

CAPITAL UNIVERSITY OF SCIENCE AND
TECHNOLOGY, ISLAMABAD



**Effect of Perceived Green HRM
Practices on Employee Green Behaviour
with the Mediating Role of Green
Employer's Branding and Moderating
Role of Gender and Education**

by

Mansoor Elahi

A thesis submitted in partial fulfillment for the
degree of Master of Science

in the

Faculty of Management & Social Sciences

Department of Management Sciences

2024

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To my mother



CERTIFICATE OF APPROVAL

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Green Behaviour with the Mediating Role of Green
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Education**

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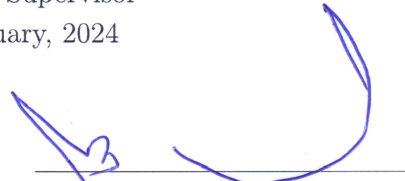


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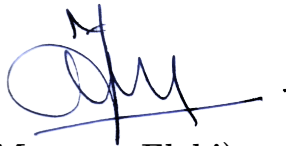
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Acknowledgement

Alhumdulillah! All praises to **Allah** for guiding me throughout this academic journey. This achievement would have not been possible without His blessings.

I am profoundly indebted to my supervisor, **Dr. S. M . M. Raza Naqvi**, whose invaluable guidance, expertise and encouragement have profoundly shaped the trajectory of this thesis. **Dr. Naqvi's** commitment to my intellectual growth and his unflagging pursuit of excellence have left an indelible imprint on my research journey.

I also extend my heartfelt appreciation to my beloved wife whose unwavering support and patience have sustained me through the long hours and challenges of this endeavour.

Mansoor Elahi

Abstract

This study explores the influence of Perceived Green HRM Practices on Employee Green Behaviour and investigates the mediating role of Green Employer Branding and moderating role of Gender and Education in this relationship, within the context of Pakistani organizations. The study draws theoretical support from Social Identity Theory, emphasizing the role of individuals' identification with social groups in shaping their attitudes and behaviours. A cross-sectional survey method was employed to collect data from a diverse sample of 253 employees from various organizations in Pakistan. The survey questionnaire was used to collect the data. SPSS was utilized to analyse the data. The findings revealed a significant positive relationship between Perceived GHRM Practices and EGB. Gender and Education were found to moderate the relationship between Perceived GHRM Practices and EGB. The study also supported the hypothesis that Green Employer's Branding mediates the relationship between Perceived GHRM Practices and EGB.

Keywords: Green HRM Practices, Employee Green Behaviour, Green Employer's Branding, Social Identity Theory.

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Abbreviations

EGB	Employee Green Behaviour
GHRM	Green Human Resource Management
GEB	Green Employers' Branding

Chapter 1

Introduction

1.1 Background of the Study

Environmental concerns and sustainability discourse have been growing in both public and corporate organizations. Organizations are increasingly recognizing the importance of reducing carbon footprint and emulating environmentally friendly practices. As a result, the concept of Green Human Resource Management (GHRM) has emerged, which refers to HRM practices that focus on promoting environmental sustainability (Green, 2019). Employees highly (effectively) committed to their organization are likely to adopt and act by organizational sustainability initiatives (green management practices, corporate social responsibility initiatives, environmental sustainability programs, etc. (Wehrmeyer, 2017). GHRM practices is a strategic concept that integrates environmental concerns into traditional HRM practices such as recruitment, training, performance management, compensation, etc. This approach recognises employees' role in creating a sustainable future and aims to align their goals with the organization's sustainability objectives.

Green practices may include inexhaustive list of initiatives such as promoting green manufacturing, telecommuting, reducing paper usage, implementing energy-efficient technologies, provisioning eco-friendly transportation, use of recycled products, use of power-saving appliances, carpooling, tree plantation, electronic filing, teleconferencing, virtual interviews, use of public transport, maximum use of daylight, etc. These practices not only improve an organization's environmental

performance but also enhance employee engagement and commitment to sustainability. To improve and evolve new techniques and initiatives, continuous research in the field of GHRM is imperative. In one such effort, this study has exploited the research gap in understanding the impact of GHRM practices on employees' behaviour in diverse organizational contexts in Pakistan.

Green Employer's Branding (GEB) refers to the image and reputation of an organization as perceived by its employees regarding environmental responsibility and sustainability practices (Yasin, Huseynova, & Atif, 2023). The mediating influence of GEB between Perceived GHRM Practices and EGB has not been extensively explored. Understanding this mediating role is crucial for creating a pro-environmental culture and stimulating green behaviour among employees (Baykal & Bayraktar, 2022).

A strong employer brand has a significant impact on employee retention and motivation. Green Employer's Branding has a positive influence on employee attitudes and behaviour in terms of environmental responsibilities. It plays a crucial role in attracting talent. GEB acts as a bridge between Perceived GHRM Practices and EGB, communicating the organizational commitment to sustainability. This not only motivates employees to engage in environmentally friendly behaviours but also promotes a culture of environmental awareness within the organization. When employees perceive the organization's strong commitment to socially responsible HRM practices, they form a stronger emotional attachment with the organization, leading to increased EGB (Vu, 2022).

Furthermore, organizations can enhance their social responsibility and reputation by encouraging GHRM practices, making themselves more appealing to employees. Employees react in accordance with the values, goals and strategic direction of their organization, strengthening their commitment in line with many theories like Social Exchange Theory, Psychological Contract Theory, Organizational Culture Theory, Self-Determination Theory, Stakeholder Theory, Diffusion of Innovation Theory etc.

Gender exerts a profound influence on the development of behaviour, attitude, beliefs, opinions and values. Many of the qualities and roles that are encouraged in individuals of different genders are distinct and often assigned varying degrees

of value. While some gender differences have a biological basis, the majority of stereotypical attributes and roles associated with gender are more a product of cultural norms than inherent biological traits (Eisler, Eisler, & Yoshida, 2003).

Gender perceptions and role behaviours are shaped by a complex interplay of cultural and social influences, which emerges as a significant factor for predicting pro-environmental behaviour. It is generally considered that women exhibit a stronger pro-environmental inclination, commitment and concern as compared to men. Even female consumers demonstrate a marked preference for using fewer plastic bags and opting for reusable alternatives when shopping, in contrast to their male counterparts. Gender's effects in the context of GHRM practices and EGB is noteworthy due to differences in perspective and values. Women often exhibit less economic motivation and a more philanthropic orientation compared to men (Ibrahim, Angelidis, et al., 1994; Smith, Wokutch, Harrington, & Dennis, 2001). While women tend to display higher intrinsic motivation for environmentally friendly behaviour and engage in more green actions compared to men, these differences are not always statistically significant (Davidson & Freudenburg, 1996). Men, at times, are found to have more environmental knowledge than women (Aoyagi-Usui, Vinken, & Kuribayashi, 2003; Eisler et al., 2003; Xiao & Hong, 2010; Islam & Managi, 2019). Similarly, men are more inclined to use bicycles for going to work as compared to women. Need for further investigation into the role of gender as a moderator in the relationship between GHRM practices and EGB is necessary.

To get some meaningful results, this study focuses on employees of diverse backgrounds, identities and education levels. Unlike most of the research, which focuses on either employees or students or one / two tiers of management or only the well-educated class of society, this research is an attempt to get a wholesome and inclusive picture from diverse institutes and organizations in Pakistan. This broad picture will open up opportunities to further narrow down this research on specific industries, ethnicities, locations, backgrounds, etc.

Similarly, education may also have a moderating influence on the relationship between GHRM practices and EGB. Education is a deliberate and ongoing effort to impart or acquire knowledge, values, attitudes, skills and sensibilities. Informal

and non-formal education are more flexible and personalized. In the context of pro-environmental behaviour, a focus on formal education is required, which is provided by schools, colleges and universities according to prescribed guidelines and regulations. Education emerges as a crucial moderator in the relationship between Perceived GHRM Practices and employee engagement in environmentally responsible behaviour. Research indicates that individuals with higher levels of education are less likely to engage in non-green behaviour, even when exposed to low levels of GHRM practices (Tandon, Dhir, Madan, Srivastava, & Nicolau, 2023). This finding emphasises the significant impact of education on shaping employees' eco-friendly conduct. Education, influenced by Social Identity Theory, has the potential to act as a moderating factor in the connection between GHRM and EGB. Therefore, education may play a role in shaping employees' social identity and their perception of the organization's image, potentially influencing their engagement in green behaviour.

To delve further, this study is an endeavour to investigate the relationship between Perceived GHRM Practices, GEB and EGB in diverse organizations in Pakistan. It will examine the mediating role of GEB and the moderating effects of Gender and Education. The findings will provide valuable insight for organizations to design effective strategies that promote environmental sustainability and foster green behaviour among employees.

1.2 Gap Analysis

Despite the increasing popularity of GHRM practices, there is a sufficient gap to examine the impact of these practices on employees' behaviour with mediation or moderation of different variables like Green Employers' Branding, green criteria (Ercantan & Eyupoglu, 2022), green shared vision, green innovation (Iftikar et al., 2022), gender diversity (Galván-Mendoza, González-Rosales, Leyva-Hernández, Arango-Ramírez, & Velasco-Aulcy, 2022), etc. Moreover, due to the complexity of the issue, more research to study the effect of GHRM on employees' behaviour is required (W. Li, Abdalla, Mohammad, Khassawneh, & Parveen, 2023) with different variables (Khan, Shah, & Hussain, 2022). Furthermore, the moderating

effect of gender diversity between GHRM and Employees' Green Behaviour is required to be studied in diverse contexts and organizations (Chaudhary, 2020).

Literature does indicate that Green Behaviour has a mediating role in the relationship between GHRM and Employer Branding (Tharanatha, Shashidhar, Bharath, & Nagesh, 2023). However, the role of Green Employer's Branding (GEB) on employees' green behaviour or engagement is unexplored (Banerjee, Saini, & Kalyanaram, 2020; Ercantan & Eyupoglu, 2022). Green Employer's Branding (GEB) refers to the image and reputation of an organization (Yasin et al., 2023). It is significant to understand the mediating role of GEB in this relationship to gain a more comprehensive understanding of the impact of Green HRM practices on Employee Green Behaviour (EGB). In addition to this, the effect of environmental or green training on employee green behaviour is found in the literature (Sinaga & Nawangsari, 2019; W. Li et al., 2023), however, the contribution of our institutionalized education to employee green behaviour has never been explored.

Since perceptions are the defining feature of employees' behaviour and attitude, and not the actual behaviour of the organizations (Griffin, 1991; Pérez, Fernández-Salinero, & Topa, 2018; X. Chen, Hansen, & Cai, 2023), this study is primarily based on Perceived GHRM Practices. Perceived GHRM pertains to how employees perceive GHRM practices formulated by their organization. This study will contribute to a further understanding of the impact of Perceived GHRM Practices on stimulating EGB, however, a comprehensive understanding of the phenomenon will require detailed studies. It is aimed at narrowing the gap in the study of Perceived GHRM Practices and their effects on EGB under the mediation of GEB and the moderating effects of Gender and Education in the backdrop of Social Identity Theory.

1.3 Problem Statement

Environmental sustainability is a growing concern, and awareness about environmental sustainability is growing very fast (Cohen, 2022). This growing concern about environmental sustainability has led to the emergence of GHRM practices,

which focus on promoting environmentally friendly initiatives within organizations. While the concept of GHRM has gained popularity (Dumont, Shen, & Deng, 2017; Pinzone, Guerci, Lettieri, & Huisingh, 2019; Amjad et al., 2021; Khan et al., 2022; Shah & Soomro, 2023), there is a notable gap in understanding the impact of these practices on employees' behaviour, particularly in diverse organizational contexts like those in Pakistan. Moreover, the mediating role of Green Employer's Branding and moderating effects of Gender and Education on the relationship between Perceived GHRM Practices and Employees' Green Behaviour remain largely unexplored. This research aims to address these critical gaps by investigating the relationship between Perceived GHRM Practices and EGB while considering the mediating role of GEB and moderating impacts of Gender and Education. By exploring these dimensions in diverse organizations in Pakistan, the study seeks to provide valuable insights into the efficacy of GHRM Practices in advancing environmental sustainability and understanding. This study aims to contribute to the understanding of the effectiveness of GHRM practices in promoting environmental sustainability and the factors influencing employees' engagement in green behaviour. This is especially important for countries like Pakistan where these concepts are still in their embryonic stage.

1.4 Research Questions

This research paper aims to explore the answers to the following questions:-

Question 1:

Do Perceived GHRM Practices at the workplace influence Employee Green Behaviour?

Question 2:

Does gender moderate the relationship between Perceived HRM Practices and Employee Green Behaviour?

Question 3:

Do education levels moderate the relationship between Perceived HRM Practices and Employee Green Behaviour?

Question 4:

Does Green Employer's Branding mediate the relationship between Perceived HRM Practices and Employee Green Behaviour?

1.5 Research Objectives

The main objective of this research paper is to explore the existence and influence of Perceived Green HRM Practices on Employee Green Behaviour in the context of Pakistani organizations with addition of Green Employer's Branding's role as a mediator in the relationship. Furthermore, the moderating role of Gender and Education is incorporated in the study to explore a new dimension in the relationship of main variables. This study intends to achieve the following objectives:-

Objective 1:

To understand the influence of Perceived GHRM Practices on Employee Green Behaviour.

Objective 2:

To investigate the moderating role of Gender between the relationship of Perceived GHRM Practices and Employee Green Behaviour.

Objective 3:

To find the moderating role of Education between the relationship of Perceived GHRM Practices and Employee Green Behaviour.

Objective 4:

To examine the mediating role of Green Employer's Branding between Perceived GHRM Practices and Employee Green Behaviour.

1.6 Significance of the Study

Since GHRM is not a very popular subject in Pakistan and is still in a very nascent stage, this study contributes to growing the knowledge of GHRM and its impact on employees' green behaviour. In the pursuit of environmental sustainability,

this study will plug a few gaps and proffer valuable insight to understand the relationship between Perceived GHRM Practices, GEB and EGB in the context of diverse organizations in Pakistan. By reinforcing the mediating role of GEB and the moderating role of Gender and Education, the study will enrich the existing literature on GHRM.

This paper will make a valuable contribution to the current body of literature on the connection between Green HRM practices and employee engagement in environmentally sustainable behaviour. It expands upon prior research that has generally established a positive correlation between employees' perceptions of Green HRM practices and their adoption of eco-friendly behaviour (T. Chen & Wu, 2022; Ribeiro, Gomes, Ortega, Gomes, & Semedo, 2022).

This study will help organizations identify avenues to foster a culture of sustainability and engage employees in environment-friendly practices through GHRM practices and strong Green Employer's Branding. This study can also help policymakers and leadership to promote environmental sustainability. GEB can be employed as a strategic tool to shape EGB and enhance an organization's reputation as an environmentally responsible organization.

This study focuses on employees from diverse backgrounds, genders and education levels in Pakistan that adds valuable insights into the unique challenges and opportunities for GHRM implementation. The findings can help formulate GHRM initiatives to address specific cultural, educational and gender-related factors in the country. Similarly, studying diverse organizations will offer broader generalizability of the findings, enhancing the external validity of the research.

By aligning employees' values and goals with the organization's sustainability objectives, GHRM practices can inculcate a sense of purpose and commitment among employees, leading to higher levels of engagement. This study is an effort to contribute to the discourse on employees' engagement with pro-environmental behaviour.

By understanding the moderating role of education in the GHRM Practices-EGB relationship, educational institutions can incorporate more pro-environmental subjects and initiatives to foster a culture of sustainability.

