

Assessing the Level of Awareness of Green HRM Practices Among HR Major Students of the Top 5 HEC-Ranked Business Schools in Karachi

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Abstract

This paper aims to evaluate the level of awareness of green HRM practices among HR major students in the top 5 HEC-ranked business schools of Karachi. In this paper, positivism philosophy is used and a deductive approach is implemented. The quantitative research method is used and the primary method of data collection is used. The sample size of this paper is 387 and the purposive sampling technique is used. The data is analyzed through SPSS 24. The results show that GRS has an impact on AL (p-value 0.55 >0.05) and the other variables like GPAM, GTD, and GPRS have a significant impact on AL because the p-values of these variables are less than 0.05. It is concluded that the awareness level of HR major students is high for most of the Green HRM functions and it will give them benefit in the long run when they will start working for their respective organizations. In this way, educational institutions will save a lot of time because they can also implement green HRM practices just like the commercial organizations of Karachi.

Keywords: Green Human Resource Management, Green Recruitment, and Selection, Green Training and Development, Green Pay and Reward System, Green Performance Appraisal Management.

1. Introduction

Different areas of organizational management have experienced adequate challenges in environmental performance as a result of global industrialization. Additionally, the chemicals-associated precautionary actions and steps assist in the decline of problems like environmental degradation, climate change, and discharge of different toxins that pollute the oceans and atmosphere, and the statement of visual and audio adulteration and also even wildlife obliteration (Billig et al., 2022). The global ecosystem and social and economic well-being are negatively affected by these submissions of production and their opposing effects on the environment. This important situation requires enhanced awareness among the public of green or environmental anxieties like declining emissions, renewable technologies, and composting like winds, sunlight, and hydroelectricity (Ecer et al., 2021).

The firms are not separate entities. It is a component of society and it must have some concern and responsibility for the environment and society along with profit-making. The government of all

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the regions, particularly developing and developed nations have developed various policies regarding environmental protection and laws making sure that the industries and organizations implement those policies in their business process for sustainability (Mukherjee et al. 2020). To cater to this, firms and enterprises are transforming their strategies of conducting business from profit-oriented to sustainable-oriented based on environmental, social, and economic. The firms identified that they must defend their environment and people by changing their usual work culture and business practices. Such kinds of business practices have to be environment-friendly and must not have any adverse impacts on society or culture. They develop goals of environmental management (EM) along with their business goals so that they can minimize the impact of developing the environment. Many firms throughout the world today have integrated Green HRM policies as a portion of HRM along with conventional CSR activities to create awareness regarding EM (Mukherjee et al. 2020).

Among the important components of sustainable competencies is green HRM. It considers an environmental method and tries to form a green working environment that promotes workers to conduct their jobs in an ecologically accountable manner (Kuo et al. 2022). Moreover, based on the existing green guidelines and procedures of HRM the top management includes inspirational employee accountability towards the team spirit and environment and recruiting, inspirational self-improvement, satisfying, inspiring, and mentoring individuals according to the aims of institutions (Pham et al., 2019).

Following the emergence of numerous environmental challenges in recent years, various governments have urged enterprises and organizations to focus on environmental management programs as well as their corporate operations. With the continued huge misuse of natural resources deteriorating the environment, governments throughout the globe have implemented different Environmental Protection regulations to ensure that businesses and organizations follow these policies to accomplish sustainability goals (Mukherjee et al. 2020).

This paper checks and assesses the awareness level of green practices of HRM among business schools in Karachi. The reason for choosing this topic is that green HRM practices are very important for students to know because they are the ones who after completion of their education enter employment roles. If they are aware of these green practices on a prior basis, they will be able to implement them in their respective organizations. The current study is incremental because of the conceptual grounding in resource-based view (RBV) theory and social learning theory (SLT). SLT is well-defined as how both cognitive and environmental influences cooperate to impact human behavior and teaching (Li et al., 2019). RBV theory clarifies resources as precious when they help a company to implement and conceive approaches that enhance its effectiveness and efficiency (Kuo et al. 2022). In past studies, there has been limited work conducted on the awareness level of business students regarding green HRM and this study covers this gap. Most of the studies have addressed this subject from an employee point of view (Mukherjee et al. 2020; Kuo et al. 2022). This paper aims to assess the level of awareness of green HRM practices among HR major students in the top 5 HEC-ranked business schools of Karachi.

2. Literature Review

2.1 Awareness Regarding Green Human Resource Management (Green HRM)

The term Green HRM has announced ten years ago (Renwick et al. 2008) and this term is described as the integration of the program of EM into the system of HRM of a company. It is the procedure

of supporting the practices of HRM strategically towards the policies and practices which are environmentally friendly. The goal is to minimize the carbon footprint of every employee working in the firm and give them a motivated and healthy culture of work. The green HRM has two key elements that comprise of preservation of environmentally friendly practices and knowledge capital.

