Identifying Factors Affecting Green HRM Practices And Its Impact On Organizations' Sustainability Of Multinational Corporations (Mncs)

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ABSTRACT

Purpose: This study aims to help employees and organizations realize eco-friendly Human Resources Management (HRM) operations concerning sustainability. It will allow the MNCs of Pakistan to adopt green practices to reduce the pollutant environment in the organization to assess employee awareness regarding green practices, how green practices influence the employee as well and the organization's sustainability.

Design/Methodology: This work mainly emphasizes the primary source of data collection based on the quantitative method; 200 questionnaires were disseminated between the employees of MNCs in Pakistan, and Regression analysis was done through SPSS software.

Findings: Findings revealed that the correlation between green recruitment (GR), selection and organization sustainability have a strong and positive relationship as compared to green pay, reward and green training which have a positive but average relationship with organization sustainability this shows that if the MNCs of Pakistan adopt a green recruitment and selection practice instead of thetraditional method of recruitment and selection so it will increases the chances of a better sustainable environment that will ultimately lead to the organization sustainability

Originality: This study contributes as oneof the first studies about the adaptation of Green Human Resources Management (GHRM) practices of MNCs in Pakistan.

Keywords: Organization, sustainability, green recruitment, green training, green practices, green human resource, Pakistan

Paper type: Research Article

INTRODUCTION

An organization's human resources division is thought to have the capacity to make a substantial contribution to creating an endurable culture inside the company. Many

scholars, mostly on the subject of HRM, have stated that the traits and aptitude of an organization's human resources determine the effectiveness and success of any strategic tools and management innovations. Additionally, Green HRM aims to increase employee confidence and openness to sustainability challenges by utilizing each person to carry out sustainable applications. For the management of the environment and the sustainability of the organization, GHRM or Green HRM practices are required. The execution of some GHRM applications, including learning and development, performance management, reward, and pay, is another area of emphasis for the author. These applications will ultimately improve environmental performance and organizational sustainability. In addition to that, it has been determined that the environment is in a dangerous stage, and because of this unfavorable situation, pollutions has increased, including the global temperature, air pollution, extreme heat waves, which has also affected people's and organization's health.

Similarly, according to (Aust, 2020), there is a need to increase sustainability and concern for global development. The author also emphasizes the necessity to transition from hard HRM to sustainable HRM. Hard HRM is reliant on strict control, and aside from this, sustainable HRM practices are more concerned with environmental sustainability. Because the banking industry's harmful practices contribute to Pakistan's pollution, the baking industry should adopt sustainable practices by lowering its use of carbon footprints, according to a study (Raza et al., 2022; Xiang et al., 2022). Due to the recent emergence of the green banking idea in Pakistan, the State Bank of Pakistan established regulations in 2017 by the Pakistan Environmental Pollution Act 1997 (Khan, 2019). Additionally, it has been shown that 60 per cent of the pollution is brought on by plastic waste and that 95 per cent of it is due to paper waste. These concerning numbers should serve as a wake-up call for businesses that are still engaging in unethical commercial practices (Malik, 2019; Govindarajo et al., 2021; Tunio et al., 2022a; Tunio et al., 2022b; Shaikh et al., 2023).

Problem Statement

Pakistan is facing an alarming situation of environmental deterioration because harmful practices are openly adopted by organizations. It has been observed that the GHRM practices have not been embraced by many Multinational National Companies of Pakistan (MNCs) affiliated with the Security Exchange Commission of Pakistan (SECP) putting the environment and employee's health at risk. Therefore, there's a need to adopt GHRM practices for organizational sustainability.

Purpose of the Study

This research aims to help employees, as well as organizations, understand the concept of green HRM practices in terms of sustainability. It will allow the MNCs of Pakistan to adopt green practices to reduce the pollutant environment in the organization. To assess employee awareness regarding green practices. How green practices influence the employee including the organization's sustainability.

Significance of the Study

Damaging organization practices contaminate the environment and challenge the organization to adopt GHRM practices in organization to protect the world, currently, Pakistan facing difficulty regarding pollutant environmental issues that hurt the organization's environment therefore organizations need to overcome this issue they need to take the initiative in adapting GHRM practices in organization.

