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Effect of Environmental Concern on the Relationship between Green Human Resource Management and Employee Green Behavior

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Abstract

The literature suggested environmental concern regarding the relationship between GHRM and EGB in the pharmaceutical industry of Pakistan. However, the effect of environmental concern does not establish a relationship between GHRM and EGB, it creates a relationship between GHRM and EGB. The data was collected from 222 employees from different pharmaceutical companies. The response rate was 63%. 48 questionnaires were not included in the final sample because they were improperly filled. Missing data were treated in 12 questionnaires with a mean method of treating missing data. The final sample size of 222 respondents was considered for the study. It is found that GHRM and EGB have a significant relationship, whereas it shows EC does not moderate the relationship between GHRM and EGB, and EC does not affect EGB. The current study offers a better understanding of the effect of environmental concern on the relationship between GHRM and EGB. First, GHRM adoption has significance in countries like Pakistan because of its competitive advantage through sustainable development practices. GHRM facilitates the firms in protecting resources in emerging economies or HRM practices that will secure and significantly impact the natural environment.

Keywords: Environmental Concern, Employee Green Behavior, Green HRM, AMO Theory

Introduction

Environmental sustainability has become an important societal issue (Yong, Yusliza, Jabbour, & Ahmad, 2020). To reduce the effects of organizational activities, many organizations are moving toward green initiatives or environmental management systems (EMS) (Jabbour, Santos, & Nagano, 2010). Environmental sustainability in an organization has been widely studied (Renwick, Jabbour, Muller-Camen, Redman, & Wilkinson, 2016; Yong et al., 2020). Chaudhary (2020), studied the role of GHRM on the environmental performance of organizations. Nevertheless, studies have not been directed clearly toward employees in

pharmaceutical companies. This determines that environmental activities are being executed in organizations, but employees are still not well knowledgeable about environmental sustainability.

This study goals to understand environmental-friendly behavior by exploring how GHRM affects EGB. The goal of this study is to explore the moderating role of EC between the abovementioned relations pharmaceutical companies in Pakistan. Employee behavior remains in its insignificant stage Yusoff et al., (2020) and there is a need to study in a diverse organizational context, such as the pharmaceutical industry. further studies need to understand the relationship between GHRM and EGB, with the moderating role of environmental concern (Shah et al., 2021). Firms do not pay attention to environmental sustainability. Firms concentrate on profits, and employee concentrates on earnings. Ones and Dilchert (2012) stated that organizational scholars must study EGB related to environmental sustainability. Researchers emphasized EGB and its individual and collective results from multidimensional aspects (Norton et al., 2017). The pharmaceutical industry of Pakistan does not consider environmental concern inside the organization and does not consider a waste of electricity and other natural resources, waste of papers and natural resources is common.

Literature Review

AMO Theory

The argument of AMO theory suggests that HRM adds to green hierarchical execution by selecting and growing exceptionally able specialists with green qualities; improving employees' inspiration and duty through green procedures and motivations and proper implementation, and giving employees the chance to take part in knowledge sharing and critical thinking can be implemented by employee contribution program (Renwick, Redman, & Maguire, 2013). In AMO theory Renwick et al. (2013) suggest HRM practices that upgrade the human capital by broadening human capacities and converting them into execution, such as increased efficiency, decreased waste, higher sophistication, and advantage. Bos-Nehles, Van Riemsdijk, and Kees Looise (2013) claimed that AMO theory is a commonly utilized concept that measures the effect of HRM practices on employee participation in organizational executions. GHRM practices build up the information of employees about the environment while urging them to utilize this information to accomplish authoritative objectives, thus prompting ecologically friendly conduct in the working environment. Without a doubt, employees evade practices that require adequate information to participate in organizational objectives (Chan et al., 2014). In this manner, the purpose of GHRM practices is to help the ecological information on employees so they can perform EGB in the work environment decisively. Organizations that believe in employee environmental execution give employees a chance to environment mindfulness, practices, aptitudes, and information about their representatives (Dumont, Shen, & Deng, 2017; Renwick et al., 2013). The best possible and straightforward pay of employees depending on their ecological execution upgrades the desire of employees to make additional approaches to ensure the globe (Ren, Tang, & Jackson, 2018).