1.7 Supporting Theory

1.7.1 Social Identity Theory (SIT)

Organizations can bolster their social responsibility and reputation by encouraging GHRM practices, making themselves more attractive to employees. Employees align themselves with the values and objectives of the organization, strengthening their commitment in line with many theories. However, the theoretical framework of this research paper is woven around Social Identity Theory proposed by (Turner, Brown, & Tajfel, 1979).

SIT posits that individuals identify or associate themselves and others with various social groups based on shared characteristics and identities. This social identity, with their associated groups, influences their attitude and behaviour (Turner et al., 1979). Social Identity Theory explains how individuals create and define their place in society. SIT is a powerful framework for comprehending how individuals engage in collective actions, defined as actions taken on behalf of a group to advance collective well-being (Dono, Webb, & Richardson, 2010). SIT posits that when an individual's social identity is strong, meaning they strongly identify with a particular group that holds emotional significance to them, their perception of themselves and others undergoes a process of depersonalization. In other words, they no longer see themselves as unique individuals but as self-stereotyped group members, aligning with the norms and values of their in-group (Dono et al., 2010). In the context of environmental behaviour, this means that individuals who strongly identify with a particular environmental group, cause or community, may be more inclined to take collective action to address environmental challenges. The threat to their environmental values or the environment itself can lead to heightened sense of identity and a stronger drive to act on behalf of their group or cause. This perspective offers valuable insights into understanding how social identity influences environmental behaviour. There are three cognitive processes involved in it (Scheepers & Ellemers, 2019):-

- Social Categorization: This is the process of people organizing into groups to understand the social world around them. Employees are categorized into

groups based on their perception of Green HRM Practices in their workplace. This categorization is based on their perception of the organization's environmental responsibility and green HRM practices.

- **Social Identification:** This is the process by which individuals adopt the identity of the group they belong to. Based on their perceptions, employees identify themselves with their environmental-friendly organizations. The mediating role of GEB suggests that employees may identify more strongly with their role as green employee when they perceive that the organization promotes its environmentally friendly practices as part of its employer brand.
- **Social Comparison:** This is the process by which people start to compare their own group with other groups in terms of prestige and social status. This social comparison influences their behaviour and people strive for a positive social identity. Positive identification with the organization's green branding can lead to greater commitment to green behaviour among employees, as they align themselves with the values and identity associated with the organization.

This study creates linkages as to how employees' categorization and identification with their organization's green practices (GHRM Practices) and organizations green image (GEB) can influence their green behaviour (EGB). When employees perceive that their organization has strong GHRM practices that promote environmental sustainability, they are more likely to associate themselves with an environmentally conscious and responsible organization and they are more likely to internalize pro-environmental norms and values.

SIT helps in understanding the mediating role of GEB in the relationship between Perceived GHRM Practices and EGB. Employees who identify themselves as associated with a green employer brand are more likely to be motivated to engage in green behaviour. It is an interpretive idea related to fostering environmental awareness, aiming to implant a sense of pride in employees for being part of the organization and creating an attraction toward it. GEB serves as the commitment of an organization towards sustainability, which reinforces EGB. SIT also unveils the moderating role of Gender and Education towards employees' green behaviour.

Individuals with diverse educational backgrounds and genders may have distinct social identities and group affiliations. This may imply varying degrees of environmental consciousness and value which have different responses towards green behaviour. SIT reflects how individuals, based on their Gender and Education, interpret and respond to their organization's environmental efforts. This mediation illustrates that the effect of GHRM Practices upon EGB is moderated by the social identities associated with gender or education level, as influenced by SIT.

Chapter 2

Literature Review

2.1 Origin of the Concept

Studies concluding the involvement of employees in the reduction of pollution and environmental management (EM) in the 1990s mark the origin of the concept ([Antonio Ruiz-Quintanilla, Bunge, Freeman-Gallant, & Cohen-Rosenthal, 1996](#); [Bunge, Cohen-Rosenthal, & Ruiz-Quintanilla, 1996](#)) of Green Environment. “Greening People” is the earliest book that bridges a relationship between HRM and EM ([Wehrmeyer, 2017](#)). “Green Management: A Reader” is an anthology that explores various aspects of green and sustainable management like the role of government and regulatory bodies in promoting sustainable practices, strategies for implementing management practices within an organization, and challenges and opportunities presented by green management ([McDonagh & Prothero, 1997](#)).

Extending the research in the field of GHRM, ([D. Renwick, Redman, & Maguire, 2008](#)) proposed a framework for organizations to develop and implement GHRM practices through a five-stage process model. The concept of sustainable HRM can well be attributed to the seminal work of Ina Ehnart in his book “Sustainable Human Resource Management: A Conceptual and Exploratory Analysis from a Paradox Perspective”. Sustainable HRM has an important role in making the organization more socially responsible and environmentally sustainable, which requires a shift in focus from individual performance to a collective sustainability goal with a long-term perspective ([Ehnert & Ehnert, 2009](#)). Ehnert identifies

blind spots in Strategic HRM theory and introduces paradox theory as an analytical framework for Sustainable HRM. Wagner considers GHRM as a subset of Sustainable HRM without Corporate Social Responsibility (CSR) issues; it is related to those aspects of Sustainable HRM that deal with environmental sustainability demands (p.g 144 [Wagner, 2013](#)). GHRM is an approach that integrates environmental concerns into HRM practices ([D. Renwick et al., 2008](#); [Paillé, Chen, Boiral, & Jin, 2014](#)). GHRM encompasses specific procedures and activities that are in harmony with the three pillars of sustainability – environmental, social and economic equilibrium ([Mahdy, Alqahtani, & Binzafrah, 2023](#)).

2.2 Perceived GHRM Practices

Response of organizations in environmental domain is not limited to pollution control alone, rather, it has swollen in every aspect of HRM. This prompted researchers to investigate the influence of Perceived GHRM Practices on employees' environmentally friendly behaviour. Green HRM practices denote an integration of environmentally sustainable practices into HRM policies and practices ([D. Renwick et al., 2008](#)). GHRM is an environment-centric system with the goal of enhancing employees' awareness, knowledge, skills and motivation to support the organization's sustainable environmental development ([Ren, Tang, & E Jackson, 2018](#)). It is almost consistent that adoption of GHRM practices positively influences employees' green behaviour ([Kim, Kim, Choi, & Phetvaroon, 2019](#)). Similarly, Perceived GHRM Practices have a positive impact on employees' pro-environmental / green behaviour ([Jabbour, Santos, & Nagano, 2010](#); [D. W. Renwick, Redman, & Maguire, 2013](#); [B. B. Saeed et al., 2019](#); [Kim et al., 2019](#); [Parida, Ananthram, Chan, & Brown, 2021](#); [Aftab, Abid, Cucari, & Savastano, 2023](#); [Ribeiro et al., 2022](#); [Cahyadi, Natalisa, Poór, Perizade, & Szabó, 2022](#)). Bajpai et al. found Green HRM practices had brought an immense improvement in the work performance and efficiency of employees ([Bajpai, Khan, Mazhar, & Uddin, 2022](#)). Literature has also highlighted that Green HRM positively influences individual green values ([Alzgoool, 2019](#)). Similarly, several specific GHRM practices are associated with employees' green behaviour. For example, green training and development,

green performance management, green empowerment and participation are positively related to the pro-environmental behaviour of employees (B. B. Saeed et al., 2019; Ojo, Tan, & Alias, 2022). In addition to this, GHRM practices like recruitment and selection, training and development and compensation practices positively influence the environmental performance of organizations (Yusoff, Ne-jati, Kee, & Amran, 2020; Malik et al., 2021). Research has indicated that GHRM practices can stimulate employees to engage in green behaviour by equipping them with essential resources and support that include training and development programmes, green incentives and rewards as well as effective green communication and feedback mechanisms (Ercantan & Eyupoglu, 2022).

Similarly, pro-environmental behaviours improve environmental performance (Li et al., 2023). However, at times, literature presents a divergent perspective on the presumed positive relationship between green practices and environmental performance or pro-environmental behaviour. For example, Yusoff et al. did not establish a positive association of green performance appraisal practices with environmental performance (Yusoff et al., 2020), Elshaer et al. did not find a positive effect of GHRM on environmental performance in small tourism enterprises (Elshaer, Sobaih, Aliedan, & Azazz, 2021) and Ojo et al did not find positive evidence supporting the impact of green recruitment and selection on pro-environmental IT behaviour (Ojo et al., 2022). Moreover, the organization's designed GHRM programmes may encounter partial implementation and varying perceptions among the employees due to individual differences in personality, attribution styles or values (Sanders & Yang, 2016; Batt & Hermans, 2012).

Employee attitudes and behaviours are influenced more by their perceptions than by the actual behaviour of the organizations (Griffin, 1991; Pérez et al., 2018; X. Chen et al., 2023). Perceived GHRM pertains to how employees perceive GHRM practices, whether proactively or reactively, rather than the HRM practices formulated by the organization. Many factors can prevent employees from perceiving or recognizing these practices, rendering them ineffective. Therefore, it is only the Perceived GHRM Practices that have the potential to influence employees, as supported by prior research (D. W. S. (D. W. Renwick et al., 2013; Paillé et al., 2014; Ren et al., 2018; Lu, Xu, Cai, Yang, & Chen, 2022)). Evidently,

Perceived GHRM serves as a significant predictor of employees as confirmed by the findings of (Yusliza et al., 2021). In addition to this, Perceived GHRM Practices even improve employees' innovative behaviour (Song, Bai, Wu, & Wang, 2023).

Green HRM Practices are mandatory to support green management by integrating "environmental issues" into various HRM functional components (D. W. Renwick et al., 2013; Yong, Yusliza, Jabbour, & Ahmad, 2020) and regulating employees' green behaviour at the organizational level. Moreover, creating workplace employees to seek information and ecologically friendly practices may successfully generate psychologically responsible behaviour at the organizational level (Nisar et al., 2021).

Studies have also found that GHRM Practices can exert a positive influence on employee well-being. When employees perceive their organization as environmentally responsible and actively engage in green initiatives, they tend to report higher levels of job satisfaction and stronger commitment (Aboramadan, 2022). Organizations that implement GHRM Practices have shown enhanced environmental performance, heightened employee productivity and an improved reputation and brand image (Nisar et al., 2021).

The literature suggests that GHRM practices play a pivotal role in fostering employees' green behaviour and, by extension, improving organizational environmental performance. However, the relationship between GHRM and environmental outcomes is multifaceted, influenced by various contextual factors and the specific GHRM practices implemented. These complexities emphasize the need for a nuanced understanding of GHRM's effects and the importance of tailoring green HRM strategies to the unique characteristics and goals of organizations.

2.3 Employee Green Behaviour (EGB)

EGB is defined as "scalable actions and behaviours that employees engage in that are linked with and contribute to or detract from environmental sustainability" (Dilchert, 2012). Environmentally sustainable behaviours exhibited by employees can be termed as Employee Green Behaviour (Norton, Parker, Zacher, &

Ashkanasy, 2015; Mi et al., 2020). EGB has the potential to confer a competitive edge on the company, enhance its environmental performance and establish a favourable environmental reputation (Mi et al., 2020). Employees with their green behaviour can improve their work motivation, increase job satisfaction and promote their career development (Mi et al., 2020). Employee green behaviour is referred to employees' conduct in mitigating detrimental environmental effects at professional as well as personal levels. Several studies have concluded that GHRM practices have a positive impact on EGB (Dumont et al., 2017; Yue et al., 2023), albeit at times the literature differs from this (Ojo et al., 2022).

Organizations can motivate employees to pursue green practices through different management measures like green transformational leadership, GHRM, etc (Jian et al., 2020) (T. Chen & Wu, 2022). The GHRM-EGB relationship is also moderated or mediated by many variables like psychological green climate (Naz, Jamshed, Nisar, & Nasir, 2023), green organizational culture (Pham, Phan, Tučková, Vo, & Nguyen, 2018), green entrepreneurship, green self-efficacy (Iftikar et al., 2022), etc. Due to the differences in focus, the direction of different GHRM practices may be different and distinct for employees which may also be affected by the differences in context (Nisar et al., 2021; Ercantan & Eyupoglu, 2022). Similarly, many other variables like Green Employer's Branding, green criteria, green lifestyle, green commitment, green creativity, green innovation, green shared vision, etc. still require to be explored in the context of the interaction between GHRM practices and EGB (Ercantan & Eyupoglu, 2022; Iftikar et al., 2022).

The influence of GHRM practices on Employee Green Behaviour can be espied in light of Social Identity Theory. Such employees identify themselves with GHRM practices and will act in ways that are consistent with the green norms and values of the organization. Employees who identify themselves with an organization that promotes environmental sustainability are more likely to engage in green behaviour. In other words, GHRM practices can enhance employees' ability to align with environmental initiatives, improve the recognition of the organization's green goals and stimulate their green behaviour (Ababneh, 2021; Rubel, Kee, & Rimi, 2021; Zhu, Tang, Wang, & Chen, 2021; T. Chen & Wu, 2022; Cahyadi et al., 2022). Effective GHRM practices can enhance environmental performance by

minimizing chemical waste, preventing the release of pollutants into oceans and rivers and embracing other ecologically responsible initiatives (Kuo et al., 2022). Organizations with high priorities in GHRM practices are more likely to have employees who engage in behaviours such as recycling, energy conservation, using public transport, carpooling, etc. Implementing GHRM practices can result in heightened efficiency, reduced operational costs and heightened employee engagement, all of which contribute to improved environmental performance (Adeel, Mahmood, Khan, & Saleem, 2022). These practices may create a sense of pride and identity within their organization. Research indicates that GHRM practices significantly influence Employee Green Behaviour (EGB) and pro-environmental performance (Nisar et al., 2021; Naz et al., 2023); however, due to the complexity of the issue, avenues for more research in diverse contexts are still open (W. Li et al., 2023).

H1: Perceived GHRM Practices positively influence Employee Green Behaviour (EGB).

