

GREEN PERSONALITY AND ENVIRONMENTAL OUTCOMES: THE ROLE OF AUTONOMOUS AND CONTROLLED MOTIVATION IN DRIVING SUCCESS

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ABSTRACT

Protecting resources, preserving the environment, and limiting the extraction of organic resources are critical issues in modern society. Keeping ecological growth and economic progress in check is the world's biggest issue. The present study investigates two main aspects: (a) the effect of environmentally conscious hiring and selection practices on the performance of organizations; and (b) the potential moderating role of autonomous and regulated motivation in the relationship between these two variables. 329 individuals are selected as a representative sample from a variety of Karachi, Pakistani companies. The measurement model is extremely valid and trustworthy, and a covariance-based structural equation modeling (CB-SEM) method is used to verify the assumptions. We used SmartPLS and SPSS to examine the data. The results show that the environmental performance of organizations is significantly and favorably impacted by green recruiting and selecting practices. Likewise, the link between the two variables (green recruitment and selection versus organizational environmental performance) is altered by autonomous and regulated motivations. The research presented here contributes in a number of ways to the body of knowledge on green HR. It first applies to Pakistani organizations the findings of studies conducted in the West or elsewhere. Second, the positive correlation between green hiring and selection practices and the environmental performance of organizations is influenced by both autonomous and regulated reasons. Present are the theoretical contributions, management implications, constraints, and opportunities for further study.

Key words: Autonomous & Controlled Motivation, Environmental Performance, Green Recruitment & Selection, ISO-14001, Organizational Sustainability, Self Determination Theory (SDT).

INTRODUCTION

Environmental conservation has become a long-standing concern for people as well as organizations worldwide (Ahmad, 2015). Environmental challenges and sustainable development have become increasingly important in both developed and emerging nations. Businesses must implement "green practices" to address global environmental concerns and meet international requirements (Sharma & Gupta, 2014). According to Sudin (2011), green management strategies are becoming vital for forward-thinking businesses globally.

By expanding the range and richness of green HRM practices, firms can enhance their environmental performance and achieve greater sustainability. Green Human Resource Management (HRM) aims to encourage resource conservation and environmental awareness inside businesses (Dutta, 2012). According to Kim et al. (2017), modern research on the relationship between human resources and environmental performance has focused on the importance of environmentally conscious employee behavior in carrying out workplace environmental policy.

According to Arulrajah, Opatha, and Nawaratne (2015), it's important to include environmental concerns in recruiting advertisements and prioritize candidates with a strong awareness of environmental issues and corresponding values. Green recruitment and selection allows organizations to choose personnel who share environmental values and understanding (Jabbour & Jabbour, 2016). Employers can fortify their green activities by seeking out and hiring individuals who are already environmentally conscious (Siyambalapatiya et al., 2018).

This study examines the effectiveness of green recruiting and selection in attracting job seekers. The study aimed to evaluate the link between green recruiting and selection and performance of organizations. Effective green recruitment involves careful execution to prevent failure. The study examined the various aspects of green employment and how it might be incorporated into an organization's approach to create real-world environmental benefits. In the context of the automotive manufacturing industries, our study advances the SDT theoretical lens by illuminating how green recruitment and selection methods foster internal skills to work on green processes for long-term environmental performance. Furthermore, the study offers significant insights. Understanding the relationship between EM and HRM is essential to comprehend how businesses succeed environmentally. Building on earlier research, this study investigates how proenvironmental activities at work contribute to the explanation of the relationship between SHRM practices and environmental performance.

Literature Review

Green HRM is the integration of environmental awareness throughout the entire HRM process, from recruiting to training to rewarding employees to creating a green workforce that recognizes and embraces eco-friendly behaviors, policies, and projects. GHRM is expected to affect the outcomes of person and company actions intended at decreasing the negative impact of a company on the environment, enhancing its positive impact on environmental restoration and recovery. By incorporating environmental policies, such as those for environmental safety, efficient operations, and quality improvement, into organizational strategy

planning, green human resource management frequently supports corporate survival.

