging to manufacturing and services industries and the public sector. Several sampling stages were integrated into the research design. The researcher employed stratified random sampling to select organizations based on their industrial sectors alongside their size classifications. The decision process continued by selecting employees and managers through random methods from each organization included in the research. Our determination of sample size happened through power analysis which took into account variables, estimated effect magnitude, preferred statistical power, and selected significance threshold (Cohen, 1988). A study-based analysis showed that a minimum of 300 employees together with 80 managers should be selected for the research. A total of 450 employees and 120 managers were selected to address the possibility of non-response. A total of 312 employees responded to the study (response rate: 69.3%) and 87 managers accomplished the response (response rate: 72.5%).

Measurement Instruments

A set of structured questionnaires gathered information about the practices of GHRM along with sustainable business growth. The research instruments used established literature-based measures to develop questionnaires while modifying them to fit within the Pakistani environment. A pilot research involving 30 participants was used to check and validate the clarity and reliability and completeness of the measuring instruments.

GHRM Practices

Researchers adapted the GHRM practice measures from Jabbour and Santos (2008) combined with Renwick et al. (2013) and Ahmad (2015). The measurement scale contained five different dimensions.

1. The assessment of recruitment and selection processes through environmental criteria consisted of five elements according to this dimension.
2. Green Training and Development (6 items): Assessed the provision of environmental training and development opportunities for employees.
3. Green Performance Management (5 items): Evaluated the incorporation of environmental criteria in performance appraisal and feedback.
4. Green Reward Systems (5 items): Measured the provision of rewards and incentives for environmental performance.
5. Green Employee Involvement (6 items): Assessed the extent of employee participation in environmental initiatives and decision-making.

Participants answered all survey questions through a 5-point Likert scale that ran from 1 (strongly disagree) to 5 (strongly agree).



Advance Journal of Econometrics and Finance

Vol-1, Issue-2, 2023

Sustainable Business Growth

The authors used a measurement instrument for sustainable business growth which drew elements from Dyllick and Hockerts (2002), Elkington (1998), and Hubbard (2009). The questionnaire contained three distinct factors which evaluated environmental activities.

1. Economic Sustainability (6 items): Measured financial performance, market share, and competitive advantage.
2. Environmental Sustainability (7 items): Assessed resource efficiency, waste reduction, and pollution prevention.
3. Social Sustainability (6 items): Evaluated fair labor practices, community engagement, and stakeholder satisfaction.

The 5-point Likert scale used for measurement ran from 1 (strongly disagree) to 5 (strongly agree) for all items.

Control Variables

Several additional variables were integrated in the analysis to prevent confounding variables from influencing the results:

1. Organizational Size: Measured by the number of employees (small: <100, medium: 100-500, large: >500).
2. The research focuses on three distinct industry fields known as manufacturing together with services and public sector.
3. The company holds either ISO 14001 or other environmental certification standards (yes/no).
4. As control variables we considered age, gender, education, position and tenure information from the respondents.

Data Collection Procedure

A data collection period spanned between September and December of 2024. Organizations received specific questionnaires through the combination of online distribution and in-person delivery methods. A protected web-based survey system served for online delivery alongside dedicated electronic invitations sent to respondents. Research assistants conducted physical collection of data at permitted organizations by passing out questionnaires to staff members. The study promised complete protection against disclosure and hidden identity revelation to all participants. All participants received notification of their free-choice to take part in the study with an unrestricted right to exit any time. A cover letter explained the study objectives and included instructions and contact details for questionnaire assistance to every research participant.

Data Analysis Techniques

Statistical analysis techniques processed the obtained data.

1. The investigators used descriptive statistics for compiling information about demographic characteristics that described both its sampling population and important variables.
2. The researcher implemented Confirmatory Factor Analysis to verify both reliability and validation properties of the measurement instruments.
3. SEM analysis assessed the proposed relationships that linked GHRM practices to sustainable business expansion.
4. The researchers performed separate analyses on organizational size and industry type to demonstrate their possible impact on results.

The researchers conducted statistical analyses through the combination of SPSS version 26.0 and AMOS version 26.0 software.

Results

Demographic Characteristics

The demographic data for the investigated sample emerges in Table 1. Among the total participants 62.5% were men with ages ranging from 30 to 40 and educational attainment at the bachelor's level represented 48.4% of respondents. The survey participants primarily managed manufacturing operations with manufacturing at 42.3% and services and public sector at 37.1% and 20.6% respectively. Most organizations operated at a large scale (52.9 percent) while medium-sized organizations made up (32.8 percent) followed by small organizations with (14.3 percent).