Green HRM

GHRM promotes environmental management linked with green rewards and green recruitment (Dumont et al., 2017; Renwick et al., 2013). The implication of employee

willingness for environmental performance is a scarcity of environmental concerns in GHRM practices (Saeed et al., 2019). To assure employee participation, GHRM practices must adjust employees' work according to environmental sustainability policies (Tang et al., 2018).

Pham, Phan, Tučková, Vo, and Nguyen (2018) stated that GHRM positively affects green performance and helps adopt green actions to increase the environmental performance of employees in the organization (Shen et al., 2010). GHRM has attracted significant scholarly research in the past (Islam et al., 2022). Organizations provide awareness to employees to avoid undesired outcomes that can pose a threat to the environment and also carry out monitoring systems to evaluate organizational sustainability (Manzoor et al., 2019).

Organizations encourage employees to support GHRM practices so they will contribute to environmental issues by prioritizing CSR (Yong et al., 2020). Employees shared values of organizational policies help translate policies into practices and reward the organization (Aboul-Dahab & Saied, 2021). Management plays a significant role in applying CSR to make their organization environmentally responsible (Alonso-Almeida et al., 2015). GHRM not only improves the well-being of employees but also enhances organizational performance (Aboramadan, Kundi, & Farao, 2021).

Jabbour, Santos, and Nagano (2008) suggested that organizations can benefit from their employee's abilities and experience in an environment to expand their green development. GHRM has appreciated a pattern of environmental sustainability in the organization (Yong, Yusliza, Ramayah, & Fawehinmi, 2019). GHRM transfers environmental goals and behavioral changes in employees to increase the organization's environmental performance (Ren et al., 2018). It is established by Renwick et al. (2013) that GHRM influences employee motivation and attitude toward environmental sustainability. Proactive CSR practices will lead organizations to protect the environment by giving training and awareness to employees regarding the environment (Renwick et al., 2013). Integrating a company and environmental goals motivates employees to perform environmentally-friendly (Paillé & Boiral, 2013). GHRM utilizes employees to apply innovation to achieve environmental performance (Al Kerdawy, 2019).

Renwick et al. (2013) stated that organizations have neglected environmental concern for profits and are facing challenging obligations to improve environmental sustainability. Environmental sustainability is directly linked with HRM because it is the base of an organization and stimulates environmental management (Jabbour et al., 2010).

Employee Green Behavior (EGB)

Ones and Dilchert (2012) suggested that scholars find the role of EGB, which they defined as Behavior in the workplace that contributes to environmental sustainability. Moreover, it examines individual and collective actions from a multilevel perspective (Kim et al., 2017). Employees change their time-to-time attitude toward their work perception of environmental sustainability (Bissing-Olson et al., 2013). According to Saleem et al. (2021), employees who feel accepted in the workplace show green behaviors voluntarily by working sustainably. Researchers stressed that organizations have to use the strategy of corporate environment that improves employee awareness about environmental sustainability (Ramus & Steger, 2000).

Employee Green Behavior (EGB) is a particular type of pro-environmental behavior. Inspiration to employees is provided by GHRM practices in the organization (Paillé et al., 2016). Busse and Menzel (2014) stated that EGB includes behavior implemented by employees in an organization that aims to protect the environment and promotes the sustainable development of an organization, including sustainable work, waste reduction, and resource conservation.

Ansari, Siddiqui, and Farrukh (2018) stated that EGB means employees are concerned about environmental sustainability to initiate a pro-environmental attitude and effectiveness in task completion. Secondly, Ansari et al. (2018) added new skills and knowledge required in an organizational environment, reducing waste and recycling, and attaining environmental goals. Obstacles at the workplace that reduce employee control over EGB can create problems in implementing green behavioral intentions (Ones & Dilchert, 2012).