Global manufacturing processes became more mass-efficient with the start of the industrial revolution, but there were also numerous unfavorable effects, including excessive energy use, resource depletion, and polluting industries (Yadiati et al. 2019). In light of growing environmental consciousness, businesses are realizing the advantages of proactive environmental measures, such as greening and lowering the risk of environmental disasters. Eco-innovation is defined by the United Nations Environment Programme (UNEP) as a concerted set of creative approaches to goods, practices, market strategy, and organizational architecture that improve a company's performance and competitiveness across the duration of its lifecycle. Research findings do not fully explain how green recruitment strategies benefit society, the natural environment, and greener culture.

Green Recruitment & Selection

Green recruiting and selection prioritize awareness of the environment (Renwick et al., 2016; Shen, Dumont, & Deng, 2019). According to Ahmad (2015), green recruitment and selection (GRS) plays a crucial role in GHRM practices. As stated by Tang et al. (2018), GRS is a procedure for finding and choosing applicants who are prepared to commit to environmental performance and who are sensitive to environmental issues. As per the information presented by Saini and Shukla (2016), this type of recruiting pattern uses phone or video-based interviews, online portals, online application forms like Google forms, and other methods to reduce the environmental effect of travel.

According to Obaid and Alias (2015), green hiring and selection include selecting individuals who exhibit environmental management behaviors, knowledge, and abilities. Hiring individuals with a green mindset helps organizations hire professionals who understand sustainable practices, such as recycling, conservation, and creating a more logical society (Sanyal, 2017). In addition to dealing with a wider pool of candidates, GRS must also deal with a greater number of candidates who support the environment. Moreover, recruiters can assess a candidate's awareness of societal environmental issues and give a summary of their environmental behavior

that aligns with job specifications (Adjei-Bamfoet al., 2019).

Green awareness is a key feature in Green Recruiting and Selecting. Personality traits like dedication, friendliness, and green consciousness can help meet organizational environmental objectives (Tang et al., 2018). Green recruitment involves defining top performers' talents, expertise, and competencies, managing the recruitment procedure from beginning to end, and incorporating it into daily life to ensure future relevance (Saini & Shukla, 2016). According to Bhutto and Aurazeb (2016), hiring eco-friendly candidates can improve both ecological and company performance. In order to recruit more potential employees, businesses need to establish a reputation that is motivated by the believing that the company is receptive to the surrounding environment (Kapil, 2015). German companies such as Siemens, Mannesmann, Bayer, and BASF use environmental initiatives to attract top personnel (Obaid & Alias, 2015).

Pro-environment businesses also seek out workers that are eager to participate in environmental management initiatives. Research by Guerci, Longoni, and Luzzini (2016), which found that intentions for environmental sustainability could be a key factor in bringing potential applications, supports this. Green Employment & Selecting is a system that prioritizes environmental sustainability and makes it a key component of the business (Ahmad, 2015). Candidates or employees with an awareness of the environment might enhance the environmental performance of the business by adding environmental knowledge to operational procedures (Del Brio et al., 2007). Employers who care about the environment play a key role in attracting skilled environmental professionals to lead corporate environmental management programs, which in turn help businesses meet their environmental objectives in a more sustainable manner. Prior research has indicated that companies could support green initiatives by, for example, recruiting and staffing a green workforce that participates in environmental activities (Gill, Ahmad, & Kazmi, 2021).

H1: Green Recruitment & Selection has significant impact on organizational environmental performance

Environmental Performance

The term "organizational environmental performance" describes how an organization operates with a view to improving the environment. The two primary goals of environmental management are to reduce pollution levels and raise environmental quality to a level that is acceptable Yasamis (2011). "The environmental impact of a company's activities on the natural surroundings" is the definition of environmental performance (EP) according to Klassen and Whybark (1999). Environmental performance includes things like using less pollution, cutting waste and emissions of carbon at the source, improving energy efficiency, using resources more effectively, and using fewer environmentally hazardous materials, among other things (Zhu et al., 2010).

According to studies (Bamberg and Moser, 2007; Bissing-Olson et al., 2013), personnel with a green commitment exhibit pro-environmental attitudes that are positively connected with pro-environmental behaviors, which can enhance business performance. Superior environmental performance is strategically important, and the GHRM system communicates this importance through its vision, values, and goals. Using environmental attitudes and abilities as hiring criteria, mandating environmental training, rewarding employees for meeting environmental targets, and including employees in the hunt for more environmentally friendly work practices are a few examples (Ren, Tang, & Jackson, 2020).