2.4 Gender

Gender plays a significant role as it shapes patterns of behaviour, attitudes, beliefs, opinions, values and more. Gender differences are particularly noteworthy because many of the qualities and roles that are encouraged in individuals of different genders are distinct and often assigned varying degrees of value. While some gender differences may have a biological basis, the majority of stereotypical attributes and roles associated with gender are more a product of cultural norms than inherent biological traits (Eisler et al., 2003). Gender conceptions and role behaviour are shaped by a complex web of cultural and social influences that permeate various aspects of everyday life within the societal system (Eisler et al., 2003). Gender emerges as a significant and influential factor when predicting pro-environmental behaviour (Johnson, Bowker, & Cordell, 2004). Literature supports the idea that women have more pro-environmental inclination, commitment and concern than men (Brough & Wilkie, 2017; Casaló & Escario, 2018; Casaló, Escario, & Rodriguez-Sanchez, 2019; Galván-Mendoza et al., 2022; Y. Li, Wang,

& Saechang, 2022; Fatoki, 2023). Similarly, female consumers demonstrate a significant preference for using fewer plastic bags and opting for more reusable bags when shopping, in contrast to male consumers (Wang & Li, 2021). However, the role of gender in moderating the relationship between Perceived GHRM Practices and EGB has gained limited attention in the literature. The effect of gender in the context of GHRM practices and employee green behaviour can be an important factor owing to the difference in their perspective and values (Greening & Turban, 2000; Fatoki, 2023). Women have fewer economic motives and a more philanthropic orientation as compared to their male counterparts (Ibrahim et al., 1994; Smith et al., 2001). Similarly, women's beliefs in the corporate social responsibilities (CSR) of an organization are stronger than those of men (Droms Hatch & Stephen, 2015). Micro-level CSR has a positive influence on employee pro-environmental behaviour having a stronger moderating effect on women than men (Ahmad et al., 2021). Literature suggests that women tend to display higher levels of intrinsic motivation for environmentally friendly behaviour and engage in more green behaviour as compared to men, albeit these differences are not statistically significant (Katz, Rauvola, Rudolph, & Zacher, 2022; Fatoki, 2023). The effect of gender on pro-environmental behaviour is not consistent in the studies. For example, Richa Chaudhary finds that gender does not moderate the relationship between GHRM practices and "task-related" or "voluntary" green behaviour, albeit she has suggested extending the generalizability of her research in different individuals' contexts and from a wide variety of industrial, organizational and cultural settings (Chaudhary, 2020). Keeping in view the importance of the subject, (Galván-Mendoza et al., 2022) also suggested exploring employee green behaviour (EGB) from the perspective of gender diversity (Galván-Mendoza et al., 2022). Women tend to exhibit a more positive inclination towards green consumption intentions, consume fewer carbon-intensive products and make more frequent purchases of environmentally friendly product; however, men often outperform women in terms of environmental knowledge, and, in some regions, they express greater levels of concern about environmental issues (Zhao, Gong, Li, Zhang, & Sun, 2021). Interestingly, certain research suggests that males may be more inclined to participate in pro-environmental actions than females (Aoyagi-Usui et al., 2003; Eisler et al., 2003; Xiao & Hong, 2010; Islam & Managi, 2019). Men are more

inclined to choose cycling as their mode of transportation to work or school (Zhao et al., 2021). In short, we can say that the moderation role of Gender in EGB is inconsistent. Similarly, gender differences in environmentalism are not universally consistent or applicable across all contexts (Davidson & Freudenburg, 1996; Y. Li et al., 2022). There is a need to further study the role of Gender as a moderator in the relationship between GHRM practices and Employee Green Behaviour in different contexts.

H2: Gender moderates the relationship between Perceived GHRM Practices and Employee Green Behaviour (EGB).

2.5 Education

“Education is the deliberate, systematic and sustained effort to transmit, provoke or acquire knowledge, values, attitudes, skills or sensibilities as well as any learning that results from the effort” (Chazan, 2022). Education is a conscious and meaningful activity that is not confined within the boundaries of a building or school (Chazan, 2022). As per UNESCO Guidelines, education is categorized as formal, informal and non-formal learning (Carlsen, 2012). “Formal education is an organized education model, structured and administered by laws and norms and subject to curriculum objectives, methodology and content” (Grajcevci & Shala, 2016). In the context of the West, “formal education consists of systematic instructions in ‘universal’ knowledge and skills, provided at prearranged times and places by specialists.” (Trommsdorff, 2001). In countries like Pakistan, the definition of formal education has many cross-cultural limitations, which range from government to private institutions to Madrassah. However, for this research, (formal) education means the structured and standardized education system provided by educational institutions, such as schools, colleges and universities, that follows a prescribed curriculum and set of regulations. Article 25A of The Constitution of The Islamic Republic of Pakistan says that “The Government of Pakistan shall provide free and compulsory education to the maximum number of children of the state. It might be determined by law.” (Chapter 1: ‘Fundamental Rights’ of Part II: ‘Fundamental Rights and Principles of Policy’, 1973).

The literature on Green HRM has primarily been inundated with research on organizational-level outcomes, with minimal emphasis on employee-level investigations. The outcomes of non-green employees have largely been overlooked, as the majority of research has concentrated on individuals with green orientation (Japir Bataineh, Ghasemi, & Ghadiri Nejad, 2023). Nevertheless, recent studies have brought to light the affirmative impact of GHRM practices on employees' engagement in environmentally responsible behaviours within their job roles (W. Li et al., 2023). This accentuates the significance of delving into the moderating influence of education in the connection between Perceived GHRM Practices and employees' eco-friendly behaviour.

Education emerges as a pivotal factor that can effectively moderate the correlation between Perceived GHRM Practices and employee engagement in environmentally responsible behaviour. Some studies have illuminated the moderating role of education in the context of Perceived GHRM Practices and Employee Green Behaviour (Dumont et al., 2017; Tandon et al., 2023). Notably, this research uncovered that individuals with higher levels of education exhibit a reduced propensity to engage in non-green behaviour, even when they perceive low levels of GHRM practices (Tandon et al., 2023). This finding underscores the profound impact education can have on shaping employees' eco-friendly conduct.

As per the literature, training and development positively influence employee green behaviour and pro-environmental performance (Sinaga & Nawangsari, 2019; Yusoff et al., 2020; W. Li et al., 2023). The literature review also indicates that HR practitioners should provide employees with education and training programmes related to environmental preservation (Mahdy et al., 2023). However, the effect of our formal education on employee green behaviour has never been explored. I perceive education can moderate GHRM-EGB relationship by shaping employees' environmental values, beliefs and awareness in the context of Social Identity Theory (SIT). SIT proposes that individuals are positively regarded within the social environment when they are associated with firms that have a favourable image (Merlin & Chen, 2022). Therefore, it can be inferred that education may play a role in shaping employees' social identity and their perception of the organization's image, which in turn may influence their green behaviour. I hypothesize:

H3: Education moderates the relationship between Perceived GHRM Practices and Employee Green Behaviour (EGB).

2.6 Green Employer's Branding (GEB)

The initial concept of employer branding in HRM can be attributed to S. Barrow and T. Ambler, who defined it as a “package of functional, economic and psychological benefits provided by employment” (Ambler & Barrow, 1996). Sullivan (2004) defined Employer Branding as a “targeted, long-term strategy to manage the awareness and perceptions of employees, potential employees and related stakeholders with regards to a particular firm” (Sullivan, 2004). As per Yasin et al., “the image and reputation of an organization are called employer branding” (Yasin et al., 2023). A strong employer brand positively influences the decisions of employees to stay in a company and their motivation level (Collins & Stevens, 2002). Correct directional aspects of employer branding are essential to positively affiliating employees with the organization (Tharanatha et al., 2023). Research indicates that Green Employer's Branding can positively impact employee attitude and behaviour. Employees, who perceive their organization as being environmentally responsible are more likely to engage in pro-environmental behaviour or organizational citizenship behaviour for the environment (OCBE) (Temminck, Mearns, & Fruhen, 2015). Employer branding is also an effective tool for attracting talented employees (Gupta, Sahoo, & Sahoo, 2018). Social Identity Theory is a key concept that underpins much of the research in this area, as it suggests that employees' self-esteem is entwined with their respective firms, and individual derive their identity from their organizations (Merlin & Chen, 2022).

As discussed earlier, GHRM practices are the key factors in assisting organizations to achieve green competitive advantage (Muisyo, Qin, Ho, & Julius, 2022), and this green competitive advantage is positively related to environmental reputation and hence employer brand (Muisyo, Su, Julius, & Hossain, 2023). Research findings demonstrate that GHRM practices wield a significant influence on enhancing an organization's reputation and attractiveness, and this effect can be explained through the mediating role of Green Employee Behaviour (Merlin & Chen, 2022).

Furthermore, GHRM practices contribute to the development of an organization's reputation and prestige, fostering a deeper sense of organizational identification among its employees (Vu, 2022). Employees may be more willing to exert effort to promote the organization's environmental goals, thereby providing a benefit to the organization (Paillé, Sanchez-Famoso, Valéau, Ren, & Mejia-Morelos, 2023). If an organization has a strong GEB, it can enhance the relationship between Perceived GHRM Practices and EGB. GEB can communicate the organization's commitment to sustainability and environmental responsibility to employees, which can reinforce the positive effects of GHRM practices on EGB. Green Employer's Branding can act as a potential mediator in the bond between GHRM and EGB. Employees may be more likely to engage in green or environment-friendly behaviour if the organization actively promotes its environment-friendly image as a brand. This may create a green-conscious culture within an organization which could increase employee engagement in green behaviours.

When employees perceive their organization as an entity committed to socially responsible HRM practices, imbued with strong values and ethical principles, they tend to form a stronger emotional connection with the organization (Vu, 2022). This heightened organizational identification, in turn, leads to a surge in employee green behaviour, as individuals become more inclined to actively partake in actions that align harmoniously with their organization's values and overarching objectives (Vu, 2022).

By promoting Green HRM practices, organizations can enhance their social responsibility and reputation, which can be attractive to employees (Piercy & Lane, 2009). The socially responsible HRM Practices within an organization, as perceived by the employees, may positively influence their organizational identification, aligning with the principles of Social Identification Theory. When an organization effectively participates in Corporate Social Responsibility (CSR), employees tend to respond positively and develop a stronger bond with the enterprise, aligning themselves with its values and objectives (Vu, 2022).

H4: GEB mediates the relationship between Perceived GHRM Practices and EGB.

2.7 Theoretical Model

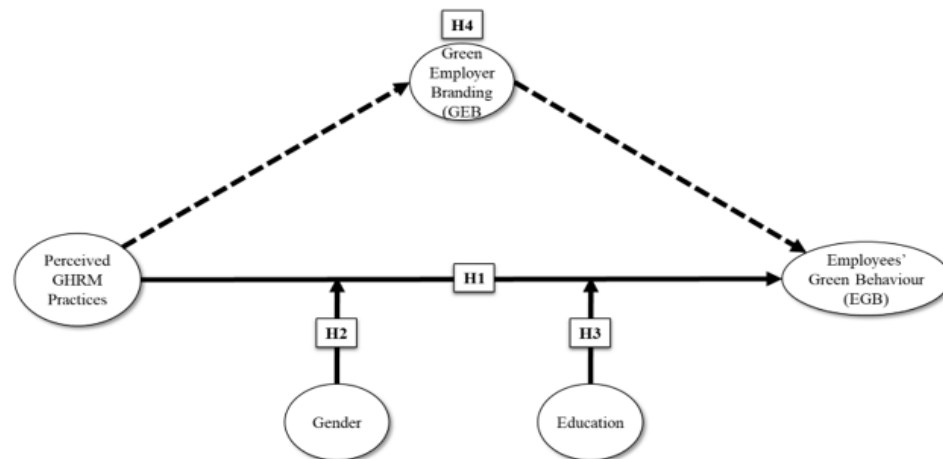


FIGURE 2.1: Theoretical Model

2.8 Hypothesis of the Study

H1: Perceived GHRM Practices positively influence Employees' Green Behaviour (EGB).

H2: Gender moderates the relationship between Perceived GHRM Practices and Employees' Green Behaviour (EGB).

H3: Education moderates the relationship between Perceived GHRM Practices and Employees' Green Behaviour (EGB).

H4: GEB mediates the relationship between Perceived GHRM Practices and EGB.

Chapter 3

Research Methodology

3.1 Research Design

3.1.1 Type of Study

This is a cross-sectional study that employed a survey method to gather data in the form of a questionnaire from employees from diverse backgrounds, genders and education levels from different organizations in Pakistan. The cross-sectional approach is suitable for examining the relationship between variables and exploring the mediating and moderating effects within a specific timeframe. Since the topic of research is not very popular in Pakistan and is in a very nascent stage, it is imperative to gather data from diverse organizations and education levels. A quantitative survey method is employed to gather data from employees in diverse organizations in Pakistan.

3.1.2 Unit of Analysis

This study aims to examine the perceptions and behaviours of employees in diverse organizations in Pakistan regarding GHRM practices, EGB and GEB. Individual employee is the unit of analysis. Each employee is considered as a separate unit of analysis and data is collected from them through a structured questionnaire. The responses from individual employees are then used to analyse the relationship

between Perceived GHRM Practices, GEB and EGB and to explore the potential moderating effects of Gender and Education on these relationships.

3.1.3 Population and Sample

In Pakistan, National Conservation Strategy 1992 aims to promote sustainable development by conserving natural resources, reducing pollution and promoting sustainable development. National Environmental Policy 2005 (available at <https://mocc.gov.pk/Policies>) intends to promote sustainable development through legally, administratively and technically sound institutions. The policy focuses on the conservation of natural resources, pollution control and the promotion of sustainable development. Due to the efforts of Government of Pakistan, it has “on track” status on SDG 13 related to climate change. This is a result of several policies and initiatives to improve environment like Clean Green Pakistan, Recharge Pakistan, etc (M. Saeed et al., 2023). To support government policies, every organization is expected to adopt sustainable measures and GHRM practices. The sample includes both male and female employees with varying levels of education and age groups.

3.1.4 Data Collection

Data was collected through a structured questionnaire that consists of four sections – Perceived GHRM Practices, EGB, GEB and Personal Details. There are many practices in the daily life of individuals that can be termed green practices without actually knowing them on a conceptual level. In order to ensure the validity of the study, the basic concepts of GHRM, GEB and EGB needed be explained to the respondents. Therefore, an explanation of these concepts was provided with the respective questions for contextual understanding of the question. Questionnaire was also administered in Urdu for those who do not understand English.

3.1.5 Scale / Measurement

In order to measure different variables, the Questionnaire (Appendix A) was adapted from different researches. Measurement was based on a five-point Likert

Scale to gather the responses as 1=Strongly Disagree, 2=Disagree, 3=Not Sure, 4=Agree and 5=Strongly Agree.

3.2 Instrumentation

A total of 323 questionnaires were administered to employees of different organizations through Google Surveys and hard copies. Hard copies were essential for most of the respondents who were either not comfortable using Google Surveys or were not computer literate. It was difficult to understand the questionnaire in English by respondents with less education. Two, for those who cannot understand Urdu, questions were verbally asked and the form was filled in the shape of an interview. Participants were briefed on the objective of this academic research, with an assurance that their rights to privacy, anonymity and self-determination would be upheld. The data collection process took place in April to July 2023. Out of 323 contacted employees, 262 responded and 253 were usable.

3.2.1 Perceived GHRM Practices

The first part focused on the measurement of Perceived GHRM Practices. The six items were selected from (Fawehinmi, Yusliza, Mohamad, Noor Faezah, & Muhammad, 2020) which were originally adapted from (Dumont et al., 2017). Two more items (“Does your organization consider employees’ personal identity-environmental management fit in recruitment and selection?” and “Does your organization encourage employees to provide suggestions on environmental improvement?”) were adapted/added from the original research of (Dumont et al., 2017) which were not included by (Fawehinmi et al., 2020).

3.2.2 Employees Green Behaviour (EGB)

The second part of the questionnaire is about EGB. Keeping in view the context of Pakistan, seven items were adapted from (Fawehinmi et al., 2020) which are in alignment with the study of (Blok, Wesselink, Studynka, & Kemp, 2015).

3.2.3 Green Employers' Branding (GEB)

The third part of the questionnaire is about GEB. 14 items were adapted from the study of (Yasin et al., 2023).

3.2.4 Personal Details

The last part of the questionnaire covers the personal details of the respondent. It will be especially useful to study the moderating variables of Gender and Education.

TABLE 3.1: Instruments

Sr. No	Variable	Source	Items
1	Perceived GHRM Practices	(Dumont et al., 2017; Fawehinmi et al., 2020)	8
2	Employee Green Behaviour (EGB)	(Blok et al., 2015; Fawehinmi et al., 2020)	7
3	Green Employer's Branding (GEB)	(Yasin et al., 2023)	14

3.2.5 Data Analysis Technique

A pilot test was conducted on 100 respondents initially which included Outliers, Missing Data, Normality Test, Reliability Test, Reliability Test of Individual Variables and Validity Test. The Range, Mean, Standard Deviation and Variance of individual items were analysed. The measurement of Cronbach alpha was conducted for each variable. For the final analysis, 253 questionnaires were valid. After the collection of data, it was filled and analysed through SPSS 20. Descriptive statistics were measured. Correlation analysis led to checking the relationship of variables. The regression test and Hayes Process Model was used to measure the link between the variables and for mediation and moderation analysis.