This study aims to assess employee awareness regarding green practices. How green practices influence the employee as well as the organization's sustainability. Moreover, it suggests that if the MNCs of Pakistan adopt green practices to reduce the pollutant environment in the organization, organization's pollutant environment the paper is organized in the following sections. Section 2 defines the review literature which demonstrates how GHRM helps the employee as well as the organization towards the realization of eco-friendly HRM operations concerning sustainability. Section 3 explains the methodology and research design of the study. Section 4 enlightens the results of the study and lastly, the conclusion, recommendation, and guidelines suggested for managers of the organizations and policymakers of the MNCs of Pakistan.

The author Jamal in 2021 stated that green training does not have a positive impact on organization sustainability, and he ends his point on it he doesn't mention the next point that then which will be the positive impact on organization sustainability. This study is on GRS have a positive and excessive impact on organizations substantially.

Literature Review

The idea of "green HRM" has become a cornerstone of environmentally conscious HRM tactics. Green HRM take on an environmentally sensitive posture and works to nurture a green corporate culture to encourage employees to decrease the environmental impact of their actions (Shahzad et al., 2023). According to Lee (2009), the phenomena of an organization's economic performance have tended to ensure the corporate success of the organization and its shareholders during the past year. However, at this point, this is no longer appropriate; to achieve better financial and economic results, attention must also be paid to the social and environmental footprints and their features. As a result, throughout the 1990s and 2000s, corporate environmentalism, green management, and the new strategic problem all gained appeal internationally. For the next generation of business leaders to flourish, companies that practice "green management" adopt management methods that strike a balance between industrial expansion and environmental maintenance (Daily & Huang, 2001; Shaikh et al., 2021a; Shaikh et al., 2021b).

Furthermore, this concept presents a significant strategic business conundrum for multinational businesses that operate on a worldwide scale (Banerjee, 2001). However, since business organizations are a part of society and cannot be separated from the environment and because they

have historically been responsible for the majority of carbon footprints, businesses play a significant role in the concerns surrounding environmental management (Liu, 2010). Therefore, the use of cutting-edge and inventive technology can stop the environmental decline by developing biotech products and seeking alternate sources of energy to lessen the consumption of scarce natural resources (Faisal, 2023).

These days, all organizations are concentrating on GHRM practices. It is a collection of procedures, guidelines, and systems that encourage employees to act sustainably in their daily work to build an organization that is socially resource, and environmentally conscious. GHRM was described as an HRM activity that enhances positive environmental outcomes (Li et al., 2023). Therefore, nowadays organizations take care of a lot and invest more resources to create environmentally safe products and have less pollution (Liu, 2010; Ozen & Kusku, 2008).

Green Human Resource Administration

Darvishmotevali (2022) stated that applying GHRM will raise environmental awareness and demonstrate that the organizations focused more on implementing a sustainable environmental strategy for the better administration and survival of their organizations. However, employing green human resource practices such as green recruiting and selection, green training, etGc. will increase employee commitment to organizational sustainability (Masri, 2017). The most effective GHRM practices for increasing an organization's sustainability are green hiring, green training, and green involvement (Mousa, 2020).

Green HRM is crucial in today's corporate environment to guarantee that all employee actions and job duties are environmentally sustainable. Organizations have been proactive evising strategies to support workers' return to work, accommodate their need for flexible hours, and encourage green behavior while on the job since the Covid-19 pandemic (Li et al., 2023). Likewise, the MNCs make adjustments very strategically so that their organizations can be creative, resource- based, innovative and eco-friendly. these activities are also very cost-effective for the organization's long-term survival (Nawangsari, 2019).

The study (Gilal, 2019) focuses on the Security Exchange Commission while analyzing green HRM practices that support enhanced environmental performance. In addition to providing suggestions for utilizing green HRM techniques to enhance environmental performance, this study investigates the relationship between environmental commitment and GHRM practices. Furthermore, prior research studies have indicated that the main responsibility of human resources (HR) is to measure and promote employee behaviors that are related to performance, attitudes, behaviors, motivation, and knowledge. Thus, companies apply GHRM practices to embrace and effectively use sustainable green strategies.