When the environmental goals of the firms and the human resource goals of the company are intersected, it is known as Green HRM (Jabbour et al. 2019). The green work-life balance, green culture, and green financing have similar implications in the firm like green practices of HRM. When employees become aware of environmental issues and their importance, green HRM practices are likely to seek to align these performances with the environment to minimize the overuse of natural resources. It is hard for employees to acknowledge change (Mishra et al. 2014). The authors have provided significance to the opinion that sustainable methods have increased the significance of practices of HRM. The experiential indication of the connotation between sustainability and HRM practices is stated by Yong et al. (2020) with the theoretical underpinnings of RBV theory. Jackson & Seo (2010) maintained that those firms that apply green activities tend to be more creative and attain a competitive advantage. Additionally, Bombiak & Marciniuk-Kluska (2018) claimed that sustainability and ecological awareness are the outcomes of green activities. There are very less studies regarding the awareness level of green HRM among students and this research gap is addressed through this study. Most of the previous studies regarding green HRM are from the employee point of view and students' awareness level is missing in those studies.

2.2 Green Recruitment and Selection (GRS) Practices

GRS means the recruitment, which is paper free and that has minimum effect on the environment (Mukherjee et al. 2020). The team of HRM designs the process of recruitment in such a way that it contains less cost, energy, and time in recruiting applicants. According to the findings of Mukherjee et al. (2020), many graduates of top colleges apply for a job and judge job quality based on environmental reputation and performance. It is said that by being green employer firms can make their brand image and appeal to more applicants. There are some main practices of green recruitment that include online submissions and online posting of job applications. The other practices include job advertisements reflecting on environmental criteria and values and job descriptions must reflect the agenda of sustainability (Opatha, 2013).

Nowadays, the importance of GRS is getting attention from companies, and professionals in HR are getting major interest to retain and attract gifted employees, particularly those who have mindfulness regarding the environment. The awareness level regarding GRS is a matter of concern particularly for the students of educational institutions because they are not taught much regarding GRS during their undergraduate or graduate degrees. This process is not that easy, however, educational institutions have assessed its significance (Yong et al. 2020). Likewise, green selection refers to the skilled employees who are keen sufficient to adopt change and fund the management of the environment (Tang et al. 2018). The activities on environment and sustainability might assist firms to entice attained and skilled workforce (Renwick et al. 2013). GRS are categorized into three groups that include green awareness of applicants and green standards for appealing to applicants (Tang et al. 2018). The awareness level within these groups has to be assessed and this is what this study will look into. Green employers might be victorious in retaining staff of high quality. Different European nations have applied green strategies like Germany and a few

companies like Siemens used the green picture to remember workers of high quality (Anwar et al. 2020). Moreover, Ahmad (2015) mentioned that with the help of green hiring, it becomes easier for companies to appeal to more talented employees who are aware of the sustainability and environment (Zaid et al. 2018). The author further identified that there is an optimistic linkage between sustainable performance and green hiring, specifically economic performance, and in this regard, green HRM practices motivate employees and create an effect on the monetary sustainability of companies. Various studies showed different results Yusoff et al. (2020) claimed a positive association between GRS and sustainability, while Pinzone et al. (2016) argued that there was no association between sustainability and green hiring. However, Zaid et al. (2018) mentioned that green HRM practices nurture a sustainability culture, and green hiring and sustainability have a direct relationship. There are mixed results identified in the previous studies regarding green hiring and sustainability this is due to a lower level of awareness level regarding GRS. To assess the level of awareness among the students of selected business schools, the first hypothesis is:

H1: There is an impact of GRS on the awareness level of GHRM among students.

This hypothesis about GRS was studied in the study of Mukherjee et al. (2020) in the context of higher educational institutes, however, in this study, this hypothesis is to be examined in the context of HR major students.

2.3 Green Training and Development (GTD) Practices

The training program increases the value of the employee's skills and it is regarded as the essential way to motivate and retain employees. As a result, the firms are financing huge amounts of money and time to train their employees regarding issues of the environment and give them skills and knowledge to contribute to these problems (Jabbour et al. 2010). GTD is regarded as an effective strategy used for increasing awareness regarding EM, however, the awareness level among students of business schools in Karachi is limited. The lawful problems linked with green environmental training raise workforce knowledge. GTD has different benefits, but the essential is teaching the employees about the organizational policies about the environment and developing an optimistic change in the employee attitudes (Phillips, 2007). According to Anwar et al. (2020), the GTD of employees assists them to preserve energy, reduce the use of natural resources and get enhanced output. Moreover, educational institutions also have to increase the awareness level among students regarding green training. GTD brings an affirmative change in the employee's attitude and increases the employees' knowledge so these activities are promoted to be carried out regularly in the firms (Jabbour, 2011). GTD was identified to be affirmatively associated with social, environmental, and economic performance (Zaid et al. 2018). Ji et al. (2012) claimed that GTD is the main factor in promoting employees towards issues of the environment. The firms that have greener trained staff were considered to be more industrious. To increase the level of awareness among students, this study tests the following hypothesis:

H2: There is an impact of GTD on the awareness level of GHRM among students.