Chapter 4

Results and Analysis

4.1 Frequency Distribution

4.1.1 Gender of Respondents

In this section, we present an analysis of the gender distribution among the respondents in our study. **Table 4.1** illustrates the gender composition, providing valuable insights into the demographic makeup of our participant pool. This demographic breakdown is a fundamental aspect of our study's context and participant composition.

TABLE 4.1: Gender Distribution

Gender	Frequency	Percent	Cumulative Frequency
Male	186	73.50%	73.50%
Female	67	26.50%	100%
Total	253	100%	

Gender composition of the current study is displayed in **Table 4.1**. Out of 253 participants, 73.5% (186) are male and 26.5% (67) are female.

4.1.2 Age Distribution

This section presents an analysis of the age distribution among the respondents in our study. **Table 4.2** provides a detailed overview of the age distribution within our research, highlighting the varied age groups present among our participants. The data shows that our study encompasses a diverse range of age categories, with percentages and cumulative percentages offering a comprehensive perspective on the distribution. Understanding the age composition of our participant pool is essential for contextualizing the findings and assessing the impact of age on our research variables.

TABLE 4.2: Age Distribution

Age	Frequency	%age	Cumulative %age
15-21 Years	11	4.30%	4.30%
22-28 Years	62	24.50%	28.90%
29-35 Years	58	22.90%	51.80%
36-42 Years	55	21.70%	73.50%
43-49 Years	38	15.00%	88.50%
50-56 Years	21	8.30%	96.80%
Over 56 Years	8	3.20%	100.00%
Total	253	100.00%	

Table 4.2 shows participants' age distribution. Out of 253 respondents, maximum respondents (69%) are between 22 – 42 years of age. The highest percentage (24.5%) of the current study is from 22-28 Years of age group.

4.1.3 Qualification / Education Level

Table 4.3 provides a comprehensive view of the educational qualifications held by the respondents, showcasing the distribution across different levels of education. This data indicates the educational diversity within our participant pool, with insights into the educational background of both male and female respondents. Understanding the education levels of our participants is vital for contextualizing

our research findings and evaluating potential relationships between education and other variables.

TABLE 4.3: Education of Respondents

Education	Male	Female	Total
Under Matric (SSC)	14	11	25
SSC (Matric / O Level/ 10 Years)	11	7	18
HSSC (F.A. / F.Sc./ I. Com./ A Level/ I.C.S./ D.B.A./ D.A.E. / 12 - 13 Years)	14	4	18
Associate Degree / Ordinary Bachelor (BA / BSc/ B.Tech/ 14 - 15 Years)	14	3	17
BA/ BS, B.E., B.Arch, B.Sc. (Engg.), BSc (Agri)/ B.Tech (Hons)/ MA/ MSc (16 years), LLB, B.Com (Hons), MBBS, DVM, BDS, Pharm D / 16 - 17 Years	45	10	55
MA / MS/ M.Phil./ MBA, MSc (Engg.), M.E., MTech (18 Years)	78	32	110
PhD	10	0	10
Total	186	67	253

Table 4.3 show the qualification (educational) distribution of the participants of this study. Out of 253 respondents (n=253), the highest number (110) of respondents have 18 Years of education. PhD respondents are the lowest in number (10).

4.1.4 Experience Level

In this section, we analyse the job experience levels of the respondents in our study. **Table 4.4** offers a detailed representation of the job experience levels within our research, showcasing the workforce's distribution across various categories of experience. The provided percentage and cumulative percentages give a comprehensive insight into the collective job experience our respondents. Understanding the job experience profiles of our participants is crucial for contextualizing our research findings and exploring potential correlations with other variables.

TABLE 4.4: Job Experience

Job Experience	Male	Female	Total	%age	Cumulative %age
Less than 1 Year	31	8	39	15.40%	15.40%
1-5 Years	27	23	50	19.80%	35.20%
6-10 Years	34	20	54	21.30%	56.50%
11-15 Years	29	7	36	14.20%	70.80%
15-20 Years	31	7	38	15.00%	85.80%
21-25 Years	13	1	14	5.50%	91.30%
Over 25 Years	21	1	22	8.70%	100%
Total	186	67	253		

Table 4.4 shows the job experience of the respondents. Out of 253 respondents, the maximum respondents (21.3%) have job experience of 6-12 years. 19.8% of respondents have job experience of 1-5 years. 5.5% of respondents have a good experience of 21-25 years.

4.1.5 Type of Organizations

This section delves into the analysis of the types of organizations where respondents are employed. **Table 4.5** showcases the diversity of organizations where our study's respondents are employed., outlining the distribution across various categories. The provided percentages and cumulative percentages offer a comprehensive perspective on the type of organizations represented in our study.

TABLE 4.5: Type of Organizations

Type	Male	Female	Total	%age	Cumulative %age
Private	65	28	93	36.80%	36.80%
Public	14	7	21	8.30%	45.10%
Government	51	11	62	24.50%	69.60%
Semi-Government	42	13	55	21.70%	91.30%
NGO	10	7	17	6.7%	98.0%
Others	4	1	6	2.0%	100.00%
Total	186	67	253		

Table 4.5 shows the nature of the organizations of the respondents. Out of 253 valid respondents, the maximum of the respondents (36.8%) are from the private sector. 24.5% of respondents are government employees, 21.7% are associated with semi-government jobs, 8.3% are doing job in public organizations and 6.7% are related to some NGO.

4.1.6 Position in Job

This section undertakes an intricate analysis of the occupational roles held by employees within the specific framework of our research study. **Table 4.6** delineates the distribution of employees across diverse job positions, providing a nuanced perspective of their roles and responsibilities within the research context. This analysis is pivotal for our research as it allows us to explore how job positions may influence the variables central to our study.

TABLE 4.6: Position of Employee in Job

Position	Male	Female	Total	%age	Cumulative %age
Top-Level Management	17	0	17	6.7	6.7
Mid-Level Management	80	24	104	41.1	47.8
Supervisors	27	15	42	16.6	64.4
Non-managerial	46	26	72	28.5	92.9
Others	16	2	18	7.1	100
Total	186	67	253		

To improve the accuracy of results, the respondents from different levels of job were asked to fill the questionnaire. **Table 4.6** shows that the maximum number of respondents (41.1%) are from Mid-Level Management and 28.5% are from non-managerial jobs. There are no female respondents in Top-Level Management indicating a potential disparity at higher managerial level.

4.2 Descriptive Analysis

This section provides a detailed overview of the descriptive statistics for the key variables within our study, encapsulating the dimensions of our study.

TABLE 4.7: Descriptive Statistics

Var	Range	Min	Max	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
							Stat	Std. Error	Stat	Std. Error
GHRM	4	1	5	3.9565	0.92694	0.859	-1.239	0.153	1.608	0.305
EGB	4	1	5	4.086	0.68158	0.465	-1.311	0.153	3.573	0.305
GEB	4	1	5	3.4054	0.84826	0.72	-0.537	0.153	0.37	0.305

Table 4.7 shows the mean, standard deviation and variance of all three variables i.e., Perceived Green HRM Practices (GHRM), Employee Green Behaviour (EGB) and Green Employers Branding (GEB). The skewness of Perceived GHRM Practices is -1.239; negative skewness suggests that the data distribution is skewed to the left. The kurtosis value for Perceived GHRM Practices is 1.608; positive kurtosis indicates that the data distribution has heavier tails and is more peaked than a normal distribution. The skewness values of EGB is -1.311 and GEB is -0.537, indicating leftward skew. The kurtosis value of EGB is 3.573, indicating a distribution with heavier tail and a more pronounced peak than a normal distribution. The kurtosis value of GEB is 0.370.

4.3 Reliability Analysis

TABLE 4.8: Reliability Analysis

Variable	Items	Cronbach Alpha
GHRM	6	0.937
EGB	4	0.756
GEB	14	0.961

Table 4.8, Cronbach Alpha is a statistical test used to estimate the reliability or internal consistency of a composite score. Cronbach Alpha's value above 0.60 is considered an acceptable index and between 0.60 to 0.80 is considered moderate, but acceptable (Pallant, 2001). For Perceived GHRM Practices, a six-item scale was adapted from Fawehinmi et al., 2020 which has Cronbach Alpha as 0.937. For EGB, four items were adapted from Fawehinmi et al., 2020 which has Cronbach Alpha as 0.756. GEB has Cronbach Alpha as 0.961 with a scale of 14 items which was adapted from the study of Yasin et al., 2023. Internal consistency of all three variables is from good to excellent as exhibited by the reliability analysis. GHRM and GEB have particularly high internal consistency, while EGB's internal consistency, albeit acceptable, is somewhat lower in comparison. These findings are crucial for ensuring the validity and robustness of our research instrument and the subsequent analysis of our research questions and hypotheses.

4.4 Principal Component Analysis (PCA)

PCA is a statistical technique used to reduce the dimensionality of a dataset and explore the underlying structure of our variables. PCA allows for the identification of patterns and relationships among variables and extracts meaningful components. It is often used to reduce the complexity of data while preserving important information.

4.4.1 Preliminary Analysis

Before proceeding with PCA, we conducted a preliminary assessment of our data's suitability for dimension reduction. This involved computing the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) and conducting Bartlett's Test of Sphericity. These statistics are crucial for assessing whether our dataset is appropriate for more advanced statistical techniques, such as factor analysis.

TABLE 4.9: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.943
	Approx. Chi-Square	5042.034
Bartlett's Test of Sphericity	Df	276
	Sig.	0.000

- **KMO:** The KMO measure assesses the sampling adequacy of our data. The KMO value was found to be 0.943 which is close to 1, indicating a high degree of sample adequacy. The high KMO value indicates that there is substantial common variance among the variables, making them appropriate for extracting underlying factors. This suggests that our dataset is highly suitable for factor analysis.
- **Bartlett's Test:** Bartlett's Test of Sphericity tests the null hypothesis that the correlation matrix is an identity matrix. In our initial analysis, Bartlett's Test yielded an approximate Chi-square value of 5042.034 with 276 degrees of freedom (df), and the p-value was less than 0.001 (Sig.=0.0000), suggesting that the correlations between variables are significant and suitable for PCA.

TABLE 4.10: Total Variance Explained

	Component Initial			Extraction Sums of Squared		
	Eigenvalues			Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.046	50.192	50.192	12.046	50.192	50.192
2	2.395	9.977	60.17	2.395	9.977	60.17
3	1.942	8.092	68.262	1.942	8.092	68.262

Table 4.10, we observe that the first principle component explains 50.192% of the total variance, the second component explains 9.977% and third component explains 8.092%. These values provide the contribution of each component to the overall variance in dataset. The cumulative percentages show that together these three components explain 68.262% of the total variance in the data after extraction. This information is crucial in understanding the significance of each principal component in summarizing the data's complexity.

4.4.2 Total Variance Explained

PCA claims to reduce the dimensionality while retaining the maximum amount of variance in the data. Here, we present the total variance explained by each component. **Table 4.10** shows the Total Variance Explained after conducting PCA, provides information about how much of the total variance in our data is explained by each principal component.

4.4.3 Rotated Component Matrix

The rotated component matrix displays the loadings of each variable on each principal component after rotation. The loadings indicate the strength and direction of the relationships between variables and components using Principle Component Analysis, Equamax Rotation with Kaiser Normalization and Suppression of Small Coefficients with value of 0.40 or less. The magnitude and direction of most of the loadings indicate strong and positive relationship between items and their components.

The loading values of EGB1 to EGB4 suggest a strong and positive relationship between EGB and Component 3. This positive association indicates that EGB1 to EGB4 contributes significantly to the formation of Component 3 and variable Employee Green Behaviour. Therefore, changes or variation in EGB1 to EGB4 values will continue to influence the scores in Component 3. Similarly, GHP1 to GHP6 have a strong and positive association with Component 2 and variable Perceived GHRM Practices. GEBrand1 to GEBrand14 have a strong and positive relationship with Component 1 and Green Employer's Branding.

TABLE 4.11: Rotated Component Matrix

	Component		
	1	2	3
GHP1		0.83	
GHP2		0.876	
GHP3		0.818	
GHP4		0.812	
GHP5		0.849	
GHP6		0.781	
EGB1			0.752
EGB2			0.656
EGB3			0.781
EGB4			0.815
GEBrand1	0.677		
GEBrand2	0.727		
GEBrand3	0.709		
GEBrand4	0.758		
GEBrand5	0.708		
GEBrand6	0.737		
GEBrand7	0.748		
GEBrand8	0.806		
GEBrand9	0.761		
GEBrand10	0.799		
GEBrand11	0.718		
GEBrand12	0.689		
GEBrand13	0.754		
GEBrand14	0.713		

4.5 Correlation Analysis

The correlation table is presented in **Table 4.12** as under:-

TABLE 4.12: Pearson's Bivariate Correlation

	GEB	Perceived GHRM Practices	EGB	Education
Perceived GHRM Practices	.215**			
EGB	.300**	.697**		
Education	.219**	-0.056	0.051	
Gender	0.054	-0.067	-0.069	0.122

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

Table 4.12 displays the bivariate relationships among key variables in our study. GEB demonstrates a statistically significant positive correlation with both Perceived GHRM Practices ($r = .215, p < 0.01$) and EGB ($r = .300, p < 0.01$). This implies that individuals who perceive a stronger commitment to environmental sustainability by their employers are more likely to also report positive perceptions of GHRM Practices and exhibit environmentally responsible behaviour in the workplace.

Furthermore, Perceived GHRM Practices exhibit a strong positive correlation with EGB ($r = .697, p < 0.01$), suggesting a robust and significant association between the Perceived GHRM Practices and actual EGB. In terms of demographic factors, Education demonstrates a positive and statistically significant correlation with GEB ($r = .219, p < 0.01$), indicating that individuals with higher education levels tend to perceive a stronger commitment to environmental sustainability by their employers. However, a slight negative correlation is observed between Education and GHRM Practices ($r = -.056, p < 0.01$), suggesting a nuanced relationship that may warrant further exploration. Additionally, Education exhibits a positive correlation with EGB ($r = .051, p < 0.01$), indicating that individuals with higher education levels may be more likely to engage in environmentally responsible behaviour.

Finally, Gender shows a statistically significant positive correlation with Education ($r = .122, p < 0.01$), suggesting that, on average, individuals with higher education levels may be associated with a particular gender. Other correlations involving Gender are not statistically significant. The inclusion of these correlation findings provides valuable insights into the initial associations between variables in our study, setting the foundation for the subsequent regression analysis, which will delve deeper into nuanced relationships among these key constructs.

4.6 Regression Analysis

To evaluate the relationship between Perceived GHRM Practices (Independent Variable) and Employee Green Behaviour (Dependent Variable), regression analysis using simple linear regression was carried out. Regression Analysis defines

the variation in DV (EGB) due to percentage change in IV (Perceived GHRM Practices). Mean values of six items of Perceived GHRM Practices and four items of EGB were determined and then linear regression values of Beta coefficients, R2 and change in R2 were identified.