Individual green recognition is probably improved by the main objectives of GHRM practices, which include promoting the organization's green focus, highlighting an applicant's green values during the hiring and selection process, and providing

training to support employees' green values. Second, offering green training practices is the first step in helping employees adopt an ecologically conscious mindset. The goal of these procedures is to improve staff members' expertise, competency, and knowledge (Bahnguna et al., 2023). The supply-values fit hypothesis states that if a business uses a credible and amicably interconnected collection of GHRM practices and methods that are intended to promote employee-role green behavior, then an employee's actions will be in line with the organization's green policies.

Green HRM practices at the International and National level

Organizations must take action to manage their environmental impact and play a sustainable part in their market performance, both nationally and globally. Sustainability is becoming a more prominent topic on global political agendas and is at the core of several UN-led discussions. The seventeen Sustainable Development Goals (SDG), which were first proposed by the UN in 2015, are organized into six main themes and are presented and carried out by the European Union through the 2030 Agenda: dignity, people, planet, partnerships, justice, and prosperity. Three forms of sustainability are encompassed within the Triple Bottom Line (TBL) approach: (i) economic sustainability, which is concerned with profit and liquidity; (ii) social sustainability, which emphasizes people and society and fosters ethical concern; and (iii) environmental sustainability, which emphasizes the planet and its resources (Gomes et al., 2023).

The study of Choudhary and Datta (2022) was carried out in Australia, the study investigates the connection between innovative employee behavior and GHRM, or green HRM. To ascertain the boundary condition of the relationship between green HRM and employee innovative behavior, it also looks at the moderating influence of inclusive leadership. The authors found that the study is supported by Green HRM specifically has a good relationship with innovative behavior among employees. Work satisfaction acts as a mediator in this relationship, and inclusive leadership strengthens it.

The Green Transport Day program was implemented by Panasonic, a well-known company in the Asia-Pacific region. Through this program, employees were encouraged to use environmentally friendly transportation to get to and from work. Employees were also required to conserve water and electricity at home, which was challenging for the company (Kapil, 2015). Additionally, the owner of the green Toyota firm only works with companies that have received green certification and only accept suppliers and vendors that won't hurt the environment. The main goal of this study was to show that Toyota has committed to using green practices and working with companies that do the same (Kapil, 2015).

Due to the widespread implementation of GHRM practices, Pakistan is also one of the largest expanding Asian marketplaces, having a major influence on the expansion of the fast-moving consumer goods (FMCG) industry. Between 2014 and 2016, the region's FMCG clients generated 17.86% of the global revenue for the top 15 MNC FMCG producers and over a third of the rise in global sales for Nestlé and Procter &

Gamble (Fahad, 2020). Furthermore, (Mohammad, 2020) investigates the potential mediating effect that environmental protection may have in the relationship between (OCBE) and (GHRM).

Ecological Organizational Practices - Green recruitment and selection (GRS)

GRS have been acknowledged as a key component of GHRM practices. Candidates' green awareness, which encompasses conscientiousness, agreeableness, and green consciousness— personality attributes that support organizations in achieving their environmental goals—is the cornerstone of green recruitment and selection. Recruitment is the process of locating possible candidates for a job posting within a company, whereas selection is the process of choosing qualified candidates from the pool of job applicants (Das & Dash, 2023).

According to (Saputro, 2021), organizational citizenship behavior towards the environment, or OCBE, is influenced by green recruiting, green training, green pay, and green awards. Aspects of GHRM that are generally approved include green recruiting and selection (Tunio et al., 2021; Shaikh et al., 2022a; Shaikh et al., 2022b). It bridges the space between them and examines the query. What factors affect an organization's sustainable environment, for example? (Paillé, 2019). Additionally, (Martins, 2021) examines the effect of Green Human Resources (GHR) activities on the performance of the organization in both the public and private sectors. It demonstrates how GRS have immediate, beneficial consequences on organizational sustainability.

Green Training

Career advancement for employees is correlated with green training. The correlation between green training and career development, however, also seems to be moderated by employee performance (Xie, 2020). In a similar vein, green training and activities are very important for organizations that are very environmentally conscious and want to fulfil their goals effectively to achieve the great utilization of resources while also supporting the greater cause of environmental protection (Gull, 2021). Additionally, (Pinzone, 2019) claims that green training affects the performance of GHRM. The author focuses on green training in two different ways: first, it shows a connection between green training and personal involvement, and second, it motivates employees towards their jobs and gives them satisfaction in their careers.