Mukherjee et al. (2020) assessed this hypothesis of GTD as an overall higher educational institute, however in this case, it is about HR major students because this study is particularly based on those students.

GREEN PERFORMANCE APPRAISAL MANAGEMENT PRACTICES

ISO 14001 has formulated the benchmarks for problems of the environment and their administration. Based on the successful application of the policies of ISO and its values, a certificate can be delivered by the establishments of ISO to the firms subsidizing to a reduction in issues of the environment. As a result, the companies have formulated targets and objectives. These boards are communicated to employees and they are assessed by the organizational management and the HR assesses the employees' performance this procedure is recognized as green performance assessment and evaluation. The firms assessed the target and actual performance of the employees and they are based on the results of an assessment that provides grading to the employees focused on the contribution towards the reduction of environmental problems (Jabbour, 2011). The performance assessments and evaluations are carried out by all the firms of the world by using various techniques and methods. This assists the firms to assess the weaknesses and strengths of employees and help them to raise the management of performance feedback and salaries. The green evaluation of performance assesses the green environmental performance of the employees by giving feedback to the management regarding the career of an employee and if any adverse attitude is identified, then management can manage through different appropriate measures (Jabbour, 2011). The successful evaluation methods of performance offer optimistic feedback and optimistic attitude change in employees. The students in the business schools of Karachi are not much aware of green performance appraisal because they study in their HR courses about performance appraisal and not about the green performance appraisal. Therefore, they lack information about the green performance appraisal and which is assessed in this study. The indicators of green environmental performance evaluation include the environmental audit and information system, environmental responsibilities, policies, and communication. After a thorough and effective performance management process—also known as performance appraisal and appraisal—employees are promoted to crucial positions (Anwar et al. 2020). Elements of green performance management like green performance evaluation and green reward are studied by numerous academics and researchers. Previous studies have shown that the three pillars of sustainability—social, economic, and environmental—are correctly tied to remuneration and green performance management. In addition to these difficulties that businesses encounter when assessing employee performance appropriately, green performance appraisal shows promise for sustainability (Renwick et al. 2013). Based on these findings, the hypothesis for this variable is:

H3: There is an impact of green performance appraisal on the awareness level of GHRM among students.

This hypothesis about GPA was studied in the study of Mukherjee et al. (2020) in the circumstance of higher educational institutes, however, in this study, this hypothesis is to be examined in the context of HR major students.

GREEN REWARDS AND PAY PRACTICES

Rewards, which may be monetary or non-monetary, are tied to the success of managers. To easily inspire motivated, competent, and talented people, managers link corporate goals with personal ones (Jackson et al. 2011). Around 8% of businesses in the UK employ green rewards as an EM strategy (Malik et al. 2020). Green incentives are seen to be potent tools for aligning individual and organizational goals. Employees with innovative ideas who may help solve environmental issues may be recognized through various green award programs, which managers may support (Anwar et al. 2020). The green rewards are not that common among the firms of Karachi and as a result, the students do not study these concepts concerning green HR functions. There is a need to conduct this study to assess more regarding green rewards and pay and as a result, the awareness level of students is checked by testing the below hypothesis. Employees attained motivation when

their performance is associated with rewards like fringe benefits, promotions, bonuses, and flexible working hours. Gimenez et al. (2015) identified that there is a positive association between green rewards and sustainable performance. Similarly, Malik et al. (2020) also identified a significant and positive linkage between green rewards and sustainable performance. Based on these findings, the hypothesis of this variable is:

H4: There is an impact of Green rewards and pay on the awareness level of GHRM among students.

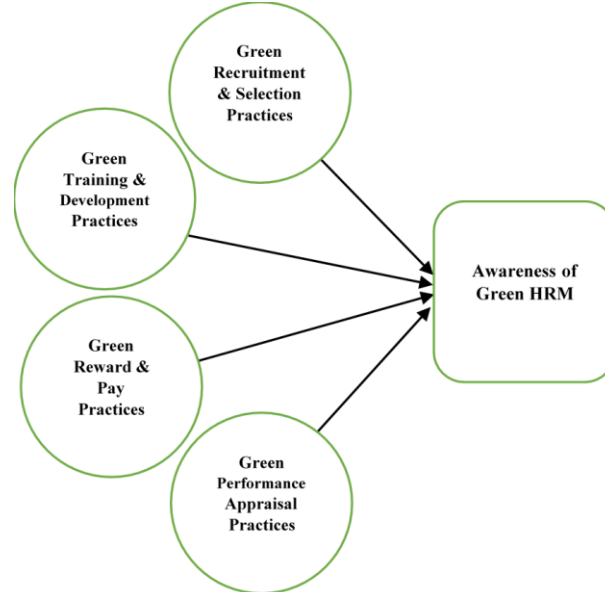
This hypothesis about GRP was studied in the study of Mukherjee et al. (2020) in the circumstance of higher educational institutes, however, in this study, this hypothesis is to be examined in the context of HR major students.