A company's environmental performance is a reflection of its dedication to environmental conservation. The competitive advantage of firms can be derived from their environmental performance, as addressing ecological issues can foster the development of new organizational abilities such as managerial understanding, sponsor integrating, and novelty (Aragon-Correa and Sharma, 2003; Dixon-Fowler et al., 2013; Ren & Jackson, 2020), as well as cost savings or differentiation through more efficient use of natural resources (Pereira-Moliner et al., 2015). Incorporating and developing the sustainability component into goals and development plans is crucial for organizations to ensure alignment with their long-term aims.

Self Determination Theory (SDT)

Self-determination theory (SDT) was established by Edward L. Deci and Richard M. Ryan (2017) and is a widely used framework to describe human motivation and well-being. Three fundamental psychological demands are identified by SDT: relatedness, competence, and autonomy. Self-determination theory (SDT), a macro-theory of human motivation, provides a framework for understanding the psychological factors that influence the degree to which the fundamental psychological demands of autonomy, competence, and relatedness are satisfied. It suggests that the degree to which people believe their needs are satisfied by their experiences is connected with a range of outcomes, such as enjoyment, contentment, and goal achievement. Studies verify that social environments that uphold psychological requirements for competence, relatedness, and autonomy result in greater autonomous control and deeper internalization. Furthermore, extrinsic motivation that is more autonomous is linked to improved performance and well-being achievements (Ryan and Deci 2000). A feeling of initiative and ownership over one's behavior is a necessary component of autonomy, and it is strengthened by worthwhile and engaging

experiences. On the other hand, external control—like rewards or penalties—can erode this feeling of independence. Conversely, competence is the sense of mastery and the conviction that one can advance and succeed. The ideal environments for satisfying the desire for competence are those that are well-structured and offer the necessary challenges, constructive criticism, and growth possibilities. Not to mention, a sense of belonging and connection is the fundamental component of relatedness (Ryan & Deci, 2020). It's made easier by the display of consideration and deference.

Hypothesis

H1. Green Recruitment & Selection has significant effects on organizational environmental performances.

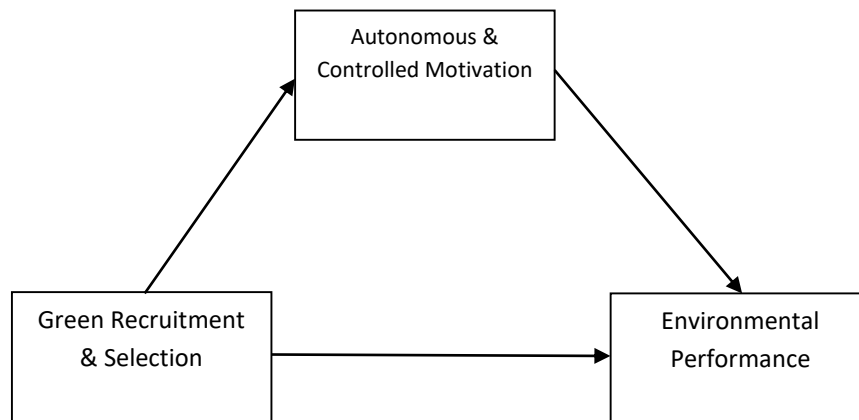
H2. Green Recruitment & Selection has significant effects on Autonomous and Controlled Motivation.

H3. Autonomous & Controlled motivation has significant effects on organizational environmental performance.

H4. Autonomous and Controlled motivations mediate the relation between Green Recruitment & Selection and organizational environmental performance.

Model

Figure 1 – Hypothesized Framework



Research Methodology

In this investigation, the researcher used quantitative research methodologies to validate the hypothesis. Theory serves as the foundation for research questions and hypotheses, which are subsequently evaluated and refined (Creswell, 2013). According to Stangor (2014), quantitative

research employs formal measures of beliefs, attitudes, intentions, and behaviors in order to produce descriptive findings. In quantitative research, measurements play a crucial role in both gathering and analyzing data. Numerous formats, such as figures, numbers, tables, graphs, proportions/ratios, and others, have been used to

communicate the quantitative technique's findings (Babbie, 2015).