On the other hand, green training demonstrates how a green management perspective has boosted the environment, which affects the sustainability of a company. Employee disengagement is a factor in the sustainability of the company (Chakraborty, 2020). The study's objective was to draw attention to the disconnect between sustainability and green training. As a result, (Srivastava, 2020) focuses sustainability of MNCs in terms of green training.

Green Pay and Reward

Governments offer cash incentives to promote environmentally friendly building practices. Because construction stakeholders can decide whether or not to use them,

rewards and compensation are voluntary incentives as opposed to rigid regulatory ones (Saka, 2021). Green rewards and remuneration have encouraged employees to perform in the organization at an acceptable level, which in turn affects the sustainability of the organization, (Mandago, 2018). This suggests that the green reward may not have much of an impact on organizational sustainability.

Besides, the connection and impact of GHRM for administrative leaders in private universities focus on green implementations and it is observed that GHRM has a very positive impact on the organization's sustainability and should be documented in the private universities, [CITATION Wal21 \l 1033].

Organizational Sustainability

The organization must implement green practices since they have an impact on the company's sustainable environment. Additionally, organizational cultures that encourage employee awareness of sustainability in the workplace will improve employee productivity.

Therefore, eco-friendly human resource practices for hiring, training, compensation, rewards, etc. are advised. 2019 (Roscoe). (Mtembu, 2017) concentrates on the university in Kawazulu-Natal. The author investigates how human resources contribute to sustainability through environmentally friendly actions, and she suggests that the institution's policies and vision statement contain a green section.

The concept of the control and the regulations governing the administration of non-polluting human sources were also poorly communicated to public sector employees, which hindered the attainment of administrative ecological goals and, as a result, national cost-effective efforts. These techniques are crucial in guaranteeing a company's long-term viability. To maintain sustainable growth and performance, green principles must be adopted throughout organizations, including Human Resource Management departments (Qureshi, 2020).

Research Objectives

1.   To assess and evaluate the effects of GRS on the organization's sustainability in the Multinational Corporations (MNCs) of Pakistan.

2.   To analyze and evaluate the effect of green pay and rewards on the organization's sustainability in the MNCs operating in Pakistan.

3.   To examine and assess the consequence of green training on the organization's sustainability of MNCs in Pakistan

Research Questions

1.   What is the effect of GRS on the organization's sustainability in the MNCs of Pakistan?

2.   What is the effect of green pay and rewards on the organization's sustainability in the MNCs of Pakistan?

3.   What is the effect of green training on the organization's sustainability in the MNCs of Pakistan?

Research Hypotheses

H1. There is an affirmative link between GRS and organization sustainability- in the MNCs of Pakistan.

H2. There is a positive link between green pay and reward and organizational sustainability in the MNCs of Pakistan.

H3. There exists a positive link between green training and organization sustainability in the educational institute of Hyderabad

Theoretical Framework of the Study

According to the study, the authors identified that the difference between theoretical and conceptual framework is that the conceptual framework depends upon the researcher that how the researcher see the problem and identifies the solution as well, it works as a map for the research and the theoretical framework is depends upon the existing framework that is already used by the researcher and the other researcher follow it for their research (Guragain, 2019).

Figure 1. Theoretical Framework of Study

Research Methodology

This research mainly emphasizes the primary source of data collection based on the quantitative method. All the purpose of the study will be attained through the primary source of data collection. The survey form was filled out by 200 respondents who were employees of Multinational corporations (MNCs) functioning in Pakistan. The data examination was done through SPSS software.

Sample of the Study

The primary emphasis of this study is on multinational corporations (MNCs) operating within Pakistan. To collect the sample data for this research, the convenience sampling method has been employed. This technique has been selected due to its easiness of collecting data from a willingly available population, in addition to its cost-effectiveness. The study was designed to collect responses from 200 participants. Furthermore, responses were asked from individuals of both genders falling within the age range of 25 to 65 years.

Instrument of Data Collection

In using the convenience sampling method, questionnaires were circulated between employees of multinational corporations (MNCs). These questionnaires were structured into different sections. The primary section of the questionnaire focuses on collecting demographic information, while the following second sections are associated with the independent variable and the dependent variable, correspondingly. Closed-ended questions were used, designed on a 5-point Likert scale ranging from strongly disagree to strongly agree.