TABLE 4.13: Regression Analysis Perceived GHRM Practices - EGB

		EGB					
Predictor Model	β	β	R ²	F	T	Sig.	
Perceived GHRM Practices	0.512	0.697	0.486	236.951	2.555	0.000	

Results of Regression Analysis in **Table: 4.13** explain that Perceived GHRM Practices and EGB is significant at level 0.000. A significance level below 0.05 suggests that the effect is statistically significant. A significance level of 0.000 indicates extremely strong evidence that the predictor variable “Perceived GHRM Practices” has a significant effect on the outcome variable “EGB”. Hypothesis 1 states that the Perceived GHRM Practices positively influence Employee Green Behaviour (EGB). R-squared is a measure of goodness of fit for the regression model. It represents the proportion of variance in the outcome variable (EGB) that is explained by the predictor variable (Perceived GHRM Practices). In the model, R-squared value explains that one unit change in Perceived GHRM Practices brings 48.6% variance in EGB. The F-statistic tests the overall significance of the regression model. It assesses whether the predictor variable have a significant effect on the outcome variable. F-statistic, with 236.951 value, is associated with a very low significance level, indicating that the model is statistically significant. The β coefficient represents the strength and direction of the relationship between the predictor variable (Perceived GHRM Practices) and the outcome variable (EGB). In this model, β value (standardized coefficient) is 0.697 with p=0.000, which shows significant positive correlation between EGB and Perceived GHRM Practices. As Perceived GHRM Practices increase, EGB is expected to increase as well.

Similarly, we carried out same analysis with Hayes Process 4.1 using SPSS 20 for Hypothesis 1, results yielded are produced in **Table 4.13**.

TABLE 4.14: Hayes Process v4.1 for Hypothesis 1

EGB				
Predictor Model	Coefficient	SE	t-value	p-value
Perceived GHRM Practices	0.226	0.101	2.2376	0.0261

A significant positive effect of GHRM Practices on EGB is being exhibited in **Table 4.13**. The coefficient (.2260) of Perceived GHRM Practices represents the change in the predicted value of EGB for one unit change in Perceived GHRM Practices, while holding all other variables constant. In this case, one unit increase in Perceived GHRM Practices is associated with a 0.2260 unit increase in EGB. The p-value associated with the coefficient is 0.0261, which is below 0.05. The positive coefficient (0.2260) and the associated low p-value (0.0261) provide evidence that an increase in Perceived GHRM Practices is associated with an increase in EGB. This analysis provides empirical support for the influence of Perceived GHRM Practices on EGB.

4.7 Moderation Analysis

Moderation Analysis was conducted using Hayes Process Model v4.1 in SPSS 20 using Model Number 17. Model summary is presented in **Table 4.15**:-

TABLE 4.15: Model Summary

R	R ²	MSE	F	p-value
0.739	0.5461	0.2178	36.6985	0

In **Table 4.15**, R represents the correlation coefficient between the predictor variable (Perceived GHRM Practices) and the outcome variable (EGB). In this analysis, R is 0.7390, indicating a moderating strong positive correlation between GHRM-EGB. R² is a measure of the proportion of variance in the outcome variable (EGB) that can be explained by the predictor variable (Perceived GHRM Practices). R-squared value of 0.5461 suggests that the predictor variable explain a substantial portion (54.61%) of the variance of EGB. This indicates that the model is effective in explaining and predicting EGB. The low p-value (0.0000)

associated with the F-statistic (36.6985) indicates that the regression model as a whole is statistically significant and the bond between Perceived GHRM Practices and EGB is not because of some random chance.

4.7.1 Gender

Hypothesis 2 states that Gender moderates the bond between Perceived GHRM Practices and Employee Green Behaviour (EGB). In the regression analysis, we introduced a dummy variable to represent the gender of the respondents. The binary variable, denoted as ‘Gender_Dummy’, was coded as Male=1 and Female=0. The purpose of creating this dummy variable was to examine the potential moderating effect of gender on the relationship between Perceived GHRM Practices and Employee Green Behaviour. A value of 1 for ‘Gender_Dummy’ indicates a male respondent, while a value of 0 indicates a female respondent. The results of Moderation Analysis are exhibited in **Table: 4.16** as under.

TABLE 4.16: Moderation Analysis – Gender as Moderator

Employee Green Behaviour (EGB)						
	Coeff	SE	t-value	p-value	LLCI	ULCI
Perceived GHRM Practices x Gender	-0.2680	0.0827	-3.2418	0.0014	-.4308	-.1052

Note. SE = Standard Error, LLCI = Lower Limit of Confidence Interval, ULCI = Upper Limit of Confidence Interval.

Table: 4.16, the negative coefficients of -.2680 and low p-value (0.0014) is an indication of significant interaction between Perceived GHRM Practices and Gender in predicting EGB and this relationship is stronger for one gender as compared to the other. This indicates that the association between Perceived Green Human Resource Management (GHRM) Practices and Employee Green Behaviour (EGB) differs significantly between male and female participants.

TABLE 4.17: Highest Order Unconditional Interaction

Employee Green Behaviour (EGB)				
		R ² Change	F	p-value
Perceived GHRM Practices x Gender		0.0195	10.5092	0.0014

Table: 4.16 indicates that the interaction between Perceived GHRM Practices and Gender is statistically significant and adds value (1.95%) in explaining variations in EGB. It suggests that the impact of Perceived GHRM Practices on EGB varies depending on an individual's gender and this interaction effect is statistically supported.

4.7.2 Education

Hypothesis 3 states that Education moderates the relationship between Perceived GHRM Practices and Employee Green Behaviour (EGB). In order to incorporate the diverse educational backgrounds of the respondents into our regression analysis, we created dummy variables representing two broad categories: 'Low Education' and 'High Education'. The 'Low Education' category encompasses respondents with educational levels up to Under Matric / SSC (Matric / O Level/ 10 Years) / HSSC (F.A. / F.Sc./ I. Com./ A Level/ I.C.S./ D.B.A./ D.A.E. / 12 - 13 Years). Similarly, 'High Education' category includes respondents with educational levels ranging from Associate Degree / Ordinary Bachelor to PhD.

The binary variable, denoted as 'Education_Dummy', was coded as Low education = 0 and High Education = 1. This coding allows us to examine the potential moderating effect of education on the relationship between Perceived GHRM Practices and EGB.

The regression analysis will include these dummy variables, and their coefficients will provide insights into how the different educational backgrounds moderate the impact of Perceived GHRM Practices on EGB. This categorization facilitates a clearer interpretation of the educational moderating effect within the context of our research model.

TABLE 4.18: Moderation Analysis – Education as a Moderator

		Employee Green Behaviour (EGB)					
		Coeff	SE	t-value	p-value	LLCI	ULCI
Perceived	GHRM Practices x Education	-0.0354	0.1401	-.2523	0.8010	-.3114	.2407

Note. SE = Standard Error, LLCI = Lower Limit of Confidence Interval, ULCI = Upper Limit of Confidence Interval.

Table 4.18, the coefficients of -0.0354 and low p-value (0.8010) show negative and statistically non-significant interaction between Perceived GHRM Practices and Education in predicting EGB. This demonstrates that low or high Education levels do not moderate the relationship between Perceived GHRM Practices and EGB. It means that effect of Perceived GHRM Practices upon EGB is not dependent on an individual's level of education and this interaction effect is statistically not supported. The confidence interval (LLCI = -.3114, ULCI = .2407) further supports the non-significant result, encompassing zero. Therefore, based on this analysis, Education does not appear to significantly moderate the relationship between Perceived GHRM Practices and Employee Green Behaviour.

TABLE 4.19: Highest Order Unconditional Interaction

		Employee Green Behaviour (EGB)		
		R ² Change	F	p-value
Perceived	GHRM Practices x Education	0.0001	.0630	.8010

Table 4.19 presents the results of the Highest Order Unconditional Interaction in the moderation analysis involving Perceived GHRM Practices and Education as predictors of EGB. The R² Change, representing the increase in the variance explained by adding the interaction term, is 0.0001. The associated F-statistics is 0.0630, with a p-value of 0.801.

The p-value for the Highest Order Unconditional Interaction is not statistically significant ($p = 0.8010$), indicating that the addition of the interaction term did

not result in a significant improvement in the model's explanatory power. In other words, the interaction between Perceived GHRM Practices and Education, in the context of predicting EGB, is not statistically meaningful. The low R² Change further supports the lack of substantial contribution from this interaction term to the overall variability in EGB.

These results suggest that, at the highest order of the moderation analysis, the interaction between Perceived GHRM Practices and Education does not significantly contribute to the prediction of EGB. Therefore, based on this analysis, the interaction effect does not play a crucial role in explaining variance in EGB beyond the main effects of the predictors.

4.8 Mediation Analysis

TABLE 4.20: Regression Analysis Perceived GHRM Practices – GEB

		GEB						
Predictor Model	B	SE	β	R ²	F	T	Sig.	
Perceived GHRM Practices	0.196	0.056	0.215	0.046	12.123	3.482	0.001	

TABLE 4.20 explains that Perceived GHRM has a statistically significant but relatively small effect on GEB at a significant level of 0.001. B (Unstandardized Coefficient) represents the effect size, indicating the change in the dependent variable (GEB) associated with one-unit change in the predictor variable (Perceived GHRM Practices). In this analysis B value is 0.196. The Standardized Coefficient (β) represents the effect size in standard deviation units, allowing for comparison of the relative strengths of different predictors in the model. In this analysis the β value for Perceived GHRM Practices is 0.215. Both unstandardized coefficient (B) and standardized coefficient (β) are positive, indicating that an increase in Perceived HFRM Practices is associated with an increase in GEB. However, R-squared value (0.046) suggests that Perceived GHRM Practices explains a relatively small proportion of the variability in GEB. It shows approximately 4.6% of the variance in GEB is explained by variations in Perceived GHRM Practices.

Similarly, we carried out same analysis with Hayes Process 4.1 using SPSS 20, and yielded similar results as produced in **Table 4.21**.

TABLE 4.21: Hayes Process v4.1 for Perceived GHRM Practices – GEB

Green Employer's Branding (GEB)						
Predictor Model	Coeff	SE	R2	F	T	Sig.
Perceived GHRM Practices	0.1964	0.0564	0.0461	12.1232	3.4818	0.0006

Table 4.21, the coefficient (0.1964) indicates the change in dependent variable (GEB) associated with one-unit change in the predictor variable (Perceived GHRM Practices). In this table, one unit change in the predictor variable (Perceived GHRM Practices) is associated with a 0.1964 unit increase in EGB. The Standard Error (SE) is 0.0564 which measures the precision of the coefficient estimate, it reflects the variability in the estimate due to sampling. R^2 is a measure of the proportion of variance in the dependent variable (GEB) that can be explained by the predictor variable (Perceived GHRM Practices). In this case, R^2 is 0.0461, indicating that approximately 4.61% of the variance in GEB can be explained by variations in Perceived GHRM Practices.

TABLE 4.22: Regression Analysis GEB – EGB

Employee Green Behaviour (EGB)						
Predictor Model	B	R^2	F	T	Sig.	
Green Employer's Branding (GEB)	0.241	0.09	24.858	4.986	0	

Employee Green Behaviour (EGB) and Green Employer's Branding (GEB) relationship is highly significant at level 0.000 which is highlighted in **Table: 4.22** of Regression Analysis. A significance level below 0.05 suggests that the effect is statistically significant. It means GEB positively influences Employees' Green Behaviour (EGB). The R-square value explains that one unit change in GEB brings a 9% variance in EGB. This suggests that GEB is a significant predictor of Employee Green Behaviour (EGB), but there are other factors contributing to the variation

as well. The F-value of 24.158 indicates that the overall model is statistically significant.

We yielded similar results with Hayes Process v4.1 using SPSS 20.

TABLE 4.23: Hayes Process Model v4.1

Employee Green Behaviour (EGB)						
Predictor Model			Coefficient	SE	t-value	p-value
Green Employer's Branding (GEB)			0.1242	0.0361	3.4372	0.0007

Table 4.23 shows that Green Employer's Branding (GEB) has a statistically significant and positive influence on Employee Green Behaviour (EGB). The positive coefficient (0.1242) and associated low p-value (0.0007) provide strong evidence that an increase in GEB is associated with an increase in EGB. This suggests that GEB is an influential factor in promoting green behaviour among employees.

Hypothesis 4 states that GEB mediates the relationship between Perceived GHRM Practices and EGB. Mediation Analysis was carried out using Hayes Process v4.1 using SPSS 20. Results are shown in **Table 4.24**.

TABLE 4.24: Mediation Analysis (Indirect Effects)

Effects						
	BootSE	BootLLCI	BootULCI			
Indirect Effects of Perceived GHRM Practices on EGB.	0.0244	0.0137	0.0033	0.0561		
Completely Standardized Indirect Effects of Perceived GHRM Practices on EGB.	0.0332	0.0179	0.0048	0.0731		

There is statistically significant indirect effect of Perceived GHRM Practices on EGB through Green Employer's Branding (GEB). This indirect effect is supported by both the indirect effect value (0.0244) and the completely standardized indirect effect value (0.0332). The bootstrapped confidence intervals for both the indirect

effect and the completely standardized indirect effect do not include zero. This suggests that the indirect relationship is statistically significant and unlikely to be due to random chance. The completely standardized indirect effect considers the standard deviations of the variables and provides a measure of the strength of the mediation effect while considering the units of measurement. These findings suggest that a portion of the influence of Perceived GHRM Practices on EGB can be attributed to its impact on GEB.

Chapter 5

Discussion and Conclusion

5.1 Discussion

The role of employees is pivotal in creating a sustainable organization and achieving its sustainability objectives. While management may set strategic sustainable goals, it is the employees who translate these objectives into tangible actions. GHRM practices not only improve an organization's environmental performance but also enhance employee engagement and commitment to sustainability. In other words, GHRM practices serve as a strategic framework that extends the principles of sustainability into HR functions. By infusing environmental considerations into HR processes, organization can significantly improve their environmental performance. This study has attempted to understand the impact of GHRM practices on employees' green behaviour in diverse organizational contexts in Pakistan.

The mediating influence of GEB is considered crucial for creating a pro - environmental culture and stimulating green behaviour among employees. GEB, as an integral part of an organization's image, was found to be a crucial factor in creating a pro-environmental culture and stimulating green behaviour among employees. This mediating role reinforces the idea that a company's reputation for environmentally responsible HRM practices not only attracts external stakeholders (clients, partners, competitors, etc.) but also influences employees' perceptions and behaviour. As employees identify with an organization committed to sustainable practices, they are more likely to exhibit green behaviour in alignment with

these values. GEB is a multi-faceted concept that operates both internally and externally. It only attracts environmentally conscious individuals to join the organization but also encourages current employees to become actively engaged in green practices. GEB is a valuable tool for organizations to cultivate a culture of sustainability where employees are intrinsically motivated to participate in environmentally responsible behaviour.

Gender and Education were considered for their moderating influence in GHRM-EGB relationship matrix. These demographic factors, often overlooked in the context of GHRM research, were found to be significant. Gender and Education were identified as key influencers, shaping the connection between GHRM Practices and EGB. Men and women exhibit distinct behavioural patterns in the context of green behaviour. Generally, individuals with higher levels of education were found to be less inclined to engage in non-green behaviour, even when exposed to lower levels of GHRM practices. This implies that education shapes employees' eco-friendly conduct, highlighting the importance of formal education in promoting green behaviour. The findings will provide valuable insight for organizations to design effective strategies that promote environmental sustainability and foster green behaviour among employees.

5.1.1 Hypothesis 1: Perceived GHRM Practices Positively Influence Employee Green Behaviour (EGB)

Organizational responses to environmental challenges extend beyond the confines of pollution control; they have permeated every facet of HRM. This transformation has prompted scholarly inquiry into the repercussions of Perceived GHRM Practices on employees' environmentally responsible behaviour. GHRM practices embody the integration of environmentally sustainable principles into HRM policies and operations, striving to create an environment-centred system. (Ren et al., 2018) have highlighted that this system seeks to elevate employees' awareness, knowledge, skills and motivation to champion their organization's pursuit of sustainable environmental development. The consensus within the academics discourse largely supports the assertion that the adoption of GHRM practices yields

a positive impact on employees' pro-environmental behaviour. Correspondingly, Perceived GHRM Practices have been shown to exert a beneficial influence on employees' environmentally conscious conduct. A notable example comes from [Bajpai et al. \(2022\)](#), which revealed the profound enhancement in employee work performance and efficiency attributable to Green HRM Practices.