Data collection Procedure

According to Walliman (2011), the questionnaire was the most popular and effective tool for obtaining data from subjects in the social sciences and other domains. The questionnaire was used by the researcher to get information from the responder. In addition to ethical concerns, staff members from various organizations have received assurances that the data will only be used for research through in-person training sessions meant to familiarize and increase awareness. Moreover, it would ensure that data is kept private and not shared with outside parties.

Population

Sekaran (2003) states that the population is the frame that contains every component of the population and that is where the sample needs to be taken. A "population" is every occurrence that the study may be able to cover (David et al., 2011). In an ideal world, each group of people or item has at least one characteristic in common (Busha et al., 1980), or a specific group of people who are identifiable and classifiable (Punch, 2013). The population under inquiry is "any group of entities or individuals that are considered equal or have at least one feature in common," according to Stangor (2014). A "targeted population" can be any group of individuals or objects that share a characteristic. The population under study consists of individuals who work for both public and private enterprises that provide goods and services to Pakistan's market. These companies possess ISO 14001 certificates or environmental management plans.

Sampling/Sample Framework

The strategy of random sampling was used in this experiment. In order to ensure that the sample is representative of the entire population and to avoid including variables that might have influenced perceptions but were not deliberately included in the study, random sampling is frequently used in research (Black, 1999). With probability sampling, every potential constituent of the population has an equal chance of being chosen as a sample. A researcher can provide the results of a large-scale statistical study to the entire population from which

the sample was taken by employing probability sampling.

Respondents who presently work for organizations with an environmental management plan and ISO-14001 certification were selected using a simple random sample technique. Three hundred and twenty nine employees of manufacturing enterprises situated in Karachi, or at least 329 respondents, were chosen for this study.

Instrument

Questionnaires are used in surveys to gather large amounts of data instantly (Babbie, 2015). The current research objectives guide the collection of data on Green Recruitment & Selection, Autonomous and Controlled Motivations, and Organizational environmental performance. The questionnaire is divided into two pieces. The variables contain every item from the questionnaire's first section. A 7-point Likert scale (1 = strongly disagree to 7 = strongly disagree) was used to collect respondents' opinions in order to evaluate the designed conceptual model in the current study (Likert, 1932). In the second part of the survey, demographic information was collected about the participants, including age, gender, experience, and length of work.

Green Recruitment & Selection

Five items were selected for the assessment of Green Recruitment, all of which were based on earlier research (Marrucci, Daddi, & Iraldo, 2021). Likert scale with seven points was used to assess the responses. 0.807 is Cronbach's alpha.

Environmental Performance

Seven items were chosen to assess environmental performance, with each based on previous research (Marrucci, Daddi, & Iraldo, 2021). A seven-point Likert scale was used to examine the responses. Cronbach's Alpha: 0.705.

Autonomous & Controlled Motivations

Seven questions were developed to assess Autonomous and Controlled Motivation; all of these items were based on prior research (Burton, Lydon, D'Alessandro, & Koestner, 2006). A seven-point Likert scale was used to examine the responses. Cronbach's Alpha: 0.700.

The table 1 comprises the demographics data. The useable sample (n=329) comprised of 75% male employees, whereas 25% female, whereas managers were more than 35 years of age. In addition, 61% of employees had at least 16 years of education. The sample included 15% of employees

having 2-5 years working experience, 68% employee having 5-10 years working experience remaining 16% were having more than 15 years of experience.

Table 1; Composition of Data

Demographics	Characteristics	Frequency	Percent
Qualification	Graduation	77	23.4
	Masters	202	61.4
	MS/PHD	50	15.2
Experience (in years)	2-5	50	15.2
	5-10	224	68.1
	15 & above	55	16.7
Age (in years)	20-27	17	5.2
	28-35	63	24.3
	36-43	146	44.4
	44-51	94	28.6
		9	2.7
Gender	Male	247	75.1
	Female	82	24.9

Reliability

According to David et al. (2011), an instrument's reliability is its ability to show how consistently its responses are throughout time. Consistency and dependability are prerequisites for reliability

(Neuman et al., 2012). This statistic evaluates how consistent the findings are (Blanche et al., 2006). Furthermore, dependability is defined by Fraenkel et al. (2012) as the constancy of an instrument's evaluations or responses across time.