A questionnaire was adopted from the study of Jamal 2021 et al., (2021) which concludes that green training does have not a positive influence on organizational sustainability the author ends his point by not mentioning the next point which will be the positive impact on organization sustainability. Our study is on GRS have a positive and excessive impact on organizations substantially.

Statistical Techniques

Regression analysis serves as a valuable tool to assess the association between one or more independent variables and a dependent variable. Further, this technique benefits in the explanation of how independent variables vary and affect dependent variables. Furthermore, it gauges the intensity and nature of these variable associations. On the other hand, correlation analysis is mainly involved in investigating the relationship, either positive or negative, among two or more independent variables. Further, it does not include a cause-and-effect affiliation but relatively discovers the amount to which variables move forward together.

On the other hand, descriptive analysis is used for displaying and summarizing quantitative data. Moreover, it also helps in organizing and inferring data, frequently using statistical methods

such as mean, median, and standard deviation to cater to understanding the dataset's characteristics. However, ANOVA reveals if there are statistically main variances among the group means in a dataset. Similarly, it is ordinarily used to determine the effect of an independent variable on a dependent when referring to multiple categories or else groups.

All of these analytical methods show a specific role in understanding the relationships with the data and depiction the meaningful understandings, dependent on the research objectives and type of data being examined.

Results and Discussion
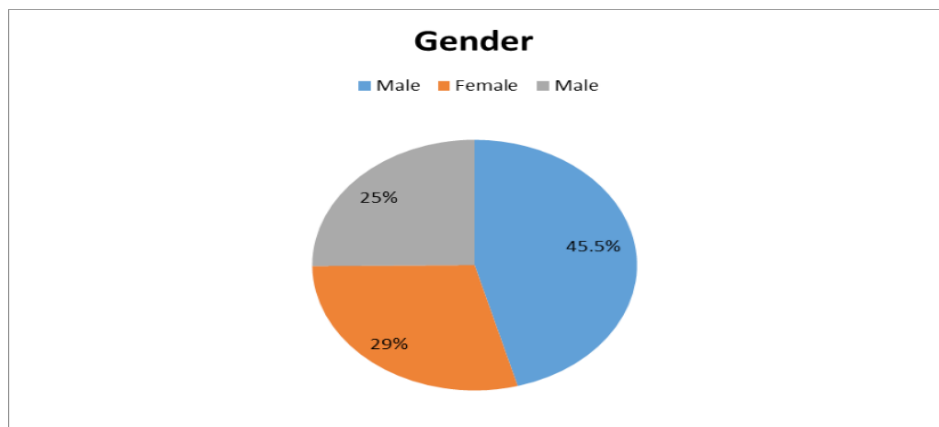
Graph 1. Gender

In total responses of 200, 45.5% of males participated in this research by filling out the research survey; the rest of the 25% of males responded through the telephonic survey which specifies that half of the responden
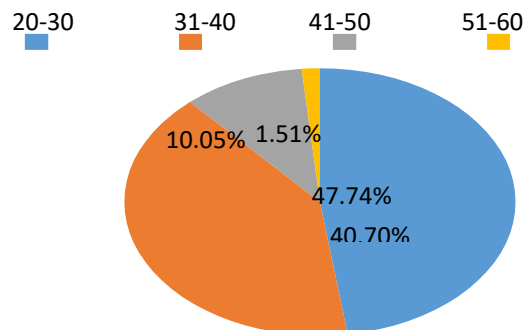
Graph 2. Age of the Respondents

ts in this study were males. On the other hand, the input of females in the study was lesser, with only 29% of the respondents working in the MNCs.