Data Analysis Techniques

By applying the gathered data, mathematical statistics methods were employed in their analysis process.

1. Probability method was also employed by the investigators for assembling data containing information about the sampling population and other essential variables in demography.
2. The researcher conduct Confirmatory Factor Analysis test in order to check the reliability and validating the measurement instrument.
3. With the assistance of SEM analysis, it was possible to evaluate the proposed relations that connected GHRM practices to business sustainable expansion.
4. The researchers additional made sub-analysis of the organizational size and the industry type to establish how they could affect the findings.

All the statistical analyses were conducted using statistical package of social science version 26.0 and amplitude of analysis of moment structures version 26.0.

Results

Demographic Characteristics

It is important to note the demographic data of the investigated sample in Table 1. Out of the total respondents, 62.5% were males and they were aged 30-40 years and 48.4% of the participants had a bachelor's level education. Amongst the survey participants the majority was in the manufacturing field manufacturing 42.3% services and public sector 37.1% and 20.6% respectively. Most of the organizations that participated in this study were large, accounting for (52.9%) while the medium size organizations were (32.8%) and a meager number of small organizations (14.3%).

Table 1: Demographic Characteristics of the Sample

Characteristic	Category	Frequency	Percentage
Gender	Male	249	62.5%
	Female	150	37.5%
Age	<30 years	98	24.6%
	30-40 years	180	45.2%
	41-50 years	89	22.4%
	>50 years	32	8.0%
Education	High School	37	9.3%
	Bachelor's	193	48.4%
	Master's	156	39.1%
	Doctorate	13	3.3%
Position	Employee	312	78.2%
	Manager	87	21.8%
Industry	Manufacturing	169	42.3%
	Services	148	37.1%
	Public Sector	82	20.6%

Organization Size	Small (<100)	57	14.3%
	Medium (100-500)	131	32.8%
	Large (>500)	211	52.9%
Environmental Certification	Yes	185	46.4%
	No	214	53.6%

Measurement Model Assessment

In a bid to test the reliability and validity of the measurement scales, Confirmatory Factor Analysis (CFA) was conducted. The indices of the measurement model were reasonably satisfactory, as reflected by the χ^2/df ratio of 2.31, the CFI of 0.93, the TLI of 0.92, the RMSEA of 0.058 and the SRMR of 0.047. The reliability and validity's for the measurement scales used in the study are as indicated below in Table 2. All constructs had acceptable reliability test results in terms of Cronbach's alpha and composite reliability above the recommended level of 0.7 by Hair et al. (2014). To expose the degree of convergent validity the factor loading measurable must be greater or equal to 0.5 moreover all the AVE should be greater than 0.5. The discriminant validity was also established as the square root of AVE for all constructs was higher than coefficients concerning the other constructs.

Table 2: Reliability and Validity of Measurement Scales

Construct	Items	Factor Loadings	Cronbach's Alpha	Composite Reliability	AVE
GRS	5	0.71-0.86	0.84	0.87	0.63
GTD	6	0.68-0.89	0.88	0.90	0.60
GPM	5	0.73-0.85	0.86	0.88	0.65
GRW	5	0.69-0.84	0.82	0.85	0.58
GEI	6	0.74-0.87	0.89	0.91	0.62
EcS	6	0.72-0.88	0.87	0.89	0.61
EnS	7	0.70-0.86	0.89	0.91	0.59
SoS	6	0.67-0.83	0.85	0.87	0.57
SBG	19	0.65-0.88	0.93	0.94	0.56

Note: Green Recruitment and Selection (GRS), Green Training and Development (GTD), Green Performance Management (GPM), Green Reward System (GRW), Green Employee Involvement (GEI), Economic Sustainability (EcS), Environmental Sustainability (EnS), Social Sustainability (SoS), Sustainable Business Growth (SBG), Average Variance Extracted (AVE).

Descriptive Statistics and Correlations

Table 3 shows the descriptive statistics as well as the correlations of the current study's variables. The scores on GHRM practices in this research ranged between 3.18 for Green Reward Systems and 3.67 for Green Training and Development meaning that the levels of implementation of the practices were moderately high among the sampled organizations. The performance of the company in terms of Sustainable Business Growth was relatively moderate as reflected by the mean score of 3.49 out of the maximum possible score of 5. All hypotheses tested was proven to be significantly and positively related to Sustainable Business Growth. Green recruitment and selection had the lowest coefficient of 0.38, and Green Employee Involvement had the highest at 0.57. This offers some limited evidence for the hypothesized relationships In return. The correlation coefficients of the GHRM practices ranged from 0.32 and 0.59, meaning that GHRM practices are related but different variables.