Table 2. Reliability of Instrument

Constructs	Valid	Items	Cronbach's alpha
Green Recruitment & Selection	329	5	.807
Environmental Performance	329	7	.705
Autonomous & Controlled Motivation	329	7	.700

Table 2 displays all of the questionnaire reliability metrics. The agreed-upon sample's Cronbach's coefficient alpha ranges from 0.700 to 0.807; green recruitment and selection has an alpha of 80.7%, environmental performance has a coefficient of 70.5%, and autonomous and controlled motivation has a coefficient of 70.0%. This proves the high reliability of the multi-item construct. Every construct is logically consistent since it has a high Cronbach's alpha score.
 Construct Reliability and Convergent Validity

The composite reliability and Average Variance Extract statistics are shown in Table 3.

Table 3. Measurement model assessment – Convergent validity

	Composite Reliability	Average Variance (AVE)	Extracted
AMC	0.812	0.522	
EP	0.833	0.627	
GRS	0.881	0.715	

AMC = Autonomous & Controlled Motivation, EP = Environmental Performance
 GRS = Green Recruitment & Selection.

It has been established that every composite dependability number, which varied from 0.800 to 0.869, was higher than the lowest required threshold, or 0.70. The combined reliability values for Green Recruitment & Selection (0.881), Environmental Performance (0.883), and Autonomous & Controlled Motivation (0.881) are as follows. All AVE values (varying from 0.522 to 0.715) eventually exceeded the lowest barrier in terms of convergent validity. The AVE values for Green Recruitment & Selection (0.715), Environmental Performance (0.627), and Autonomous & Controlled Motivation (0.715) are as follows. The facts presented above suggest that there are no issues with the questionnaire's design or convergent value.

Discriminant Validity

Heseler et al. (2015) assessed discriminant reliability using the cross-loading test and the Fornell-Larcker criterion. This criterion is validated by the Fornell-Larcker criteria using the model, as Table 4 illustrates. To show discriminant validity—which is necessary to assess the variations in measuring instruments of distinct components—the square root of the AVE should correlate more highly than other constructs (Fornell et al., 1981).

Table 4. Fornell–Larcker criterion

	A	E	G
MC	P	RS	
AMC	0.724		
EP	0.527	0.793	
GRS	0.473	0.684	0.850

Notes: *** 99.99% CI (p<.001); Square root of AVE is shown in bold face on the diagonal

Note: AMC = Autonomous & Controlled Motivation, EP = Environmental Performance
 GRS = Green Recruitment & Selection.

Heterotrait-Monotrait Ratio (HTMT)

Another statistical method for assessing discriminant validity in management of enterprises study is the Heterotrait-Monotrait correlation ratio (HTMT) (Nawanir et al., 2019) (Roemer et al., 2021).

Table 5. Heterotrait-Monotrait Ratio (HTMT)

	AMC	EP	GRS
AMC			
EP	0.723		
GRS	0.634	0.898	

Note: AMC = Autonomous & Controlled Motivation, EP = Environmental Performance
 GRS = Green Recruitment & Selection.

The HTMT scores in Table 5 are less than 0.90, which indicates that the discriminant validity within the two reflectively constructed items has been validated.

Measurement Model & Hypothesis Testing

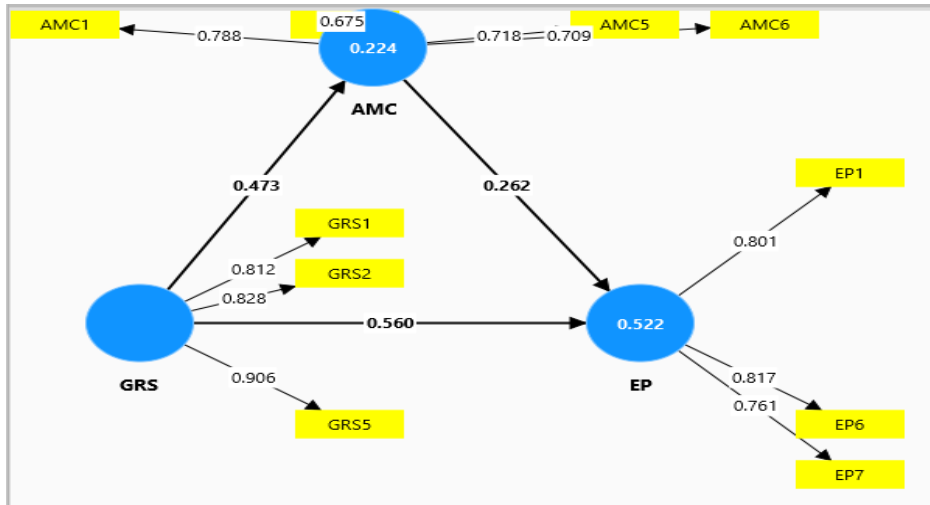
An approach based on a diagram and inspired by Wright (1921) was used to investigate the relationship between multivariate variables. The resultant "path coefficients" are shown in Figure 2. Path coefficients, uniform forms of linear regression weights, are used by the SEM approach to investigate potential correlations between statistical data.