THEORETICAL UNDERPINNINGS

The RBV theory was formed in the initial 1980s and became broadly recognized in the 1990s. This theory plays a key role in the practices of green HRM that are rare, valuable, non-substitutable, and incorrectly imitable (Kuo et al. 2022). Additionally, the SLT can have cognitive interaction with human behavior and learn with the help of awareness of the environment by the department of human resources and top management of the firm (Kuo et al. 2022). Both theories include valuable, rare, and exclusive resources amalgamated with compensations and rewards through awareness, motivation, and learning. Amalgamating two different theories is helpful to assess how the movement of awareness is coupled with motivational factors and rewards emphasized on human resources that might bring sustainable competitive advantage for the companies associated with green practices of HRM (Kuo et al. 2022).

CONCEPTUAL FRAMEWORK

Figure 1: Conceptual Framework Source: Author's illustration



RESEARCH METHODOLOGY

RESEARCH DESIGN

The philosophy of research is focused on the mechanisms of beliefs and assumptions regarding the development of knowledge. It is precisely what the author is performing when carrying out research and increasing information in a particular domain (Thawrani, 2021). In this research, the positivism philosophy of research is used. Positivism is focused on the noticeable social reality that produces laws such as generalizations. The rationale for using positivism philosophy is that the existing theory is used for making hypotheses. Additionally, another reason for using the positivism philosophy is that it deals with measurable and quantifiable data (Saunders et al., 2015). Furthermore, in this research, the quantitative method is used for the analysis and collection of data. While carrying out the quantitative research, the validity and reliability tools are considered to make sure that there is rigor in the data. The primary technique of data collection is used because the collected data is first-hand.

SAMPLE AND SAMPLING TECHNIQUES

In this research, purposive sampling is used. This sampling technique is used to aim for a small proportion of participants to take part in the data collection process and their feedback showed the representation of the entire population (Davies & Hughes, 2014). Purposive sampling is the recognized technique of sampling because the participants are selected according to the study's purpose (Guest, 2014). In this research, only those respondents who are HR major students and who study from the top 5 business schools of Karachi based on HEC rankings are selected. To include the participants in the research, consent was taken from the respondents before they take part in the survey.

The sample size of this study is 387 and the reason for selecting this sample size is that according to the study of Sekaran & Bougie (2003) in a quantitative study, a sample size of more than 30 and less than 500 is considered as good. Moreover, the sample size calculator is also used to extract the sample size and it was computed from the calculator that the ideal sample size for this study is 385. Initially, the survey instrument i.e. questionnaire was given to 400 participants studying in the top 5 business schools of Karachi, and out of that 387 participants provided their replies with

96%. The remaining 13 instruments were not filled properly and they were not included in this study.

MEASURES

In this study, all the actions are validated and the items are adapted from the past study. The questionnaire is distributed in two portions. The first portion includes demographic questions comprising age, gender, educational level, and name of the institution. The second portion of the questionnaire comprises questions of five various constructs. These constructs include awareness level which is the dependent variable of this study and other constructs include green pay and reward management, green performance appraisal management, GTD, and green recruitment and selection, which are independent variables of this study. The items of the questionnaire are adapted from the study of Aboramadan (2020) and Mukherjee et al. (2020). To increase the reliability and validity of the data, the research instrument was pretested on HR major students before the data is gathered. After getting the outcomes of the pre-test, there were some trifling variations conducted in the structure of items. For getting the replies from the participants, a 5- point Likert scale is used. For item reliability, the test of Cronbach's Alpha is used for assessing the reliability of the item for various constructs. The correlation is also computed for various scopes of variables to assess the association among variables. The hypotheses are used for this study, multiple linear regressions are used.

RESEARCH VARIABLE MATRIX

Table 1: Independent and Dependent Variables

Variables	Dependent Variable	1 st Independent Variable	2 nd Independent Variable	3 rd Independent Variable	4 th Independent Variable
	Awareness Level (AL)	Green Recruitment and Selection (GRS)	Green Training and Development (GTD)	Green Pay and Reward System (GPRS)	Green Performance Appraisal Management (GPAM)

RESULTS AND DISCUSSION

In this part, the gathered data is computed through various statistical techniques so that the hypotheses can be tested. GRS refers to green recruitment and selection, GTD refers to green training and development, GPAM refers to green performance appraisal management, GPRM refers to green pay and reward management, and AL refers to the awareness level of green HRM. The results are explained below:

RELIABILITY TEST

The reliability test indicates the inter-consistency of an item. This test evaluates the reliability of every item of a construct with the help of the test of Cronbach's Alpha. Sekaran & Bougie, (2003) argued that as per the benchmark values if the value is more than 0.6, it shows that the items are reliable of a particular variable. The outcomes of the test of Cronbach's Alpha are depicted below:

Table 2: Reliability Test

Variables	Number of items	Chronbach's Alpha
GRS	6	0.85
GTD	6	0.89
GPAM	6	0.88
GPRM	7	0.87
AL	6	0.79

Focusing on the above test of reliability, it is examined that all the variables have Chronbach's Alpha values of more than 0.6 and this shows that the items of the variables are reliable. Considering the values of the table, it is examined that GRS has a value of 0.85, GTD has a value of 0.89, GPAM has a value of 0.88, GPRM has a value of 0.87, and AL has a value of 0.79. These values clearly show that the items of each of the variables are reliable.