Table 3: Descriptive Statistics and Correlations

Variable	Mean	SD	1	2	3	4	5	6	7	8	9
1. GRS	3.42	0.85	1.00								
2. GTD	3.67	0.92	0.44*	1.00							
3. GPM	3.35	0.88	0.38*	0.52*	1.00						
4. GRW	3.18	0.94	0.32*	0.47*	0.48*	1.00					
5. GEI	3.58	0.90	0.36*	0.59*	0.45*	0.43*	1.00				
6. EcS	3.51	0.87	0.35*	0.48*	0.41*	0.38*	0.52*	1.00			
7. EnS	3.63	0.93	0.39*	0.56*	0.49*	0.43*	0.58*	0.54*	1.00		
8. SoS	3.32	0.86	0.34*	0.49*	0.42*	0.40*	0.51*	0.49*	0.53*	1.00	
9. SBG	3.49	0.79	0.38*	0.53*	0.45*	0.42*	0.57*	0.77*	0.82*	0.76*	1.00

The results of ANOVA test for P1, P2, P3 and P4 showed significant difference, * $p < 0.01$; GRS = Green Recruitment and Selection, GTD = Green Training and Development, GPM = Green Performance Management, GRW = Green Reward Systems, GEI = Green Employee Involvement, EcS = Economic Sustainability, EnS = Environmental Sustainability, SoS = Social Sustainability, SBG = Sustainable Business Growth.

Hypothesis Testing

SEM analysis was also used to analyze the relationships between the GHRM practices and sustainable business growth as postulated by the hypothesis. There were satisfactory Fit Indices ($\chi^2/df = 2.42$, CFI = 0.92, TLI = 0.91, RMSEA = 0.060, SRMR = 0.049).

Table 4 shows the results of testing the hypothesis of this research. Thus, the results showed that all five GHRM practices had positive effects and supported the hypotheses H1 to H5 of the research. Respectively, Green Employee Involvement contributed the most in enhancing green organizational culture with a standardized regression coefficient of 0.29 and was significant at 0.001 level, followed by Green Training and Development = 0.25, Green Performance Management = 0.18, Green Recruitment and Selection = 0.15, Green Reward Systems = 0.14 at 0.01 level. Altogether, it revealed that these GHRM practices accounted for fifty two percent of the variability in sustainable business development; $F(10, 171) = 97.93$, $p < .05$; $R^2 = 0.52$.

Table 4: Results of Hypothesis Testing

Hypothesis	Path	Standardized Coefficient (β)	t-value	p-value	Result
H1	GRS → SBG	0.15	3.12	0.002	Supported
H2	GTD → SBG	0.25	4.87	<0.001	Supported
H3	GPM → SBG	0.18	3.65	<0.001	Supported
H4	GRW → SBG	0.14	2.89	0.004	Supported
H5	GEI → SBG	0.29	5.42	<0.001	Supported

Note: GRS = Green Recruitment and Selection, GTD = Green Training, and Development, GPM = Green Performance Management, GRW = Green Reward Systems, GEI = Green Employee Involvement, SBG = Sustainable Business Growth.

Moderating Effects

To test the moderating impact of the two factors, that of organizational size and industry type, multi group analysis was done. Table 5 captures these analysis results in more detail in relation to the effects of GHRM practices on sustainable business growth of different business size and industry types.

Table 5: Moderating Effects of Organizational Size and Industry Type

Path	Organizational Size			Industry Type		
	Small (β)	Medium (β)	Large (β)	Manufacturing (β)	Services (β)	Public (β)
GRS → SBG	0.09	0.16*	0.18*	0.17*	0.14*	0.12
GTD → SBG	0.18*	0.24*	0.29*	0.27*	0.24*	0.21*
GPM → SBG	0.12	0.17*	0.21*	0.20*	0.18*	0.14*
GRW → SBG	0.08	0.13*	0.17*	0.16*	0.15*	0.11
GEI → SBG	0.21*	0.28*	0.34*	0.31*	0.30*	0.23*

These findings indicate that * $p < 0.05$; GRS: Green Recruitment and Selection, GTD: Green Training and Development, GPM: Green Performance Management, GRW: Green Reward Systems, GEI: Green Employee Involvement, SBG: Sustainable Business Growth.