The perceived values of the route coefficient, which indicate whether linkages exist or not, are shown in Table 6. Using the recommended 3,000 non-parametric bootstrap resampling method (Hair Jr. et al., 2016) and maximum likelihood estimate, the table 5 shows that green recruitment and selection have a significant positive impact on organizational environmental performance, Green Recruitment & Selection ($\beta = 0.560, t = 14.94$ and $p = 0.000$). Green Recruitment & Selection has a significant effect on autonomous and controlled motivation ($\beta = 0.473, t=9.29; p = 0.000$). Autonomous & Controlled Motivation has a significant effect on environmental performance ($\beta = 0.262, t= 4.404; p = 0.000$). Therefore, the hypothesis H1, H2, and H3 are accepted.

Table 6 : Path Analysis

Hypothesis	SEM Path	Standardized Effect	p-value	Decision
H1	GRS to EP	0.560	***	Accepted
H2	GRS to AMC	0.473	***	Accepted
H3	AMC to EP	0.262	***	Accepted

Figure 2: Measurement Model



Mediation Analysis

Table 7 also shows the findings of mediation analysis (H4), which includes the standardized indirect influence of an external LV on an endogenous LV through Autonomous and

Controlled Motivations. The researcher used Preacher and Hayes' (2008) criteria to test mediation analysis. To conclude the mediation investigation, calculate the indirect impact using the bootstrapping method.

Table 7: Indirect Effect

Hypothesis	SEM Path	Standardized Indirect Effect	p-value	Decision
H4	GRS - AMC – EP	0.124	0.001	Accepted

Table 7 supports hypothesis H4, indicating that Autonomous and Controlled Motivations mediate the relationship between green recruitment and selection and environmental performance when using maximum likelihood estimation and the recommended 3,000 non-parametric bootstrap resampling technique (Hair et al., 2016). In this "partial mediation" model, the inclusion of the mediator variables Autonomous and Controlled Motivation highlights the significant impact of green recruiting and selection on environmental performance.

Managerial Implications

This study shows that green recruitment and selection (GRS) has a significant and positive impact on the organizational environmental performance of HR and safety experts working for Pakistani organizations in Karachi. An organization's environmental performance can be significantly enhanced by its workers' pro-environmental behavior. Their actions and attitudes may positively influence certain organizational operational traits, hence improving

sustainability results. Research has demonstrated the importance of Green Human Resource Management (GRS) as a metric for assessing an organization's environmental performance, particularly for those with ISO 14001 certification. This accreditation attests to the establishment and maintenance of an effective environmental management system, and GRS practices support it by ensuring that human resources are in compliance with organizational ecological goals. The results of the study show a strong relationship between corporate environmental performance and green hiring and selection practices. However, the results of this study indicate that the performance of the organizational environment was most affected by GRS. Achieving environmental sustainability objectives can be facilitated by taking into account a candidate's behavior and attitude toward environmentally friendly systems during the hiring process. Employing managers may make sure they are employing skilled candidates who share the organization's environmental values and objectives by highlighting these qualities in addition to normal qualifications and skills.

This procedure supports develop a culture of sustainability within a company from the beginning, as employees who have a positive attitude towards green activities are more likely to actively contribute and support environmental efforts. It also sets a precedent for future recruitment, reaffirming the organization's commitment to sustainability to its staff members.