Furthermore, the literature shows that GHRM also has a favourable impact on individual green values ([Alzgoool, 2019](#)) work is a testament to this influence. Additionally, various specific GHRM Practices have exhibited a direct relation with employees' environmentally responsible behaviour. Practices such as training and development, green performance management and green empowerment have been linked to an increased pro-environmental behaviour among employees, as evidenced by studies conducted by ([B. B. Saeed et al., 2019](#); [Yusoff et al., 2020](#); [M. Saeed et al., 2023](#)) respectively. GHRM practices have the capacity to inspire employees towards environmentally conscious behaviour. This inspiration stems from the provision of crucial resources and support in the form of training and development programmes, green incentives and rewards, effective green communication and feedback mechanisms ([Ercantan & Eyupoglu, 2022](#)).

In a similar vein, it is essential to recognize that pro-environmental behaviours have a tangible impact on environmental performance, as observed in the work of ([Li et al., 2023](#)). However, the realm of literature occasionally offers a divergent perspective on the presumed positive correlation between green practices and environmental performance or pro-environmental behaviour. For instance, ([Yusoff et al., 2020](#)) failed to establish a positive linkage between green performance appraisal practices and environmental performance. Similarly, [Elshaer et al. \(2021\)](#) did not identify a positive effect of GHRM on environmental performance, particularly in small-scale tourism enterprises. Additionally, [Ojo et al. in 2022](#) did not garner substantial support for the impact of green recruitment and selection practices on pro-environmental behaviour in the field of information technology. Furthermore, it is crucial to acknowledge that the success of an organization's designed GHRM programmes may be hindered by partial implementation and divergent perceptions among employees. These variations often arise from inherent differences in individual personality traits, attribution styles or deeply rooted values, a phenomenon

explored by researchers such as (Batt & Hermans, 2012) and (Sanders & Yang, 2016).

Perceived GHRM emerges as a substantial predictor of employee performance. Perception of GHRM Practices not only influences employees' behavioural patterns but also has a positive impact on their innovative tendencies. GHRM practices are indispensable for bolstering green management by embedding "environmental concerns" into various components of HRM. They serve the crucial function of regulating employees' environmentally conscious behaviours at the organizational level. Furthermore, fostering a work environment that encourages employees to seek information and adopt ecologically friendly practices can effectively nurture a sense of ecological responsibility within the organization fabric.

Numerous studies have revealed that GHRM practices can significantly enhance employee well-being. When employees perceive their organization as being environmentally responsible and actively participating in green initiatives, they tend to report heightened levels of job satisfaction and a stronger commitment to their work. Organizations that implement GHRM practices have demonstrated improved environmental performance, heightened employee productivity and enhanced reputation and brand image.

During the literature review, it was found that most of the literature supports the idea that GHRM practices influence individual green values or employees' green behaviour. However, it was inconsistent and at times the literature differs from this positive relationship between Green practices and pro-environmental behaviour. The central premise of this study revolved around the essential role that employees play in the creation of a sustainable organization and achievement of its sustainability objectives. It is well-established that Green Human Resource Management (GHRM) practices have the potential to significantly impact not only an organization's environmental performance but also the engagement and commitment of employees towards sustainability. This study sought to deepen our understanding of how GHRM practices influence employees' green behaviour within diverse organizational contexts in Pakistan.

The existing body of literature illustrates the pivotal role that GHRM practices affect in fostering employees' pro-environmental behaviour, ultimately leading to

enhanced organizational environmental performance. However, it is important to recognize that the relationship between GHRM and environmental outcomes is multifaceted, influenced by various contextual factors and the specific GHRM practices implemented. These complexities highlighted the necessity for a nuanced comprehension of GHRM's effects and the significance of customizing GHRM strategies to match the distinctive characteristics and objectives of individual organizations.

EGB holds the potential to confer a competitive advantage on the company, amplify its environmental performance and establish a favourable environmental reputation. Furthermore, employees, through their green behaviour, can enhance their work motivation, increase job satisfaction and promote their career development. Several studies have affirmed the positive impact of GHRM practices on EGB, albeit the literature occasionally presents conflicting findings. Organizations can motivate employees to adopt green practices through diverse management measures like green transformational leadership and GHRM.

The relationship between GHRM practices and EGB is further influenced by various mediating or moderating variables such as psychological green climate, green organizational culture, green entrepreneurship and green self-efficacy. These complex dynamics are subject to variations in different organizational contexts. Additionally, several unexplored variables warrant further investigation in the backdrop of GHRM-EGB relationship. Through the lens of Social Identity Theory, employees who identify with GHRM practices, tend to align their behaviour with the green norms and values of the organization. Individuals who align themselves with an organization that advocates for environmental sustainability are more inclined to participate in pro-environmental behaviour. In essence, GHRM practices can bolster employees' alignment with environmental initiatives, enhance their recognition of the organization's green objectives and stimulate their pro-environmental behaviour. Effective GHRM practices contribute to improved environmental performance. Organizations prioritizing GHRM practices are more likely to have employees who actively participate in behaviours such as recycling, energy conservation, carpooling, etc. The implementation of GHRM practices can lead to increased efficiency, reduced operational costs, improved employee engagement and

ultimately improved environmental performance. These practices may cultivate a sense of pride and identity within the organization. Existing research confirms that GHRM practices significantly influence EGB and pro-environmental performance. This research, in its context, reinforces that GHRM Practices have a statistically significant positive influence on EGB. The significant value of 0.000 between Perceived GHRM Practices and EGB is statistically significant because it is less than 0.05. The R-squared value explains that one unit change in Perceived GHRM Practices brings a 48.6% variance in EGB. F-value of 236.951 suggests a stronger effect of Perceived GHRM Practices upon EGB. β value is 0.159 with $p=0.000$, which illustrates a positive and significant GHRM-EGB relationship. As Perceived GHRM Practices increase, EGB is expected to increase as well. To conclude, we can say that Hypothesis 1 is supported.

5.1.2 Hypothesis 2: Gender Moderates the Relationship between Perceived GHRM Practices and Employee Green Behaviour (EGB)

Gender exerts a profound influence on shaping human behaviours, attitudes, beliefs, opinions and values. Gender disparities are particularly significant, as they encompass distinct qualities and social roles assigned to individuals of different genders, each often ascribed varying degrees of importance. While some gender distinctions may find their roots in biological factors, the majority of stereotypical attributes and roles associated with gender are products of cultural norms rather than intrinsic biological traits (Eisler et al., 2003). The conceptions of gender and the corresponding role behaviours are moulded by a complex interplay of cultural and social influences that infiltrate various facets of daily life within societal structures. Gender emerges as a substantial and influential factor when forecasting pro-environmental behaviour.

Scholarly research accentuates that women tend to exhibit a stronger inclination, commitment and concern for pro-environmental behaviours as compared to men (Casaló & Escario, 2018; Casaló et al., 2019; Galván-Mendoza et al., 2022; Y. Li et al., 2022; Fatoki, 2023). Likewise, female consumers commonly demonstrate a

marked preference for using fewer plastic bags and opting for reusable alternatives while shopping, in contrast to their male counterparts. However, the impact of gender on moderating the relationship between Perceived GHRM Practices and EGB has not been thoroughly examined in the literature. Gender's influence in the context of GHRM practices and employee pro-environmental behaviour holds significance due to disparities in perspectives and values.

Women often exhibit motives less driven by economic considerations and lean towards a more philanthropic orientation when compared to men (Ibrahim et al., 1994; Smith et al., 2001). Similarly, women frequently hold stronger beliefs about a company's corporate social responsibility (CSR) compared to their male counterparts. Micro-level CSR tends to have a more pronounced impact on employee pro-environmental behaviour, with a stronger moderating effect on women than men. While research suggests that women tend to display higher levels of intrinsic motivation for environmentally friendly behaviour and engage in more pro-environmental activities than men, these differences may not always attain statistical significance.

It is important to note that the influence of gender on pro-environmental behaviour is not uniform across various studies. For instance, Richa Chaudhary's research did not identify gender as a moderating factor in the relationship between GHRM practices and "task-related" or "voluntary" pro-environmental behaviour (Chaudhary, 2020).

While women may tend to exhibit a more positive inclination towards green consumption intentions, opt for fewer carbon-intensive products and make more frequent purchases of environmentally friendly alternatives, they may occasionally surpass men in their understanding of environmental issues and, in specific regions, express heightened concern about environmental matters. Paradoxically, certain research suggests that men may be more inclined to engage in pro-environmental actions than women. The role of gender as a moderator in the context of EGB is marked by inconsistency and gender disparities in environmental attitudes and behaviours may not universally apply across all contexts.

Women tend to have stronger pro-environmental inclinations and concerns as compared to men. However, the role of gender in moderating the relationship between

Perceived GHRM Practices and EGB is not widely studied ([Galván-Mendoza et al., 2022](#)). It was believed that gender could be an important factor in this context due to differences in perspective and values. To verify this Moderation Analysis was conducted using Hayes Process Model v4.1. Statistically negative and significant correlation between Perceived GHRM Practices and Gender in predicting EGB can be seen by the values of the coefficients (-0.2680) and low p-value (0.0014). This demonstrates that Gender moderates the relationship between Perceived GHRM Practices and EGB. Meaning thereby, effect of Perceived Green HRM upon EGB is different for individuals of different gender and this interaction effect is statistically supported. Hence, Hypothesis 2 is supported.

The findings imply that gender-related factors may influence how individuals respond to organizational initiatives related to green practices. Organizations aiming to enhance employee green behaviour should consider tailoring their strategies based on gender differences. It is crucial to delve deeper into the underlying mechanisms contributing to this moderation effect to formulate targeted and effective sustainability interventions within the workplace.

This result contributes to a more nuanced understanding of the dynamics between Perceived GHRM Practices and EGB, shedding light on the importance of considering gender-specified approaches in fostering environmentally responsible behaviours among employees.

5.1.3 Hypothesis 3: Education Moderates the Relationship between Perceived GHRM Practices and Employee Green Behaviour (EGB)

Education signifies a purposeful, systematic and sustained endeavour aimed at imparting or acquiring knowledge, values, attitudes, skills or sensibilities. UNESCO's guidelines further classify education into formal, informal and non-formal learning, encompassing structured, unstructured and diverse avenues of acquiring knowledge and skills ([Carlsen, 2012](#)).

Formal education, as delineated by [Grajcevci and Shala \(2016\)](#), represents an organized education model, subject to legislative regulations and governed by a

specific curriculum, methodology and content. However, it is essential to recognize that the concept of formal education in countries like Pakistan may encompass diverse forms, ranging from government institutions to private schools and even Madrassahs. In the context of this research, formal education pertains to the structured and standardized educational system provided by recognized institutions like schools, colleges and universities which adhere to prescribed curricula and regulatory frameworks.

In the realm of GHRM, scholarly focus has predominantly gravitated towards organizational-level effects, leaving scant attention to employee-level inquiries. The behaviours of non-environmentally oriented employees have largely eluded exploration, with the bulk of research concentrated on individuals with pro-environmental predispositions. Nevertheless, recent investigations have brought to the fore the affirmative influence of GHRM practices on employees' involvement in environmentally responsible conduct within their professional roles. This highlights the importance of scrutinizing the moderating role of education in the nexus between Perceived GHRM Practices and employees' eco-friendly behaviour. An investigation carried out by [Shen, Dumont, and Deng \(2017\)](#) has shed light on education's moderating function within the context of Perceived GHRM Practices and EGB. Particularly noteworthy is the revelation that individuals with higher education attainment display a diminished inclination to engage in non-environmentally friendly behaviour, even when confronted with low levels of Perceived GHRM Practices. This underscores the profound influence of education on shaping employees' eco-conscious behaviour.

Education can moderate the connection between Green HRM and EGB by shaping employees' environmental values, beliefs and awareness as guided by the Social Identity Theory. Education plays a pivotal role in moulding employees' social identity and their perception of the organization's image, which, in turn, may significantly influence their pro-environmental behaviour.

This study also explored how formal education influences EGB in Pakistan, an area that has been understudied. It was hypothesised that Education moderates the relationship between Perceived GHRM Practices and Employee Green Behaviour (EGB) by shaping employees' environmental values, beliefs and awareness. Those

with higher education levels are expected to be more environmentally aware and motivated towards green behaviour.

The coefficients of -0.0354 and low p-value ($.8010$) show negative and statistically non-significant interaction between Perceived GHRM Practices and Education in predicting EGB. This demonstrates that low or high Education levels do not moderate the relationship between Perceived GHRM Practices and EGB. It means that effect of Perceived GHRM Practices upon EGB is not dependent on an individual's level of education and this interaction effect is statistically not supported. The confidence interval (LLCI = -0.3114 , ULCI = 0.2407) further supports the non-significant result, encompassing zero. Therefore, based on this analysis, Education does not appear to significantly moderate the relationship between Perceived GHRM Practices and Employee Green Behaviour.

The coefficients of -0.0354 and low p-value ($.8010$) indicate that there is a statistically negative and non-significant interaction between Perceived GHRM Practices and Education in predicting EGB. This demonstrates that low or high Education levels do not moderate the relationship between Perceived GHRM Practices and EGB. It means that effect of Perceived GHRM Practices upon EGB, in the context of Pakistani organizations, is not dependent on an individual's level of education and this interaction effect is statistically not supported. It means that Hypothesis 3 is not supported.

5.1.4 Hypothesis 4: GEB Mediates the Relationship between Perceived GHRM Practices and EGB

The inception of the employer branding concept within the realm of HRM can be traced back to the work of [Ambler and Barrow \(1996\)](#), who initially defined it as a “package of functional, economic and psychological benefits provided by employment”. Subsequently, [Sullivan \(2004\)](#) expounded upon this by characterizing Employer Branding as a “targeted, long-term strategy aimed at managing the awareness and perceptions of employees, potential employees and relevant stakeholders concerning a specific firm”. [Yasin et al. \(2023\)](#) further distilled it as “the image and reputation of an organization are called employer branding”.

The potency of a robust employer brand cannot be overstated. It exerts a positive influence on employee retention decisions and motivation levels. Thus, the right directional elements of employer branding are vital in fostering a positive affiliation between employees and organization.

Research accentuates the constructive impact of GEB on employees' attitudes and behaviours. Employees who perceive their organization as environmentally responsible exhibit a greater propensity to engage in pro-environmental behaviour or organization citizenship behaviour for the environment (OCBE). Moreover, employer branding serves as a potent tool for attracting top talent. At the core of these findings lies Social Identity Theory. Research findings unequivocally demonstrate that GHRM practices wield a significant influence in burnishing an organization's reputation and prestige, which, in turn, nurtures a deeper sense of organizational identification among its employees. This enhanced sense of organizational identity often translates into increased employee efforts to further the organization's goals, thereby delivering benefits to the organization.