It was also revealed that overall, the impact of GHRM practices on sustainable business development is higher in large organizations as compared to the small organizations. Among the six GHRM practices, only Green Training and Development and Green Employee Involvement showed a high level of significance in the small organisation category; the medium and large organisations category depicted a high level of significance in all the GHRM practices. In the same manner, there were different influences observed across the different industries of manufacturing, services, and public industries influenced the findings of their study more than the others. Consequently, GR&S has been found not to escalate sustainable business growth within the public sector but other GHRM practices.

Discussion and Findings

This study have important implications in understanding the nature of and the link between GHRM and sustainable business development in organizations of Pakistan. This analysis concludes that all the five elements of GHRM: green recruitment and selection, green training and development, green performance management, green reward system and green employee involvement have significant and positive relationship with sustainable business development. This points to the idea that there is not just an intellectual approach in the human resource practices to consider the environmental factors but also it has impacts in real terms on the performance of any organization.

Key Findings

Impact of GHRM Practices

Alternatively the idea of green employee involvement scored the highest which shows the significant influence that green employee involvement has on sustainable business growth was closely followed by green training and development. This supports the fact that all employees should be involved in environmental issues and trained concerning these issues. It is for this reason that organizations that need to see improvement in the environmental performance and business growth should encourage involvement coupled with learning. It has now been established that the engagement of the employees is vital towards the proper implementation of the GHRM practices. When people are engaged to become involved in environment activities, then they would be implicated in preservation and protection of the organization's sustainability. This feeling of ownership can enhance the chances of implementing sustainable practices within the organization and thus brings in overall organisational sustainability goals. In addition, green training and development provides employees with the knowledge and skills that are needed in relation to the topic and enable them to contribute towards the efforts needed to sustain the organisation. Education at the workplace may relate to environmental management, waste minimization and energy utilization which enable employees to get acquainted with the measures they can take to result in saving resources as well as costs.



Advance Journal of Econometrics and Finance

Vol-1, Issue-2, 2023

Indeed, green performance management cannot be left out when it comes to its importance. Thus it is possible to use the environmental criteria of performance and control the fulfillment of sustainable development objectives in an organization. This also ensures that employees are motivated toward improving their environmental efficiency, and moreover, organizational goals are in tune with the personal goals of its people. Based on the identified findings the following dimensions of GHRM should be given preference in order to ensure that organisations develop a sustainable workforce and organisation:

Moderating Effects

However, organizational size and type of industry are another important variables that have been discussed by the study, though not as an independent variable. It is strongly evident that large organizations have a better linkage between the existing GHRM practices and sustaining business growth than that of a small organization. This may be in light of the fact that big organizations will be having adequate manpower and planned systems to properly put efficient GHRM practices in place. This study has established that an industry type is vital in contributing to the differences in impacts observed where manufacturing and services industries have been affected badly than the public sector. This means that the kind of industry practiced dictates the way GHRM practices are implemented on the business results.

Large organizations have the ability of carrying out wide-ranging GHRM strategies, including expensive training programs and acknowledgment of full-time sustainability staff. They can then use the funds available to them in establishing and executing GHRM that are suited for the peculiar business environments they operate within. A study will however discover that small firms have some sort of limitations of resources hence the effort to adopt GHRM will be marred by these limitations. This can be explained through the need to implement unique GHRM strategies that address company's details depending on various factors such as its size. In the case of industry type, it reinforces the contextual characteristic of the GHRM practice. Direct impacts of operation in the manufacturing sector are considerably observed in the environment thus making organisations enhance on GHRM practice to counteract them. On the other hand, the practices in the public organizations may be more rigid and may only engage in actions that do not violate any existing legislation on sustainability. This difference in emphasis can therefore alter the impact of GHRM practices on the ability of businesses within those industries towards sustainability.