DESCRIPTIVE STATISTICS (DS)

This test aims to provide a summarized version of samples and measures conducted in the study. Moreover, the DS test is also normally used to explain the sample data's behavior. It is used to show the quantitative analysis of a specific dataset (Nick, 2007). The results of DS are shown below:

Table 3: Descriptive Statistics

Descriptive Statistics									
	N	Minimu Maximu		Mean	Std. Deviation	Skewness	Std. Error	Kurtosis	Std. Error
		Statistic	Statistic						
GRS	387	1.00	5.00	3.3570	.75032	-.359	.124	-.322	.247
GTD	387	1.00	5.00	3.3161	.78842	-.108	.124	-.270	.247
GPAM	387	1.00	5.00	3.2881	.74741	-.213	.124	.181	.247
GPRM	387	1.00	5.00	3.2684	.72096	-.279	.124	-.218	.247
AL	387	1.33	4.67	3.2386	.67091	-.200	.124	-.018	.247
Valid N (listwise)	387								

The above table shows that the sample size of this study is 387 and the mean values of all the variables are around 3.2 to 3.3 which indicates that most of the respondents have given their

responses on the neutral side. The value of standard deviation (SD) for all the variables is less than 1 and that indicates that there is less deviation in the dataset. Moreover, to check the normality of the dataset, the values of skewness and kurtosis are assessed, and based on the results, it is identified that the data used for this study is normally distributed because the values of both the indicators fall within the range from -1 to +1 and this specifies that the dataset is normal.

CORRELATION TEST

The correlation test designates the extent of the association between two constructs. The values of correlation analysis have to be within the range of -1 to +1. The values near +1 indicate that the two variables are related positively and values near -1 show that the two constructs are linked adversely. If there is zero value, it shows that there is no linkage between the two constructs (Gogtay & Thatte, 2017). The correlation test values are shown below:

Table 4: Correlation Test

		Correlations				
		GRS	GTD	GPAM	GPRM	AL
GRS	Pearson Correlation	1	.730	.776	.730	.805
GTD	Pearson Correlation	.730	1	.791	.725	.795
GPAM	Pearson Correlation	.776	.791	1	.717	.778
GPRM	Pearson Correlation	.730	.725	.717	1	.770
AL	Pearson Correlation	.805	.795	.778	.770	1

The above results of correlation show that all the variables are positively correlated with each other because the values of these variables are positive. The values of correlation of all the relationships are at a higher level because the values reported are more than 0.7. The results indicate that the correlation is at a higher level between the pairs. Moreover, the values in the above table show that there is no issue of multi-collinearity because the values are not at a higher level.

REGRESSION ANALYSIS

This test is carried out to assess and identify the association between more than two variables and assess the level of cause and effect so that forecasting can be made. The research tries to review the deviation of independent variables (IVs) from the dependent variable (DV). The results of this test are depicted below:

Table 5: Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.878 ^a	.771	.768	.32302

a. Predictors: (Constant), GPRM, GPAM, GRS, GTD

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	133.889	4	33.472	320.790	.000 ^b
	Residual	39.859	382	.104		
	Total	173.748	386			

a. Dependent Variable: AL

b. Predictors: (Constant), GPRM, GPAM, GRS, GTD

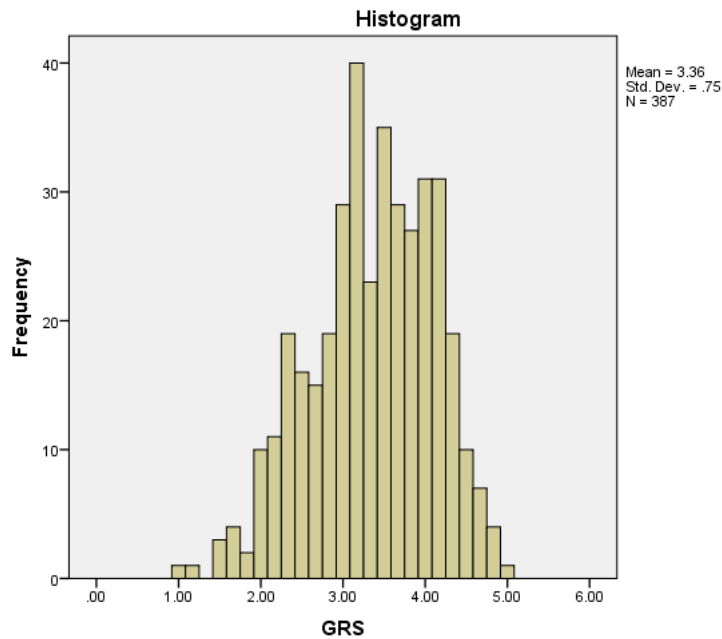
		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	.361	.083		4.360	.000
	GRS	.289	.038	.324	7.534	.000
	GTD	.242	.037	.284	6.477	.000
	GPAM	.125	.041	.139	3.006	.003
	GPRM	.213	.037	.229	5.725	.000