Further, the study contains a substantial percentage of respondents within the age brackets of 20-30 years old, demonstrating 47.5% of the whole sample. Also, a considerable percentage falls into the age range of 31-40 years old, inclusive of 40.5% of the respondents. This distribution of respondents through these age groups proposes a considerable depiction from mutually of these age classifications.
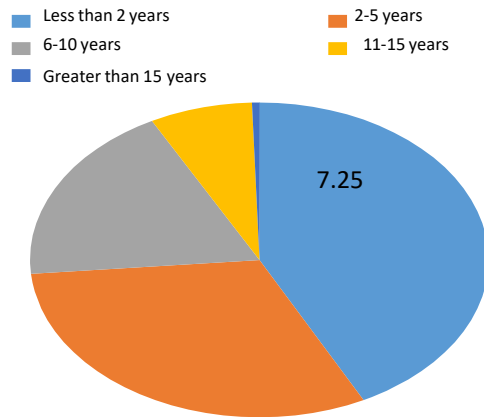
Graph 3. Experience level of the Respondents

In the study, it's noticeable that an ample amount of respondents ascertained less than 2 years experience of working class, containing 41% of the sample. Moreover, a major portion of respondents fell into the 2-5 years of working experience class, a total of 30% sample. This allocation specifies the extensive percentage of the study's participants who were comparatively early in their careers, with partial experience in work.

Table 1: Descriptive Study

	N	Minimum	Maximum	Mean	Standard Deviation
Organization Sustainability	200	2.00	5.00	3.683	1.000
Green recruitment Selection	200	1.00	5.00	3.480	.7462
Green pay Reward	200	1.67	5.00	4.195	.9015
Green training	200	1.33	5.00	3.133	.7088
Valid N (listwise)	200				

Table 1 exhibits the deviation of values across the mean, though the mean reveals the average value. Also, N in Table: 1 reflects the overall samples in the study, which is 200. Organizational sustainability has a minimum value 2 and a Maximum value 5. On the contrary, the Mean of organization sustainability is 3.6833 and the standard deviation is 1.0002. But GRS have Minimum value 1 and Maximum value 5 and the Mean of GRS is 3.48 and the standard deviation is .746. In addition to that, green pay and reward have Minimum value 1 and Maximum value 5 which shows that the Mean of green pay and reward is 4.19 and the standard deviation is .901 and green training has Minimum value 1 and Maximum value 5, and the mean of green training is 3.13 and the standard deviation is .708.

Table 2: Pearson Correlation

		Organization sustainability	Green recruitment selection	Green pay reward	Green training
Organization sustainability	Pearson Correlation	1	.729**	.601**	.654**
	Sig (2 Tailed)	-	0	0	0.001
	N	200	200	200	200
Green recruitment selection	Pearson Correlation	.729**	1	.545**	.590**
	Sig. (2-tailed)	0	-	0	0
	N	200	200	200	200
Green pay reward	Pearson Correlation	.601**	.545**	1	.426**
	Sig. (2-tailed)	0	0		0.001
	N	200	200	200	200
Green training	Pearson Correlation	.654**	.590**	.426**	1
	Sig. (2-tailed)	0.001	0	0.001	-
	N	200	200	200	200

Source: Author's creation

Table 2 discusses the association between three independent variables and a dependent variable which is organization sustainability. In the above-mentioned table it is exhibited the correlation between GRS and organizational sustainability is 0.729, which shows GRS have a robust and positive relationship with organizational sustainability.

Besides, the correlation between green pay and reward and organization sustainability is .601, which signifies green pay and reward have a positive and

average relationship with the organization's sustainability. Further, the correlation between green training and organization sustainability is .654, which indicates that green training has a positive and average relation with the organization's sustainability.

Table3: Multiple Regression

Model	R	R Square	Adjusted R square	Std.Error of the Estimate
1	.775	.601	.595	.2560

Predictors: (constant), green training, green pay reward, green recruitment selection

In Table: 3 R Square is .601 which is 60% which defines that the relation between independent and dependent variable(s) is significant. Additionally, it describes that change in the dependent variable which is organization sustainability is because of the three independent variables that is green training, green pay, recruitment, selection, and reward.

Table 4: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.507	3	7.254	110.637	.000[b]
	Residual	9.638	197	.066		
	Total	24.145	199			

a. Dependent Variable: Organizational sustainability

Table: 4, depicts the F value as 110.637, and the significance value is .000 which is less than the 0.0550 regression model and is a best fit.

Table 5: Coffecient Matrix

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.119	.233		5.194	.000
	Green recruitment selection	.854	.258	.873	3.307	.000
	Green pay reward	.680	.320	.551	3.567	.001

	Green training	.757	.243	.651	3.460	.001

Table 5 presents statistics about the significant p-values of individual independent variables. Further, it specifies that the GRS p-value for this variable is 0.00, which suggests that it is statistically significant. On the other hand, there is a strong indication that proposes that GRS have a major influence on the dependent variable under the examination of this study.