Theoretical Implications

The study provides support to the theoretical foundations of GHRM which includes the resource-based perspective, the stakeholder theory, and the AMO framework. Thus, supporting the idea of the positive impact of GHRM practices on employee competencies and stakeholders' expectations, the study makes a theoretical contribution to the area of human resource management. Resource-based view asserts that that competitive advantage can occur when organizations possess valuable, rare, inimitable and non-substitutable resources. In this respect, the conclusions drawn in this study are that GHRM practices may also be a key organizational asset that has the capacity to build the organisational capabilities in sustainability. Training and involvement in the organization development show that an organization can enhance human capital based on skilled employee's strength to combat environmental pressures so as to gain competitiveness. The stakeholder theory expands the explanation of how the various interests of stakeholders, including the environmental one, should be considered. The fact that GHRM practices have a direct positive correlation to sustainable business growth shows why an organization must take stakeholder expectations into consideration. Thus, fulfilling the interests of the mentioned stakeholders ensures the organizations legitimacy and reputation, which will again improve organizational business performance in regards to GHRM practices. What distinguishes the AMO framework is the focus on improving employ abilities, motivation and the opportunity to perform. As it can be observed, the results of the present research support this framework and reveal that those GHRM practices can impact those three dimensions. Highly developed



Advance Journal of Econometrics and Finance

Vol-1, Issue-2, 2023

GHRM agenda is likely to increase the level of employee motivation and engagement, the improvement of which may result into desirable environmental outcomes and organizational performance that enhances organizational sustenance.

Practical Implications

They are the following recommendations for the improvement of GHRM. The implication for practitioners of this study is as follows: Training is another crucial practice which should be aligned with the green culture in organizations and also encourage the employees to participate in the organization green activities. Also, the impact of GHRM solutions based on the size of the organization and type of industry will improve the implementation results.

In this regard, organizations are advised to ensure that they have formulated appropriate training methods which will enable the employees in engaging in sustainable practices successfully. This may include faculty meetings, training sessions, which demonstrate specific areas of concern relevant with the environment handled by such a company. In addition to improving the environmental objectives of an organization, training creates a culture of training that is improvement oriented. In addition, when managers encourage employees to participate in decision-making processes regarding environmental programs, then they can be assured that more employees will be motivated to fully support these measures. Thus, organizations might opt to create environmental committees or teams which should comprise of people from different levels of the organizational hierarchy as well as the organizational structure to incorporate various opinions regarding sustainability. It also helps to make various changes that can result into organisation innovations and increases the workers' participation.

This relative awareness is also critical as organisations should undertake GHRM practice by taking into consideration its environment/visibility. This means that the GHRM strategies can be fine tuned depending on the size of the organization as well as the type of industry to suit its best. For organizations of this nature, it may entail the implementation of basic yet efficient and affordable GHRM practices that have within them the tenets of sustainability. While for the extended organizations, there can exist more advanced and developed GHRM programs, therefore they possibly have relatively more significance on the organization's sustainable business development.

Contribution to Literature

This research thus contributes to GHRM literature, especially to the limited studies of GHRM in developing countries, and Pakistan in particular. Thus, through presenting the evidence of the GHRM practices' positive impact on sustainable business development, a further study of GHRM in similar settings is invited. Thus, the study also emphasizes the role of context factors when it comes to GHRM practices and outcomes. The conclusions aid in expanding the field's knowledge of sustainability in human resource management, especially in the developing nations. In light of global organizations' quest to manage environmental challenges, there is need to establish how GHRM can be used to enhance sustainability. This research also helps in meeting the gap of existing literature; however, due to the scope of the current study, it can open a way for developing the further research about the GHRM in other contexts. It also directs researchers to examine the constellation of the antecedent and follow-up consequences of GHRM on organizational performance and sustainability. Such strategy could offer significant information on the dynamic of GHRM practices in relation to their time horizon as well as the continuous impacts they have on business development and the environment. Further, cross-country comparison of developing countries can clarify similarities and differences of GHRM practices with an inter-tons of country comparison.

Conclusion

Thus, at the end, the study effectively presents how practice of GHRM effects sustainable business development in organization of Pakistan. It will also be seen that through the management of human resources through IHRM it becomes possible to support the economic objectives of an organization



Advance Journal of Econometrics and Finance

Vol-1, Issue-2, 2023

while at the same time having positive impacts on the social and the environment. Included within positive effects of green employee involvement, Training, Performance Management, Recommendation, and Reward System, it is clear that comprehensive spectral analysis and treatment of GHRM is crucial. These results underscore the importance of sustainability as well as the involvement of employees in such causes. This way organizations ensure that sustainability is practiced throughout the organization, which makes the overall performance of the organization improve as well as their business. Subsequent research should attempt to understand long-term effects and focus more specifically on variety of challenges in the particular sectors regarding implementation of GHRM practices in order to expand the discussion on sustainable business models. It will be crucial for GHRM to be cognizant of how it can be applied in various models to support organisations for optimal results in the dynamic global business environment.