The presence of robust Green Employer's Branding (GEB) can further strengthen the connection between Perceived GHRM Practices and Employee Green Behaviour. GEB serves as a channel for communicating the organization's dedication to sustainability and environmental responsibility, fortifying the positive outcomes of GHRM practices on EGB. In this context, as it motivates employees to engage in environmentally friendly behaviours, it also fosters a culture of environmental consciousness within the organization, increasing employee participation in green policies. When employees feel that their organization is deeply committed to socially responsible HRM practices, replete with robust values and ethical principles, they tend to form a stronger emotional bond with the organization. This enhanced level of organizational identification subsequently gives rise to a surge in EGB. This is because individuals become more inclined to actively partake in actions that seamlessly align with their organization's values and overarching objectives. By encouraging GHRM practices, organizations can enhance their social responsibility and reputation, rendering themselves more attractive to employees. An organization's perceived socially responsible HRM practices tend to elicit a positive response from employees, fostering a stronger connection with

the enterprise. Employees align themselves with the organization's values and objectives, in accordance with the principles of Social Identification Theory. Consequently, a corporate stance on CSR can effectively solidify an emotional bond with employees, reinforcing their commitment to the organization and its values.

There is a statistically significant indirect effect of Perceived GHRM Practices on EGB through Green Employer's Branding (GEB). This indirect effect is supported by both the indirect effect value (0.0244) and the completely standardized indirect effect value (0.0332). The bootstrapped confidence intervals for both the indirect effect and the completely standardized indirect effect do not include zero. This suggests that the indirect relationship is statistically significant and unlikely to be due to random chance. The completely standardized indirect effect considers the standard deviations of the variables and provides a measure of the strength of the mediation effect while considering the units of measurement. These findings suggest that a portion of the effect of Perceived GHRM Practices on EGB can be attributed to their impact on GEB. Hence, Hypothesis 4 is supported.

5.2 Summary of Hypotheses Results

TABLE 5.1: Summary of Hypotheses

Hypotheses	Statement	
H1:	Perceived GHRM Practices positively influence Employee Green Behaviour (EGB)	Supported
H2:	Gender moderates the relationship between Perceived GHRM Practices and Employee Green Behaviour (EGB)	Supported
H3:	Education moderates the relationship between Perceived GHRM Practices and Employee Green Behaviour (EGB)	Not Supported
H4:	GEB mediates the relationship between Perceived GHRM Practices and EGB	Supported

5.3 Limitations

One of the main limitations of this research is that in countries like Pakistan, concepts of pro-environmental behaviour, GHRM, green behaviour, etc. are at a very nascent stage and are not very well understood by all. The general public and even some businesses may not have a deep understanding of the implications of pro-environmental behaviour or the potential benefits of GHRM practices. There are very few organizations where green behaviours are subjected to their serious efforts. This scarcity of proactive organization can make it difficult to gather extensive data and insights on the relationship between various variables. Because of this reason, such studies are very important to create awareness among the masses.

The study findings may not be directly applicable to organizations and cultures outside the sampled region. This limitation arises from the uniqueness of each cultural and organizational context. Organizational practices, societal norms and environmental challenges can vary significantly from one region to another. The environmental challenges faced by different countries differ significantly. In regions with severe environmental issues, there may be a more urgent and widespread need for pro-environmental behaviour, whereas in regions with fewer immediate challenges, the motivation for green initiatives may vary. Organizations operating in diverse global markets need to adapt their green initiatives to align with the values and expectations of each specific culture.

The study was conducted on diverse organizations which will offer broader generalizability of the findings, enhancing the external validity of the research. The study's inclusion of a wide range of organizations from various sectors, backgrounds and demographics is a significant strength and it captures the complexity and variability of real-world settings. However, if the study is replicated in any one sector, it can improve its internal validity for better results for that particular sector. This replication involves conducting a similar investigation but focusing exclusively on one industry or type of organization, such as manufacturing, technology, healthcare, education, etc. By focusing on one sector, researchers can control for sector-specific variables that might confound the results in a broader, more diverse

sample. Findings from sector-specific replications can lead to the development of tailored strategies and recommendations for organizations in that sector. These strategies can be more precise and effective in addressing the particular challenges and opportunities of that industry.

The research used a cross-sectional design, which captures data at a single point in time. The design limits our ability to draw causal conclusions about the relationship observed and does not account for potential changes over time. For example, if the research identified an association between Perceived GHRM Practices and EGB, it cannot definitely state whether GHRM practices cause green behaviour or vice versa. Moreover, the study does not account for changes or developments in the relationship over time. It provides a snapshot of the situation at the time of data collection. Researchers and readers should interpret the findings with these limitations in mind. To address causality and temporal aspects, future studies may consider longitudinal designs, which track changes within the same individuals or cases over time. This would provide a more comprehensive understanding of how Perceived GHRM Practices influence EGB and whether these relationships change or evolve over time.

The data collected, particularly regarding Employee Green Behaviour and perception of GHRM practices, relied on self-reporting by participants. The use of self-reporting for collecting data on EGB and the perception of GHRM practices means that the findings are based on participants' subjective accounts. While this offers insight into how individuals perceive and engage in pro-environmental behaviours, it is important to recognize the potential limitations associated with self-reporting. This introduces the possibility of social desirability bias, where respondents may provide answers they perceive as socially acceptable.

To mitigate this bias, researchers often employ various techniques, such as anonymity, using indirect questioning or incorporating validity scales within the surveys to detect and account for socially desirable responses. Researchers and readers should interpret the findings while considering the possibility of social desirability bias and other limitations associated with self-reported data. Moreover, future research may explore complementary methods, such as observations or objective measures,

to validate and provide a more comprehensive understanding of the outcome of the interaction between Perceived GHRM Practices and EGB.

5.4 Future Studies

Although this research is complete in itself, future research may focus on the moderating and mediating roles of flexible ways of working and emerging technologies in the relationship between GHRM practices, Green Employer's Branding and Employee Green Behaviour. The research, specially the moderation effect of education between Perceived GHRM Practices and EGB, may also be replicated in different cultural contexts.

This research may be extended to specific industries to explore the impact of GHRM practices on a specific industry. Certain industries might require specific green initiatives or face distinct challenges. For example, the manufacturing industry may have different environmental challenges and practices compared to the Information Technology Sector. By focusing on a specific industry, researchers can gain insights that are directly applicable to that field. Similarly, each industry may face its own set of environmental challenges. These challenges can encompass regulatory requirements, resource consumption, waste management and more. By examining the impact of GHRM practices within a specific industry, researchers can identify the challenges and propose solutions that cater to the sector's distinctive demands.

Future research can explore different behaviour change interventions within the context of HRM practices. What types of interventions are most effective in promoting Employee Green Behaviour? These strategies might encompass, but are not limited to, training programmes, incentives or gamification strategies. Training programmes can educate employees on the importance of environmental sustainability, provide them with the knowledge and skills necessary for green behaviour and raise their awareness of the organization's sustainability initiatives. Incentive structure might involve studying how monetary rewards and non-monetary incentives like extra time off, recognition programmes, etc. impact EGB. Understanding

which incentive structure yields the most significant results can guide organizations in designing their GHRM practices. Gamification is a powerful tool that can be employed not only to motivate pro-environmental behaviour but also to educate individuals about environmental issues and inspire them to take action. It offers an innovative approach to raising awareness and driving behavioural change in support of sustainability and ecological well-being.

Future research may also investigate the role of leadership within organizations. The role of leadership in shaping the perception of GHRM practices and subsequent EGB is a multifaceted and dynamic area of research. Understanding how leadership style (transformational, transactional or servant leadership), support and, practices impact environmental sustainability initiatives can guide organizations in effectively promoting green behaviour and fostering a culture of eco-consciousness. The extent to which leaders endorse and actively support GHRM practices can greatly influence employee perceptions. Moreover, leadership plays a pivotal role in shaping the organizational culture. Leaders set the tone for what is valued and expected in the workplace. Leaders who actively involve employees in decision-making processes related to sustainability and encourage their input can boost employees' morale and commitment.

Leadership practices may vary across different cultural contexts. Leadership styles that are effective in one cultural context may not work as well in another. Similarly, in some cultures, sustainability may be deeply ingrained in societal values and traditions, while in others, it may be a relatively new concept. Moreover, different countries have varying legal and regulatory frameworks related to environmental practices. Leadership practices may need to adapt to comply with these frameworks. Future research can explore how the influence of leadership on GHRM practices and EGB differs in diverse cultural settings. This could lead to valuable insights for organizations operating in a global environment.

The growth of research on pro-environmental behaviour is primarily fuelled by the pressing environmental issues we face today. The most significant advancement in this field pertains to the innovative development and progression of pro-environmental theories. This research is articulated within the framework of Social Identity Theory. However, future research may replicate it in the context of other

theories like Social Exchange Theory, Psychological Contract Theory, Organizational Culture Theory, Self-Determination Theory, Stakeholder Theory, Diffusion of Innovation Theory, Pro-environmental Norms Theory, Value-Belief-Norm Theory, Social Practice Theory, etc. with the same or different variables. Researchers can even delve deeper into the integration of theories that aid in understanding pro-environmental behaviour.

Most of the similar research in the area relies on psychological theories as its theoretical foundation. However, it is essential to recognize that these theories may somewhat overlook the influence of economic costs on decision-making. Both rational and perceptual perspectives play a role in explaining pro-environmental behaviour and can potentially complement each other. Therefore, future scholarly exploration could focus on integrating these perspectives.

5.5 Conclusion

This research has delved into the complex dynamics of Perceived GHRM Practices and their impact on Employee Green Behaviour. Our study embarked on a comprehensive journey to understand how the mediating role of Green Employer's Branding and the moderating influence of Gender and Education shape the relationship between GHRM Practices and EGB. The findings of this research provide valuable insights and implications for organizations aiming to foster a sustainable and environmentally responsible work environment.

Foremost among our findings is the compelling evidence of the substantial influence wielded by GHRM practices on EGB. This study underscores that organizations prioritizing environmentally friendly HRM practices hold a potent lever for effectively stimulating their workforce towards engagement in environmentally responsible behaviours. GHRM practices significantly influence EGB. Organizations that emphasize environmentally friendly HRM practices can effectively stimulate their workforce to engage in environmentally responsible behaviours. This highlights the importance of integrating green initiatives into HR policies and practices. This research has cast a focused lens on two critical aspects that have been relatively underexplored in the context of GHRM – the roles of Gender and Education as

moderators in the interaction between Perceived GHRM Practices and Employee Green Behaviour (EGB).

The role of Gender, a factor often associated with varying perspectives and values, has been a subject of intrigue. It's a prevailing wisdom that women exhibit stronger pro-environmental inclinations and concerns compared to their male counterparts. However, the role of Gender in moderating the relationship between Perceived GHRM Practices and EGB has remained largely unexplored. Gender indeed emerges as a significant moderator in this relationship, thereby shedding light on the fact that the impact of Perceived GHRM Practices on EGB varies significantly among individuals of different genders. This interaction effect, exhibited by statistically significant evidence, provides a deeper understanding of the nuanced interplay between gender-based perspectives and GHRM practices, adding valuable insights to the existing body of knowledge.

Similarly, the research has also ventured into the realm of formal education and its potential influence on EGB, particularly within the context of Pakistan. The premise was that individuals with higher levels of education may inherently possess greater environmental awareness and motivation for green behaviour. The findings of our study did not support the hypothesis. Effect of Perceived GHRM Practices on EGB does not differ significantly based on an individual's level of education. There can be many reasons for this non-significant relationship, however one important conclusion can be drawn that our formal education system requires inclusion of more sustainability-related subjects in curriculum at all levels of education.

Mediation analysis demonstrated that Green Employer's Branding acts as a crucial intermediary in the relationship between Perceived HRM Practices and EGB. Mediation analysis uncovered a pivotal insight: the catalytic role played by Green Employer's Branding (GEB) as a vital intermediary in the intricate relationship between Perceived GHRM Practices and EGB. A positive employer brand enhances employees' commitment to environmentally responsible actions. Organizations should, therefore, invest in cultivating a strong green employer brand to reinforce the positive effects of GHRM practices on employee behaviour. This study will inspire further research and encourage organizations to embrace sustainable HRM

practices as a cornerstone of corporate identity. By exploring the nuanced connections between Perceived GHRM Practices, GEB, Gender, Education and EGB, this study paves the way for further academic research. It serves as a foundation for scholars and researchers to delve deeper into the intricate mechanisms at play in the realm of GHRM. I am sure that these findings will inspire further research, foster informed decision-making within organizations and ultimately advance the cause of promoting sustainable and environmentally responsible behaviour in the workplace and beyond. It will serve as a beacon guiding the way towards a greener, more sustainable future for both businesses and society as a whole.

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Appendix-A

Questionnaire

Dear Respondent

My name is Mansoor Elahi and I am a student of MS (Management Sciences) at Capital University of Science and Technology (CUST), Islamabad. The topic of my research thesis is **“Effect of Perceived Green Human Resource Management (HRM) Practices on Employees’ Green Behaviour (EGB) with the Mediating Role of Green Employer’s Branding (GEB) and Moderating Role of Gender and Education”**. I need your assistance in filling up this questionnaire. I assure you that the information in this questionnaire will remain confidential and will be utilized for academic purposes only. In case of any query, you can contact me on my mobile number 0332-6123550.

Sincerely,

Mansoor Elahi,

MS Research Scholar,

Faculty of Management and Social Sciences,

Capital University Science and Technology, Islamabad.

Section 2: Green HRM Practices

Please tick the relevant choices: 1= Strongly Disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

Sr. No	Questions					
	Green HRM Practices					
1.	Does your organization set green goals for its employees?					
	(Green goals are specific and measurable targets set by organizations to reduce their environmental impact and promote sustainable practices. These goals can be related to various aspects of an organization's operations, including reduced energy consumption, waste reduction, water conservation and carbon emissions.)	1	2	3	4	5
2.	Does your organization provide employees with green training to promote green values?					
	(The goal of green training is to enhance employees' knowledge and skills related to sustainability and to encourage them to contribute to the organization's sustainability goals. Green values refer to a set of ethical and moral principles that prioritize environmental sustainability and promote sustainable practices.)	1	2	3	4	5
3.	Does your organization provide employees with green training to develop employees' knowledge and skills required for green management?	1	2	3	4	5
4.	Does your organization consider employees' personal identity-environmental management fit in recruitment and selection?	1	2	3	4	5

5.	Does your organization consider employees' workplace green behaviour in performance appraisals?	1	2	3	4	5
6.	Does your organization relate employees' workplace green behaviours to rewards and compensation?	1	2	3	4	5
7.	Does your organization consider employees' workplace green behaviours in promotion?	1	2	3	4	5
8.	Does your organization encourage employees to provide suggestions on environmental improvement?	1	2	3	4	5
Employee Green Behaviour						
1.	Do you make sure that air-condition is switched off when not in the office?	1	2	3	4	5
2.	Do you print and photocopy on double-sided pages?	1	2	3	4	5
3.	Do you switch off computer/ laptop when leave office for a considerable period?	1	2	3	4	5
4.	Do you switch off the lights when leave office for a considerable period of time, and there is no one else?	1	2	3	4	5
5.	Do you recycle / reuse plastics like water bottles, shopping bags, boxes etc?	1	2	3	4	5
6.	Do you recycle glass or dispose-off glass in glass recycle bin?	1	2	3	4	5
7.	Do you sell old batteries for an adjustment of price while buying new batteries so that old batteries can be recycled/reused?	1	2	3	4	5
Green Employer's Branding						
1.	My organization produces innovative products and/or services which are environmentally friendly or Green?	1	2	3	4	5
2.	My organization is an innovative employer with novel and green work practices and forward-thinking?	1	2	3	4	5
3.	My organization values and makes use of employee's green / environmental-friendly creativity?	1	2	3	4	5