While, green pay and reward p-value for this variable is 0.001, representing statistical significance at a high level of confidence. This implies that green pay and reward practices also have a significant and outstanding effect on the dependent variable. However, green training is similar to green pay and reward, the p-value for green training is 0.001, suggesting a high degree of statistical significance. This suggests that green training practices are statistically significant relative to the dependent variable. Whereas, the p-values in Table 5 show that all three independent variables green recruitment and selection, green pay and reward, and green training in this study are statistically significant. Additionally, these variables are likely to have a profound effect on the dependent variable being examined.

Hypotheses Testing

H1: There is a positive link between green recruitment and selection and organization sustainability.

Interpretation: The beta value is .854 and the significance value is .000 which is less than 0.05 This demonstrate that green recruitment and selection have a positive and significant on the organization's sustainability in the MNCs of Pakistan. So, the alternative hypothesis is accepted.

On the other hand, the beta coefficient for the variable "GRS" is 0.854, and the significance value is 0.000, which is less than the significance limit of 0.05 (5%).

When the significance value is less than 0.05, it characteristically specifies that the variable is significant statistically in the regression model. The significant value of 0.000 shows a high level of statistical significance. Therefore, it is suggested that "GRS" has a constructive and statistically significant influence on the organization's sustainability in multinational corporations (MNCs) operating in Pakistan. Subsequently, based on the statistical results, it is appropriate to accept the alternative hypothesis, which likely states that GRS positively affect organizational sustainability.

H2: There is a positive link between green pay and reward and organizational sustainability in the MNCs of Pakistan

Interpretation: Likewise, the coefficient value is .680 whereas the significant value is .001 which is below the coefficient value for "green pay and reward" is 0.680, and the significance value is 0.001 which is lower than the significance limit of 0.05. That specifies that "green pay and reward" is significant statistically in the regression model, which means that it influences the dependent variable in the model. In this instance, with a significance value of 0.001, it advocates a high level of significance. Thus, "green pay and reward" has a significant and positive effect on the organization's sustainability in multinational corporations (MNCs) functioning in Pakistan. This validates the acceptance of the hypothesis that "green pay and reward" be part of the cause positively to organizational sustainability.

H3. There is a positive link between green training and organization sustainability in the MNCs of Pakistan

Interpretation: Hypothesis 3 is accepted as the value of coefficient is .757 and the significance value is .001 which is below 0.05 It signifies that green training has an optimistic and significant impression on the organization's sustainability in the MNCs of Pakistan. Further, in hypothesis 3, where "green training" is the independent variable, the coefficient value is 0.757 and the significance value is 0.001, which proposes that "green training" is significant in the regression model. On the other hand, when a variable is significant statistically with a low significance value, it shows that it has a significant consequence on the dependent variable with a significance value of 0.001 representing a high level of significance. Therefore, it suggests that "green training" has a positive and considerable impact on the organization's sustainability in multinational corporations (MNCs) working in Pakistan. This supports and accepts Hypothesis 3, which possibly suggests that "green training" positively impacts organizational sustainability.

Discussion

The outcomes exhibits a vibrant summary of the three main objectives and their particular correlations with organizational sustainability. The first objective of Green Recruitment and Selection measure the effects of GRS on organizational sustainability in MNCs in Pakistan. The correlation between green recruitment and selection and organizational sustainability appears to be strong, with a value of .729. This specifies a vigorous and positive relationship between the two factors, signifying that accepting green recruitment and selection practices can knowingly increase organizational sustainability.

Further, the second objective is designed to assess the impact of green pay and rewards on organizational sustainability in MNCs working in Pakistan. The

correlation between green pay and reward and organizational sustainability is .601. Though this correlation is positive, it's defined as average. Also, it proposes that green pay and reward practices have an optimistic but a bit reasonable impact on organizational sustainability. In addition, the third objective is driven by measuring the effects of green training on organizational sustainability in MNCs functioning in Pakistan. The correlation between green training and organizational sustainability is .654. Parallel to green pay and reward, this correlation is reflected positively but at an average level. It proposes that green training positively contributes to organizational sustainability but to a reasonable level.