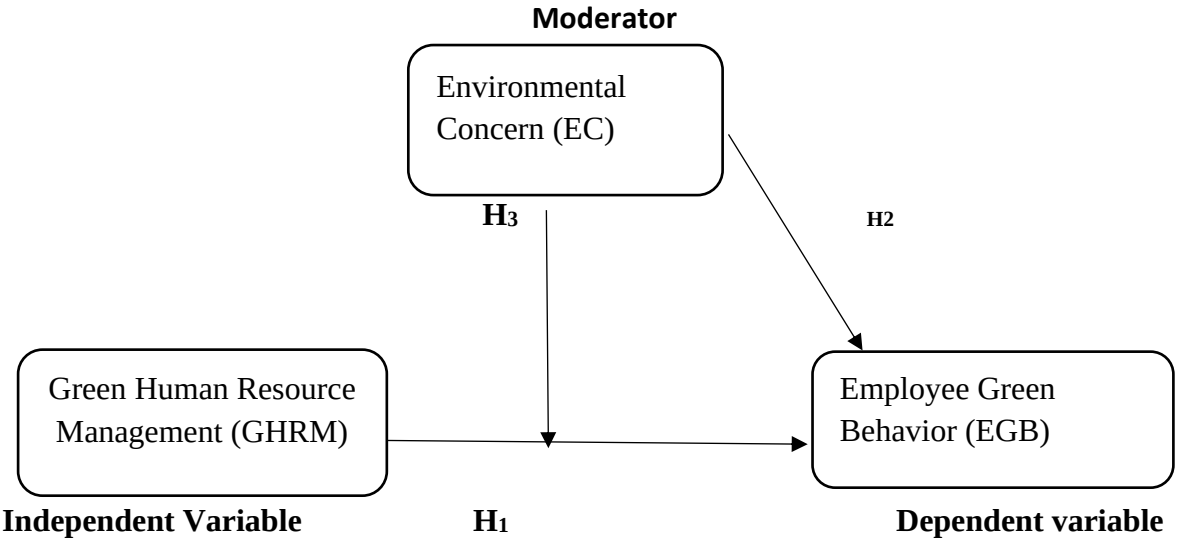
Environmental Concern (EC)

Environmental Concern is information and mindfulness of employees about environmental issues (Zsóka et al., 2013). When an employee's information aligns with organizational objectives and corporate green approaches, it will improve the willful support of the environmental behavior of the employee. For instance, turning lights off, driving on bikes, and controlling the wastage of paper (Barr, 2007). Pro-environmental behavior indicates employee concern for the natural environment (Bissing-Olson et al., 2013). Moser (2016) stated that an employee's information about environmental sustainability would protect the environment by engaging in voluntary green behavior. An employee with environmental awareness is a significant element of a well-managed environmentally friendly system (Kim et al., 2019). Fritz and Koch (2014) stated that environmental sustainability has different perspectives and approaches. It is an organization's responsibility to create comprehensive environmental awareness and knowledge.

H1. Green HRM has a positive effect on EGB.

H2. Environmental concern positively affect Employee Green Behavior.

H3. Environmental Concern moderates the relationship between EGB and Green HRM



Control Variable

The study has assessed gender, age, and qualification with EGB. Results show that these demographics and control variables have no relation and no effect on the dependent variable EGB. There was no theoretical priority to the control variables predicting EGB (Norton et al., 2015). Results show that employees perform environmentally friendly behavior regardless of their age, 18 and 50 or above people have no concerns with age while performing environmentally friendly behavior in the pharmaceutical industry. Secondly, gender does not affect EGB which shows that 73% were male and 27% were female but there is no effect on EGB and no great emphasis on environmental-friendly behavior in the pharmaceutical industry. Third, qualification does not influence EGB education and plays an insignificant role in the pharmaceutical industry. Employees perform environmentally friendly behavior based on GHRM, not on the qualification of educational institutes.

Methodology

The study's target population was employees working in the Pharmaceutical industry in Pakistan. The data was collected from employees working in Pharmaceutical Companies in Pakistan. Paracelsus Pakistan Pvt Ltd (Quetta), Drug Services (Quetta), Searle Pharmaceuticals Pakistan Ltd (Karachi), Life Pharmaceutical Company (Multan), and BioPharma (Multan). The non-probability, convenience sampling method was used to collect data because the sampling frame was not available. According to Saunders (2012, p. 44), *"Convenience sampling is the data collection method that relies on members of the population who are conveniently available to participate in the study*". Convenience sampling is suitable where the respondents who meet specific requirements such as accessibility or the desire to participate are included in the analysis (Sedgwick, 2013).