a. Dependent Variable: AL

The above regression results show that the R-value is 0.87 which means that the relationship is at a higher level. Moreover, the value of the adjusted R-square is 0.76 which means that the 76% change awareness level of Green HRM is explained by a change in other variables. Moreover, the value of the ANOVA test shows that the model is significant because the p-value of the f-test is significant i.e. 0.00 which is less than 0.05. Considering the individual parameters, it is assessed that, GPAM, GRS, and GPRM have significant values of regression and that indicates that there is a significant impact of these variables on AL because the p-value of the t-test is less than 0.05 for these variables and they have a positive impact.

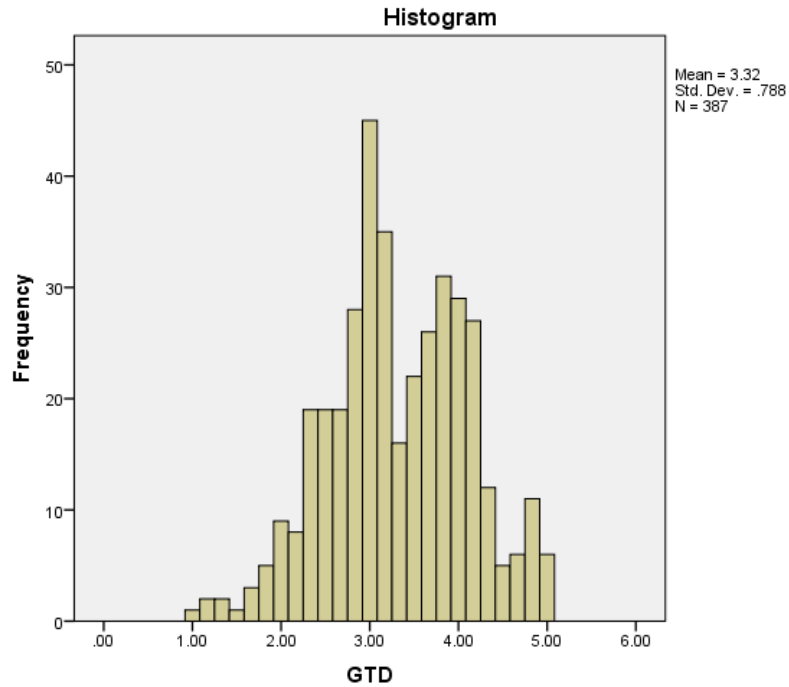
These results are further analyzed through bar charts:

Figure 2: GRS Graph

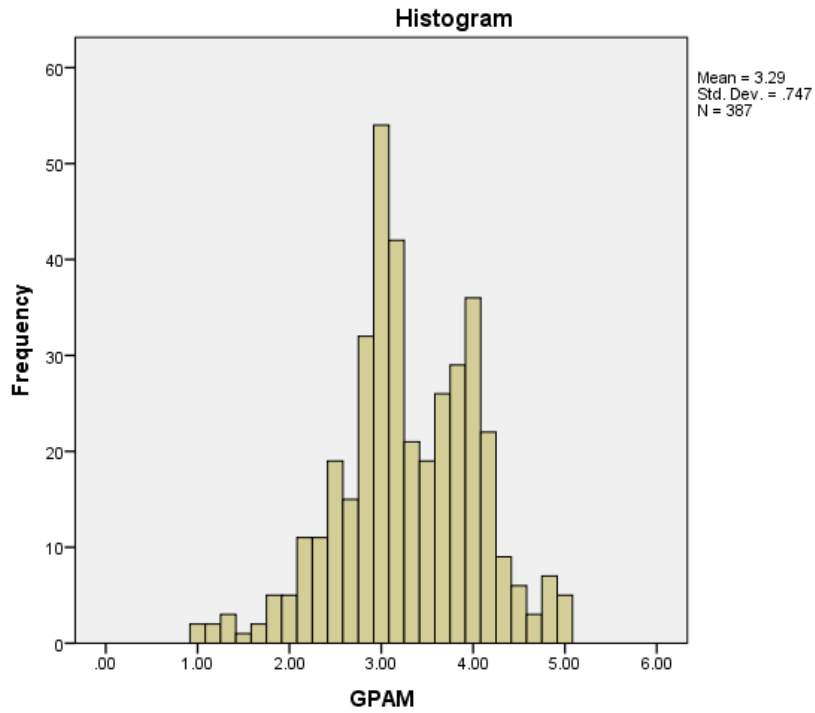


The results of the graph show that majority of the respondents have given responses on the agreement side which means the participants somewhat agree that GRS practices are important to learn and they think that they are slightly aware of it.