It can be determined derived from survey results; the study ascertains that green recruitmentand selection practices have a positive and strong relationship with organizational sustainability. Conversely, mutually green pay and reward and green training display positive but reasonably average relationships with organizational sustainability. The suggestion is that employing GRS practices in MNCs functioning in Pakistan can substantially improve the views of a sustainable environment and, as a result, organizational sustainability. This conclusion highlights the significance of reflecting GRS strategies as a major contributor to sustainable practices within organizations (Abahneh, 2021).

Conclusion

This study results certainly have some helpful suggestions for managers and policymakers in multinational corporations (MNCs) working in Pakistan following are the main outcomes:

Firstly, to understand factors affecting sustainability, the study focuses on the factors that meaningfully affect organizational sustainability as regards MNCs in Pakistan. This insight is vital for managers and policymakers as they can now highlight and emphasize these factors in their sustainability efforts (Mehrajunnisa et al., 2022).

Secondly, differentiating impact levels, the result of this research classifies the impact of GHRM practices into strong (GR&S) and moderate (GT and GP&R) levels. This difference is important as it permits organizations to assign resources and efforts as a result. For instance, they may highlight stronger practices like GRS but still identify the positive but somewhat reasonable impact of green pay, green training, and reward (Hameed et al., 2020).

In the third place, administrative, strategic functions, policymakers, and supervisors can utilize findings to produce policies and approaches to propose, improve, and upgrade GHRM practices. Also. this may comprise execution for a better selection process and green recruitment and also improving the reward system and training programs to enhance their effectiveness in validating sustainability.

Fourth place, the competitive benefits and identifying the positive influences of GHRM practices on stability could be explained as a competitive benefit for Multinational corporations in Pakistan. Hence, they can take advantage of their

obligation in the direction of sustainability as a strength in the market, and by involving environmentally sound clients and associates too.

lastly, the long-duration sustainability, identifying the connection between GHRM practices and sustainability, organizations can function to not just short-term expansions but also long-term environmental and financial sustainability (Amrutha & Geetha, 2020). Inclusively, this study offers valuable understandings that can lead decision-makers in MNCs in Pakistan to take on and develop GHRM practices, eventually being part of the cause of mutual environmental sustainability and organizational success.

Practical Implications:

This study helps the HR manager and the shareholders of the organization to apply Green HRM and include corporate sustainability inside the organization for the success of numerous managers and shareholders of emerging countries. At a practical level, this research work enlightens how organizations comply and take the initiative of green HRM by connecting employees from their organization to these practices and environmentally friendly practices. In addition to the green process, organizations may select, and recruit their employees. Through this green HRM process organizations may also provide their employees with training to devise the sustainability of incentive and pay systems and align them with eco-friendly principles. On the other hand, the findings of this study offer a practical understanding that is useful for the Private education sector predominantly universities, and banking sectors for the implementation of green HRM practices and also multinational corporations can benefit from the green recruitment process by following the code of conduct of SECP.

Theoretical Implication:

The theoretical contribution supports the core principle of shareholder theory in line with the relationship between Green HRM and corporate sustainability to meet the requirements of the various stockholders.

Recommendations

The following recommendations offer real-world steps for adopting and implementing green human resource management practices in multinational corporations (MNCs) in Pakistan.

1.Inspire MNCs working in Pakistan to implement GHRM practices as part of their long-duration sustainability strategy. This highlights the benefits apart from the organizations but also for the environment as a whole.

2.Set up knowledge management methods within MNCs to ensure responsibility for GHRM practices. These methods should ease the giving out of understanding and information allied to green practices and sustainability.

3.MNCs in numerous urban areas in Pakistan must unite their efforts to progress inclusive GHRM policies. These standards have to include green recruitment, training, and reward practices

4.Inaugurate outreach programs in MNCs in Pakistan to train employees and concerned parties about GHRM practices. These approaches can assist in developing an atmosphere of sustainability and make sure that all related parties are notified about the organization's sustainability goals.

Further, these suggestions propose an organized approach for organizations in Pakistan to incorporate GHRM practices, with a prominence on long time duration sustainability, policy development, knowledge management, and awareness building. Employing these suggestions can give both environmental preservation and organizational success.

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