Theoretical implications

This study has conceptual implications as well. This study revealed the crucial significance that green recruitment and selection processes, particularly in developing countries such as Pakistan, have in achieving the SDGs. The study's findings highlight this relationship by providing new insights into the roles of green hiring and environmental performance in environmentally conscious firms. Furthermore, to understand the relationship between green recruiting and selecting procedures and long-term organizational performance, the study employs SDT theory to investigate the moderating role of green autonomous and controlled motivation. This SDT-based conversation focuses on how employees may support an organization's environmental policy.

The study's findings recommend a thorough inquiry of the environmental concerns that firms face, particularly in developing countries.

This paper represents an educational contribution in which the author analyzes both the organization's sustainability and the less obvious features of sustainability in conventional management. Previous research (Mishra et al., 2014; Ramus et al., 2007) has highlighted the importance of GHRM practices in hiring, training and development, incentive, and assessment for greening a firm and improving employee performance. Nonetheless, because GHRM practices are still evolving in developing nations and require decision-makers' attention, this study investigated the phenomenon's application in these contexts. While the current study was undertaken in Pakistan, its findings are applicable more globally, particularly to developing nations, as green and sustainable management is becoming a worldwide concern (Dumont et al., 2017b).

Discussion

The importance of encouraging green product practices, resource conservation, energy efficiency, waste reduction, and recycling among employees has been highlighted in a number of research papers (Graves et al., 2018). Green hiring and selection refers to a paperless recruitment process that has the least possible negative impact on the environment.

The results of the study validated H1, demonstrating that green recruiting and selection have a positive and significant impact on EP. A few companies have included environmental considerations in their employment practices, despite the fact that green hiring was the first green practice to become well-known (Jabbour, 2011). Green recruiting is a more efficient and economical method of attracting talent than standard environmental training programs, claim Martins et al. (2021). By tracking how green performance and strategy are affected by hiring and selection practices, this methodology evaluates such practices. Finding and hiring individuals whose skills, attitudes, and knowledge complement the company's environmental management systems is known as "green recruitment" (Ullah, 2017).

This study focuses at how long-term performance and an employee's sense of self are impacted by GHRM. According to this study, green

employment promotes the sharing of green knowledge, which raises employees' productivity over the long term. By clearly defining expectations and behavior, green recruiting seeks to match workers' conduct to the company's environmental goals. Improved employee identification with the company would result from this relationship.

Limitation

This study is limited by its cross-sectional design, small sample size, and only using quantitative methods for data collection and analysis. Future researchers need to concentrate on various functions and procedures of green HRM i.e. Green Training & Development, Green Performance and Reward Management etc.

The only conclusion of this study was that green recruitment and selection simply mediated environmental performance. Future research may also look into environmental performance, societal performance, and long-term economic growth. Creating localized versions of green HRM practices and measurement tools could also be explored in future studies.

Conclusion & Recommendations

The recommendations in this section are based on recent research. This chapter also provides a summary of the findings and their implications for academics and practitioners. The findings of this study have implications for sustainability and green recruitment and selection procedures. This study expands on the awareness of Green Recruitment and Selection methods presented in the current literature, particularly in developing nations, by examining the amount of implementation of Green Recruitment procedures within the organization in Pakistan. Knowing the degree of implementation, decision-makers can enhance their strategic plans by selecting eco-friendly hiring and selection procedures that support the sustainability pillars. Managers ought to concentrate more on developing and executing green hiring practices when a company needs to be sustainable. Together with the environmental pillars of sustainable performance, the study adds evidence of the mutually beneficial connections between GRS practices and sustainability to the body of existing literature.

To create a workforce that is environmentally conscious, two strategies are taken into account: putting a focus on green hiring and providing current employees with access to basic and advanced education, training, and development, along with a comprehensive understanding of Green HRM and an appreciation of a noble cause (Ullah, 2022). The investigation's results are in line with those of past research (e.g., Grolleau et al., 2012; Rawashdeh, 2018), which also confirmed a positive relationship between green recruiting and environmental performance.

The environmentally friendly work and behaviors connected to sustainability must be included in the creation and revision of the job description. When it comes to creating and enforcing green hiring policies, managers have a greater responsibility to the sustainability of their firms. The management must assess each applicant's attitude toward sustainability and pro-environmental behavior when screening resumes and holding interviews.

Finally, it can be said that green HRM is a good idea that, when implemented correctly, can encourage employees and the company to act in a more environmentally friendly manner.

Declaration of Conflicting Interests

The authors declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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