Data was collected from March 2021 to October 2021. Self-administrated questionnaires were distributed to the 350 respondents. Respondents were reluctant to provide information and the name of the companies because of job insecurity, they filled out the questionnaire without providing the name of the companies. The study used a cross-sectional data collection time horizon which is why the study does not use the drop-off method and postal method (aunders, Lewis, & Thornhill, 2007). 150 were collected online, and 200 were distributed to pharmaceutical companies. 270 was returned, and the response

rate was 63%. 48 questionnaires were not included in the final sample because they were improperly filled. Missing data were treated in 12 questionnaires with a mean method of treating missing data (Joseph F Hair, Sarstedt, Pieper, & Ringle, 2012). The final sample size of 222 respondents was considered for the study. This is appropriate according to the assumption (Chuan & Penyelidikan, 2006). Moreover, according to Hair et al. (2012), a 100 sample size is generally considered a minimum size for structural equation modeling "SEM".

Materials

This study used a quantitative research technique. For primary data collection, questionnaires were used. The measurement scale is adapted from an existing scale in literature. A five-point scale ranging from "Strongly disagree" to "Strongly agree" was adapted to measure all items in a questionnaire.

Scales are adapted from existing studies to operationalize the constructs used in GHRM, EC, and EGB. Green HRM was developed by Dumont et al. (2017). For example, "My Company sets green goals for its employees, and my company provides green training to employees to promote green values." All the variables will be assessed on a five-point Likert scale from strongly disagree to strongly agree.

Environmental concern have been developed by Onurlubaş (2018), consisting of 6 items from which one is removed because that was not suitable for the study. For example, "Environmental issues are important. We should actively explore new energies". All the variables will be assessed on a five-point Likert scale from strongly disagree to strongly agree.

Employee Green Behavior adopted by Bissing-Olson et al. (2013), consists of six items. For example, "I adequately completed assigned duties in an environmentally friendly way. I fulfilled responsibilities specified in my job description in an environmentally friendly way". All the variables will be assessed on a five-point scale from strongly disagree to strongly agree.

Procedure

The demographic represents the respondents to get a detailed analysis of this study. A frequency table is designed for Gender, Age, and qualification to represent responses better. The percentage and frequencies of each variable are given in the table proportions of demographic variables. It shows that out of gender, 73% of the respondents were male, and 27% were female. Out of age, 14.4% of respondents were in the age range of 18-25, 34.2% of respondents were in the range of 26-33, 35.1% were in the range of 34-41, 13.5% were in the range of 42-49, and 2.7% were lying in the age-range 50 and above. Therefore, the number of respondents from 34-41 was a high proportion of the sample. In the study, 7.2% of respondents were undergraduates, 28.8% were graduates, 36.5% persisted in masters, 22.1% were M.Phil., and 5.4% were PhDs. Hence respondents having master's level education were high in proportion.

Subsequently, we ran a confirmatory factor analysis to test if the scales we adopted were reliable and valid, which was essential to carry out the path analysis in the later data analysis phase. We used the estimates of composite reliability (CR) to test the overall reliability of the constructs, the average variance extracted (AVE), and the maximum shared variance (MSV) to establish the convergent and discriminant validity of the data.

Measurement Model Assessment

The model, also known as the outer model, evaluates the reliability and validity of construct measures. To evaluate the reliability and validity of the instrument, item reliability, convergent validity, internal consistency, and discriminant validity were tested.