References

1. Ahmad, J. (2015). Green human resource management: The impact of green practices on organizational performance. *International Journal of Business and Management*, 10(5), 1-10.
2. Ahmed, M., & Hassan, S. (2019). Organizational culture and job satisfaction in healthcare: A study in Pakistan. *International Journal of Health Care Quality Assurance*, 32(3), 649-661.
3. Ali, A., & Al-Owaidan, A. (2008). Islamic work ethics: A critical review. *Cross Cultural Management: An International Journal*, 15(1), 5-19.
4. Azanza, G., Moriano, J. A., & Molero, F. (2020). Influence of organizational culture on turnover intention: The mediating role of job satisfaction. *International Journal of Environment Research and Public Health*, 17(4), 1500.
5. Bashir, U., & Ramay, M. I. (2010). Impact of work-life conflict on job satisfaction: A study of banking sector in Pakistan. *European Journal of Social Sciences*, 15(4), 634-646.
6. Braithwaite, J., Travaglia, J. F., & Margolis, S. A. (2017). The role of organizational culture in the quality of care in healthcare. *BMC Health Services Research*, 17(1), 1-10.
7. Buchan, J., Duffield, C., & Jordan, A. (2018). 'Solving' the nurse shortage: A critical analysis of the Australian policy response. *Human Resources for Health*, 16(1), 1-8.
8. Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and changing organizational culture: Based on the competing values framework*. San Francisco: Jossey-Bass.
9. Daily, B. F., Bishop, J., & Govindarajulu, N. (2012). A conceptual framework for understanding the relationship between workplace safety and sustainability. *Journal of Safety Research*, 43(1), 43-49.
10. Demir, M., et al. (2021). Organizational culture assessment instrument: A validation study in healthcare organizations. *Journal of Health Management*, 23(2), 145-162.
11. Dyllick, T., & Hockerts, K. (2002). Beyond the business case for corporate sustainability. *Business Strategy and the Environment*, 11(2), 130-141.
12. Elkington, J. (1998). *Cannibals with forks: The triple bottom line of 21st century business*. Gabriola Island, BC: New Society Publishers.
13. Gifford, W. A., et al. (2018). The relationship between workplace culture and nurse turnover intentions. *Journal of Nursing Administration*, 48(5), 265-272.
14. Halter, M., et al. (2017). Nurses' intention to leave: A systematic review of the literature. *International Nursing Review*, 64(1), 10-21.
15. Hayes, B., et al. (2018). The role of organizational culture in the retention of healthcare professionals. *BMC Health Services Research*, 18(1), 1-9.



Advance Journal of Econometrics and Finance

Vol-1, Issue-2, 2023

16. Jabbour, C. J. C. (2013). Green human resource management and a sustainable business environment: A systematic review. *Journal of Cleaner Production*, 57, 220-226.
17. Khan, M. A., et al. (2020). The impact of organizational culture on job satisfaction in the healthcare sector of Karachi, Pakistan. *Journal of Business Research*, 109, 248-257.
18. Malik, A., & Khalid, M. (2021). Turnover intentions among healthcare professionals in Pakistan: A qualitative study. *International Journal of Health Planning and Management*, 36(3), 123-134.
19. Mannion, R., & Davies, H. T. O. (2018). Understanding organizational culture for healthcare quality improvement. *BMC Health Services Research*, 18(1), 1-10.
20. Nazir, S., et al. (2021). The impact of organizational culture on employee turnover in healthcare organizations: A study in Pakistan. *International Journal of Health Care Quality Assurance*, 34(8), 1160-1173.
21. Paunonen, S. V., & Ashton, M. C. (2021). Personality and job satisfaction: A review of the literature. *Journal of Personality and Social Psychology*, 121(1), 1-14.
22. Renwick, D. W., Redman, T., & Maguire, S. (2013). Green human resource management: A review and research agenda. *International Journal of Management Reviews*, 15(1), 1-14.
23. Schein, E. H. (2017). *Organizational culture and leadership* (5th ed.). San Francisco: Jossey-Bass.
24. Shanafelt, T. D., et al. (2020). Burnout and satisfaction with work-life integration among US physicians relative to the general US population. *Archives of Internal Medicine*, 172(18), 1377-1385.
25. Thakur, M., et al. (2022). Organizational culture and employee retention: A study of public hospitals in Pakistan. *Journal of Health Management*, 24(2), 234-245.