4.	My organization produces high-quality green products and/or services?	1	2	3	4	5
5.	My organization has an exciting green environment?	1	2	3	4	5
6.	I feel more self-confident as a result of working for this particular organization being environmental-friendly organization?	1	2	3	4	5
7.	I feel good about myself as a result of working for this particular organization being environmental-friendly organization?	1	2	3	4	5
8.	Working in this organization I am gaining career-enhancing experience related to green behaviour.	1	2	3	4	5
9.	Working in this organization is springboard for future employment in a green / pro-environmental organization?	1	2	3	4	5
10.	Employees in my organization receive Recognition/appreciation from management for their green / pro-environmental behaviour?	1	2	3	4	5
11.	The employees, who have pro-environmental behaviour, have a good relationship with their superiors in my organization?	1	2	3	4	5
12.	I have Supportive and encouraging colleagues for environmentally sustainable practices at the workplace?	1	2	3	4	5
13.	My organization has fun working environment that also promotes and supports environmentally sustainable practices?	1	2	3	4	5
14.	My organization offers an attractive overall compensation package which has fair and competitive compensation for environmentally sustainable work practices?	1	2	3	4	5

Personal Details		
1.	Name	
2.	Name of Organization	
3.	E-Mail ID	
4.	Mobile No (Optional)	
5.	Occupation	
6.	Province of Organization	Punjab <input type="checkbox"/> Sindh <input type="checkbox"/> Balochistan <input checked="" type="checkbox"/> KPK <input type="checkbox"/> Kashmir <input type="checkbox"/> GB <input type="checkbox"/> Islamabad <input type="checkbox"/>
7.	City of Organization	
8.	Type of Organization	<input type="checkbox"/> Private <input type="checkbox"/> Public <input type="checkbox"/> Government <input type="checkbox"/> Semi-Government <input type="checkbox"/> NGO <input type="checkbox"/> Other (Specify) _____
9.	Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> Other
10.	Age	<input type="checkbox"/> 15 – 21 years <input type="checkbox"/> 22 – 28 years <input type="checkbox"/> 29 – 35 years <input type="checkbox"/> 36 – 42 years <input type="checkbox"/> 43 – 49 years <input type="checkbox"/> 50 – 56 years <input type="checkbox"/> Over 56 years
11.	Job Experience	<input type="checkbox"/> Less than 1 year <input type="checkbox"/> 1 – 5 years <input type="checkbox"/> 6 – 10 years <input type="checkbox"/> 11 – 15 years <input type="checkbox"/> 15 – 20 years <input type="checkbox"/> 21 – 25 years <input type="checkbox"/> Over 25 years
12.	Your Position / Designation	<input type="checkbox"/> Top-Level Management (CEO, COO, CFO, CMO, CIO, CTO, President, Vice President, Assistant Vice President etc.). Please Specify _____ <input type="checkbox"/> Middle-Level Management (Director, GM, Operations Manager, Dept. Head, Regional Manager, Branch Manager, Project Manager, Team Leader etc.). Please Specify _____ <input type="checkbox"/> Supervisors
		<input type="checkbox"/> Non-managerial Employees (Clerk, Technician, Receptionist, Operator, Salesman, Cleaners, Cook, Peon, Naib Qasid etc.). Please Specify _____ <input type="checkbox"/> Others (consultants, contractors, etc.). Please specify _____
13.	Specify Your Position	
14.	Highest Qualification	<input type="checkbox"/> Less than Matric <input type="checkbox"/> SSC (Matric / O Level/ 10 Years) <input type="checkbox"/> HSSC (FA / FSc/ I Com/ A Level/ ICS/ DBA/ DAE / 12 - 13 Years) <input type="checkbox"/> Associate Degree / Ordinary Bachelor (BA / BSc/ B. Tech/ 14 - 15 Years) <input type="checkbox"/> BA/ BS, B.E., B. Arch, B.Sc. (Engg), BSc (Agri)/ B. Tech (Hons)/ MA/ MSc (16 years), LLB, B. Com (Hons), MBBS, DVM, BDS, Pharm D / 16 - 17 Years <input type="checkbox"/> MA / MS/ M.Phil./ MBA, MSc (Eng), M.E., M. Tech (18 Years) <input type="checkbox"/> PhD

Appendix-B

Questionnaire in Urdu

میرا نام منصور الہی ہے اور میں کیپیٹل یونیورسٹی آف سائنس اینڈ ٹیکنالوجی، اسلام آباد کے ایم ایس (مینجمنٹ سائنسز) کا طالب علم ہوں۔ میرے تحقیقی مقالے کا موضوع "تنظیم برائے سبز افرادی قوت کا ملازمین کی سبز رویے پر اثرات اور اس پر سبز آجر کی برائڈنگ کا ثالثی کردار، جنس اور تعلیم کا معتدل کردار" ہے۔

“Effects of Perceived Green Human Resource Management (HRM) Practices on Employees’ Green Behaviour (EGB) with the Mediating Role of Green Employer’s Branding (GEB) and Moderating Role of Gender and Education”.

میں یقین دلاتا ہوں کہ اس سروے میں موجود معلومات خفیہ رہیں گی اور صرف تعلیمی مقصد کے لئے استعمال ہوں گی۔ اگر کوئی بو تو آپ میرے موبائل نمبر پر رابطہ کر سکتے ہیں 03326123550 سوال ۔

(مکمل متفق ہوں - SA, متفق ہوں - Agree, غیر یقینی - NS, اختلاف ہے - DA, مکمل اختلاف ہے - SD)

سیریل	سوالات	SD	DA	NS	Agree	SA
		1	2	3	4	5
Green Human Resource Management (سبز افرادی قوت کا انتظام)						
1.	آپ کا ادارہ ملازمین کے لئے سبز مقاصد Green Goals کا تعین کرتا ہے؟ (سبز مقاصد ہمارے ماحولیاتی اثرات کو کم کرنے اور مستحکم رویوں کو ترویج دینے کے لئے ہوتے ہیں۔ یہ مقاصد بجلی کی کم استعمال، کچرے کا کم ہونا، پانی کی حفاظت اور کاربن کے پھیلاؤ وغیرہ کو کم کرنے سے متعلق ہوسکتے ہیں)					
2.	آپ کی تنظیم ملازمین کی سبز اقدار بڑھانے کے لئے سبز تربیت فراہم کرتی ہے۔ (سبز تربیت کا مقصد ملازمین کی ان اہلیتوں اور علم میں اضافہ کرنا ہے جن کا تعلق ماحولیاتی استحکام اور ان سے منسلک مقاصد سے ہے۔ سبز اقدار وہ اخلاقی اصول ہیں جو ماحولیاتی یائیداری کو ترجیح دیتے ہیں اور ان کی ترویج کرتے ہیں۔)					
3.	آپ کی تنظیم ملازمین کی اہلیتوں اور علم میں اضافہ کرنے کے لئے سبز تربیت فراہم کرتی ہے۔					
4.	آپ کا ادارہ ملازمین کی بھرتی اور انتخاب میں ان کی ذاتی شناخت کی ماحولیات کے ساتھ موافقت کو مد نظر رکھتی ہے۔					

سیریل	سوالات	SD	DA	NS	Agree	SA
		1	2	3	4	5
5.	آپ کا ادارہ ملازمین کی کارکردگی جانچنے کے لیے ادارے میں ان کے سبز رویے کو مد نظر رکھتی ہے۔					
6.	آپ کا ادارہ ملازمین کے سبز رویے کو ان کی تنخواہ اور مراعات سے منسلک کرتی ہے۔					
7.	آپ کا ادارہ ملازمین کے سبز رویے کو ان کی ترقی سے منسلک کرتی ہے۔					
8.	آپ کا ادارہ ملازمین کو ماحولیات میں بہتری کے لیے تجاویز پیش کرنے کی ترغیب دیتا ہے۔					
(Employee Green Behaviour) ملازمین کی سبز رویے						
1.	کیا آپ یقینی بناتے ہیں کہ جب آپ دفتر میں نہ ہوں تو اینر کنڈیشن یا پنکھا بند کر دیا گیا ہے؟					
2.	کیا آپ صفحات کے دونوں طرف پرنٹ اور فوٹو کاپی کرتے ہیں؟					
3.	کیا آپ دفتر سے طویل غیرحاضری پر کمپیوٹر / لیپ ٹاپ کو بند کر دیتے ہیں؟					
4.	کیا آپ دفتر چھوڑتے وقت لائٹس بند کرتے ہیں جبکہ دفتر خالی ہے؟					
5.	کیا آپ پلاسٹک جیسے پانی کے بوتل، شاپنگ بیگ، ڈبے وغیرہ کو دوبارہ استعمال یا ریسائیکل کرتے ہیں؟					
6.	کیا آپ شیشے سے بنی اشیاء کو دوبارہ استعمال یا ریسائیکل کرنے والے کوڑے دانوں میں ڈالتے ہیں؟					
7.	کیا آپ نئی بیٹریاں خریدتے وقت پرانی بیٹریوں کو فروخت کرتے ہیں تاکہ پرانی بیٹریوں کو دوبارہ قابل استعمال بنایا جاسکے؟					

(Green Employer's Branding) سبز آجر کی برانڈنگ						
1.	میرا ادارہ جدید مصنوعات اور خدمات کا اختراع کرتا ہے جو ماحولیاتی طور پر دوستانہ یا سبز ہوتے ہیں۔					
2.	میرا ادارہ ایک نوآر آجر ہے جس کے پاس نئے اور سبز کام کے طریقوں کے ساتھ مستقبل کی سوچ ہے۔					
3.	میری تنظیم ملازمین کی سبز یا ماحولیاتی طور پر دوستانہ تخلیق کی صلاحیت کو استعمال کرتی ہے اور قدر کی نگاہ سے دیکھتی ہے۔					
4.	میری تنظیم یا کمپنی بلند معیار کے سبز مصنوعات اور خدمات مہیا کرتی ہے۔					

سیریل	سوالات	SD	DA	NS	Agree	SA
		1	2	3	4	5
5.	میری ادارے میں ایک دلچسپ سبز ماحول ہے۔					
6.	میں اپنے ادارے میں ماحولیاتی طور پر دوستانہ ماحول ہونے کی وجہ سے اپنے آپ میں زیادہ اعتماد محسوس کرتا ہوں۔					
7.	میں اپنے ماحولیاتی طور پر دوستانہ ادارے میں کام کر کے اچھا محسوس کرتا ہوں۔					
8.	میں اس کمپنی یا ادارے میں کام کرتے ہوئے سبز رویے سے متعلقہ کیریئر کو بڑھانے والا تجربہ حاصل کر رہا ہوں۔					
9.	اس تنظیم میں کام کرنا میرے کیریئر کو بڑھانے والے تجربات فراہم کر رہا ہے جن کا تعلق سبز رویے سے ہے۔ یہ میرے لئے مستقبل کی ماحولی دوست یا سبز تنظیم میں روزگار کے لئے ایک اہم پلیٹ فارم ہے۔					
10.	میری تنظیم میں ملازمین کو ان کے سبز یا ماحول دوست رویے کی وجہ سے انتظامیہ سے تسلیم و تعریف ملتی ہے۔					
11.	میری ادارے میں جو ملازمین ماحول دوست رویہ رکھتے ہیں، ان کا انتظامیہ کے ساتھ اچھا تعلق ہوتا ہے۔					
12.	مجھے اپنے ادارے میں ماحول دوستی کے حوالے سے مددگار اور حوصلہ افزائی کرنے والے ساتھیوں کا ساتھ ہے۔					
13.	میری تنظیم میں کام کرنے کا ماحول پرلطف ہے جو ماحول دوست کوششوں کو استحکام اور فروغ دیتا ہے۔					
14.	میری تنظیم ایک پرکشش تنخواہ کا پیکیج فراہم کرتی ہے جس میں ماحول دوست کوششوں پر اچھی اور مسابقتی تنخواہ شامل ہے۔					

ذاتی تفصیل		
15.	نام	
16.	آپ کے ادارے یا کمپنی کا نام	
17.	ای میل	
18.	موبائیل نمبر (صوابدیدی)	
19.	پیشہ	
20.	ادارے کا صوبہ	<input type="checkbox"/> گلگت بلتستان <input type="checkbox"/> کشمیر <input type="checkbox"/> خیبر پختونخواہ <input type="checkbox"/> بلوچستان <input type="checkbox"/> سندھ <input type="checkbox"/> پنجاب <input type="checkbox"/> اسلام آباد
21.	ادارے کا شہر	
22.	ادارے کی قسم	<input type="checkbox"/> پرائیویٹ <input type="checkbox"/> پبلک <input type="checkbox"/> سرکاری <input type="checkbox"/> نیم سرکاری <input type="checkbox"/> غیر سرکاری <input type="checkbox"/> (وضاحت کریں) کوئی اور _____

23. جنس	<input type="checkbox"/> مرد <input type="checkbox"/> عورت <input type="checkbox"/> کوئی اور
24. عمر	<input type="checkbox"/> 15 - 21 سال <input type="checkbox"/> 22 - 28 سال <input type="checkbox"/> 29 - 35 سال <input type="checkbox"/> 36 - 42 سال <input type="checkbox"/> 43 - 49 سال <input type="checkbox"/> 50 - 56 سال <input type="checkbox"/> 56 سال سے زائد
25. نوکری کا تجربہ	<input type="checkbox"/> 1 سے کم سال <input type="checkbox"/> 1 - 5 سال <input type="checkbox"/> 6 - 10 سال <input type="checkbox"/> 11 - 15 سال <input type="checkbox"/> 15 - 20 سال

	<input type="checkbox"/> 21 - 25 سال <input type="checkbox"/> 25 سال سے زائد
26. عہدہ یا پوزیشن	<input type="checkbox"/> سی او او (Chief Executive Officer) سی ای او (Chief Operating Officer) ، سی ایف او (Chief Financial Officer) ، سی آئی او (Chief Information Officer) ، سی ٹی او (Chief Technology Officer) ، صدر، نائب صدر، (اسسٹنٹ وائس پریزیڈنٹ وغیرہ)۔ <input type="checkbox"/> ڈائریکٹر، جنرل منیجر، ایریشنل منیجر، ٹیبارٹمنٹ (درمیانی سطح کی انتظامیہ) (کے سربراہ، ریجنل منیجر، برانچ منیجر، پراجیکٹ منیجر، ٹیم لیڈر وغیرہ)۔ <input type="checkbox"/> سپروائزر <input type="checkbox"/> کلرک، ٹیکنیشن، رسیٹنٹ، ایریٹر، سیلزمین، (غیر انتظامی ملازمین) (خاکروب، باورچی، چیٹراسی، نائب قاصد وغیرہ)۔ <input type="checkbox"/> (کنسلٹنٹ، ٹوپیکیدار وغیرہ) کوئی اور
27. عہدے یا پوزیشن کی وضاحت	
28. تعلیم	<input type="checkbox"/> Less than Matric <input type="checkbox"/> SSC (Matric / O Level/ 10 Years) <input type="checkbox"/> HSSC (FA / FSc/ I Com/ A Level/ ICS/ DBA/ DAE / 12 - 13 Years) <input type="checkbox"/> Associate Degree / Ordinary Bachelor (BA / BSc/ B.Tech/ 14 - 15 Years) <input type="checkbox"/> BA/ BS, B.E., B.Arch, B.Sc. (Engg), BSc (Agri)/ B.Tech (Hons)/ MA/ MSc (16 years), LLB, B.Com (Hons), MBBS, DVM, BDS, Pharm D / 16 - 17 Years <input type="checkbox"/> MA / MS/ M.Phil/ MBA, MSc (Eng), M.E., M.Tech (18 Years) <input type="checkbox"/> PhD