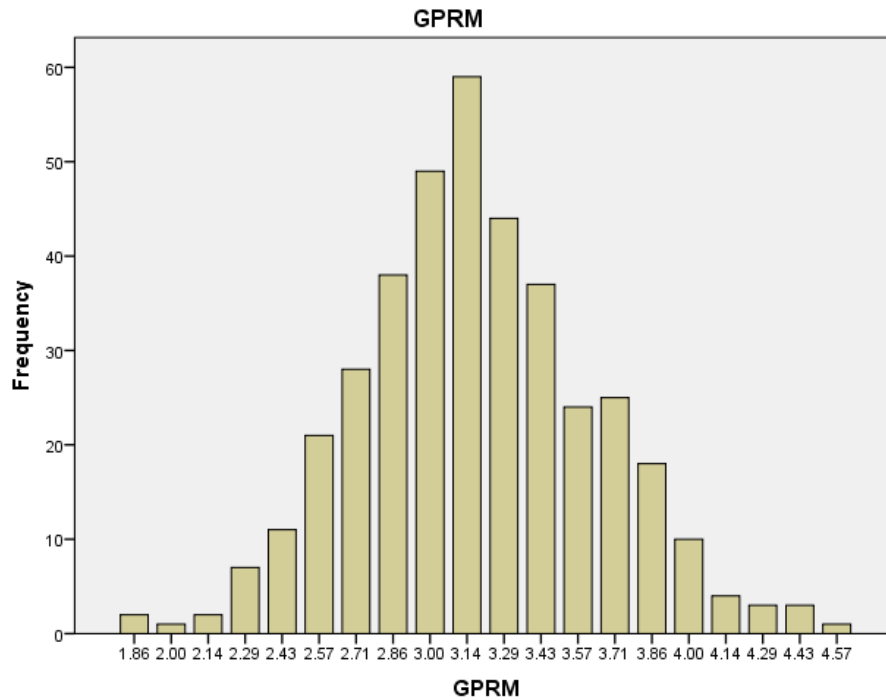
Figure 3: GTD Graph



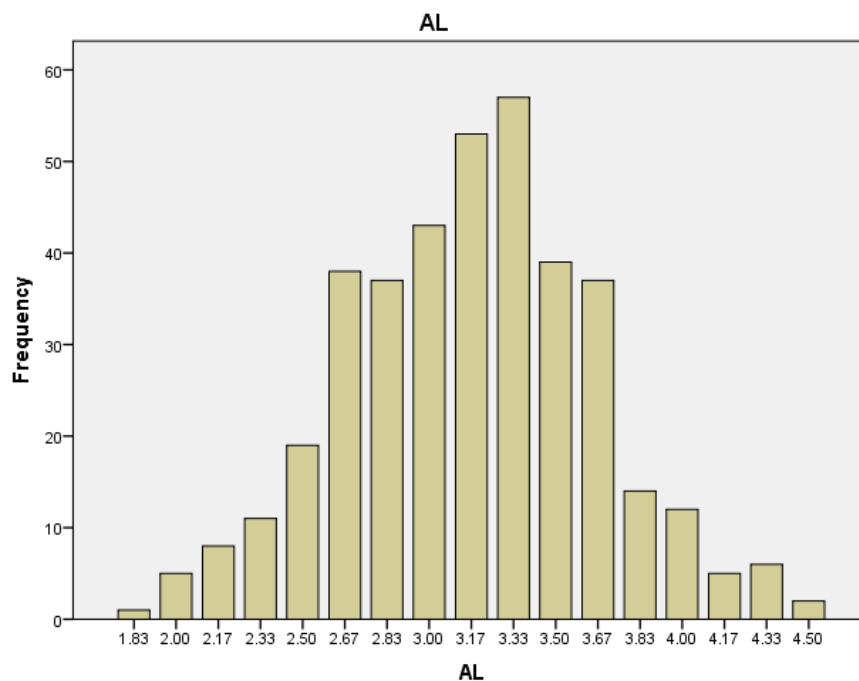
The above responses of participants indicate that the responses of participants regarding GTD is mixed and some respondents somewhat agree while other slightly least agree with this. The reason might be that it is hard to identify green practices in training and development because it requires more paperwork in the form of pamphlets, newsletters, and invitation cards.

Figure 4: GPAM Graph

The above table shows that the respondents have given responses in slightly least agreement and somewhat agreement and this shows that the respondents of the participants are mixed regarding green performance appraisal.

Figure 5: GPRM Graph

The above responses show that majority of the respondents believe that it is essential to understand the practices of GPRM because the main necessity of every employee is reward and they have to be aware of its rules.

Figure 6: AL Graph

The responses of respondents regarding AL is also mixed and this shows that some believe that it is very important to understand the practices of GHRM, while some believe that it is not necessary to know about it because these practices are not applied in their respective organizations.

DISCUSSION

The results of this research showed that GRS practices have an effect on the awareness level among HR major students of top business schools in Karachi. This means that the participants are aware of GRS and this is because of the reason that GHRM is effectively implemented in recruitment and selection processes and external and internal job postings unless the job needs particular environmental experience and skills (Masri, 2016). As green practices are implemented effectively in recruitment processes in many organizations in Karachi, as a result, the students of business schools in Karachi are aware of the green practices in this HR function.

The result of GTD shows that GTD practices have an impact on the awareness level of GHRM. This means that the students are aware of GTD practices, although it is not effectively implemented in the organizations. However, from a theoretical perspective, HR major students are aware of these practices and policies. According to Teixeira et al. (2012), GTD is an essential tool to form human resources and promote change to a sustainable society. Though GTD is not prevalent practice, however, it is regarded as the essential practice of GHRM. The findings of this study are in line with Masri (2016) which it is examined that focusing on hiring already qualified competencies of the environment as being essential, less costly, and more effective than organizing courses of formal training on the issues of the environment. Ramus (2002) also supported the findings of our study and identified that the employees who are educated and informed about the policies and changes in the environment have more chances to associate willingly with behaviors related to the pro-environment. Therefore, though the probable costs are anticipated, the firms need to incorporate employees in programs of formal education and aim at encouraging and developing pro-environmental behavior.

The GPRM practices have an impact according to the result of regression because the p-value of the t-test is $0.00 > 0.05$. This result is in line with the findings of Masri (2016) in which it is identified that GPRM is the best practice that raises employee awareness and commitment to the environment. It is important to note that the findings of Jackson et al. (2011) suggest that rewards are not used properly within the companies to promote pro-environmental behavior among staff members. Masri (2016) further suggested that it is important to difficult to implement a green reward system in the organizations of Karachi that work for all the employees because people are motivated in different ways. Considering the side of HR students, it is assessed from the results that the awareness level is higher for students regarding GPRM because they study this HR function during their university. However, they also know that the companies in Karachi are concerned about the resources compulsory to associate rewards with the motivation of an individual. It is surprising for the students that rewards are not used as compared to other methods like the involvement of managers and raising awareness, particularly in companies having a huge number of employees.

The results show that GPAM also has a significant impact on AL and this result is also aligned with Masri (2016) which it is examined the existence of a person's green evaluation, and predetermination of green goals, targets, and responsibilities of employees. The findings showed that the students are aware of GPAM practices; however, it is not effectively used in the organization of Karachi to much extent. The hypotheses assessment summary is shown below:

Table 6: Hypotheses Assessment Summary

Hypotheses	Retain/ Reject
There is a significant impact of GRS on the awareness level of GHRM among students.	Retain
There is a significant impact of GTD on the awareness level of GHRM among students.	Retain
There is a significant impact of green performance appraisal on the awareness level of GHRM among students.	Retain
There is a significant impact of Green rewards and pay on the awareness level of GHRM among students.	Retain

PRACTICAL IMPLICATIONS AND CONCLUSION

PRACTICAL IMPLICATIONS

The first implication of this study is that it supports the fact that GHRM will help the HR major students of top business schools in Karachi to minimize the wastage of resources and use the resources efficiently. This concept will make students friendlier toward the environment and will raise the level of awareness regarding safety and health. Another implication of this study is that it shows that there are some actions and policies that must be taken by the business schools of Karachi to spread awareness regarding green HRM practices and concepts. This study also implies that the firms in Karachi must invest in green practices of HRM and develop new strategic assets compatible with the initiatives of environmental management. The findings showed that green practices of HRM reflect the strategic orientations of organizations towards environmental protection and encourage them to show eco-friendly activities. In this way, the students get practical scenarios and they get case studies of Pakistani companies.

CONCLUSION

From this study, it is identified that the awareness level of HR major students is high for most of the Green HRM functions and it will give them benefit in the long run when they will start working for their respective organizations. In this way, educational institutions will save a lot of time because they can also implement green HRM practices just like the commercial organizations of Karachi. As students will be aware of green HRM practices, it will help the educational institutions of Karachi to practice green HRM and offer a healthy and positive environment. Moreover, the application of green HRM will assist the companies not only to promote sustainability use resources but also to become robust and competitive in international education by minimizing expenses, enhancing novel ways to teach and perform jobs, carefully using resources, and minimizing costs. Awareness regarding green HRM practices is important among HR major students because if they get a high level of awareness regarding these practices, they will apply such environmentally friendly practices when they will be in their HR-designated positions in their respective organizations.

FUTURE RESEARCH AREAS

Though this study is conducted comprehensively, however, there are some limitations of this study that future researchers can look into in their studies. The first future research area is that in this study, four key areas of green HRM are examined. However, in the future, more variables can be studied including green labor laws and the green testing process. In this study, the survey method is adopted; however, in future studies, interviews and focus groups will be good options to get more insights and experiences from participants.

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