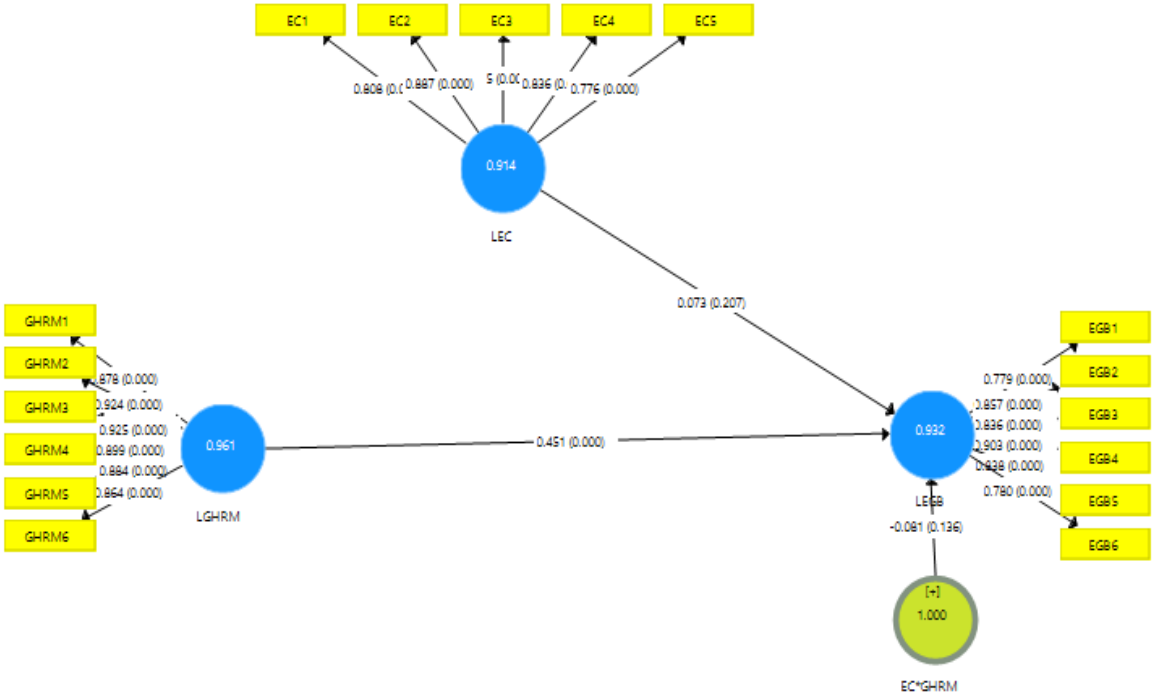


Table 1. Measurement Model Assessment

Indicator Reliability

The factor loadings of each variable to find reliability (Sarstedt et al., 2014). Researchers set a limit for sustaining items between 0.40 and 0.70 (Hair Jr, 2014). The outer loadings for the Green HRM, GHRM, ranged from 0.878 to 0.864. A second-order Employee Green Behavior EGB was from 0.779 to 0.780. Environmental Concerns EC was from 0.808 to 0.776 (see Table 1). Thus it successfully met the criterion of item reliability.

Internal Consistency

For measuring the composite reliability of constructs Joe F Hair and Ringle (2011) indicated a threshold of 0.7 or above (see Table 1). The composite reliability of GHRM was 0.961, EGB 0.932Tand EC was 914. It indicates an acceptable value for reliability. Cronbach's alpha coefficient for the current study variables met the minimum threshold of 0.7 suggested by (Hair et al.,2006).

Convergent Validity

After confirming the instrument's reliability, the scale was used for convergent validity. We analyzed convergent and discriminant validity to determine instrument validity. The threshold value for AVE must be 0.5 or above to determine the limit for the variable's convergent validity. The values of AVE show that a minimum AVE is 0.50. Results showed that the present study's AVE for all constructs is above 0.6.

Table 2
Composite reliability, Factor loadings, and Average Variance Extracted

	Factors Loading	Cronbach's Alpha	CR	AVE
GHRM		0.951	0.961	0.803
GHRM1	0.878			
GHRM2	0.924			
GHRM3	0.925			
GHRM4	0.899			
GHRM5	0.884			
GHRM6	0.864			
Employee Green Behavior		0.911	0.931	0.695
EGB1	0.779			
EGB2	0.857			
EGB3	0.836			
EGB4	0.903			
EGB5	0.838			
EGB6	0.780			
Environmental Concerns		0.885	0.914	0.681
EC1	0.808			
EC2	0.887			
EC3	0.815			
EC4	0.836			
EC5	0.776			

Note: Factors loading above threshold 0.7, Cronbach's Alpha above their threshold 0.7, AVE above 0.5, and CR above threshold 0.7.

Discriminant Validity

A study by Gholami et al., (2013) has set that discriminant validity is achieved when clear diversity develops among constructs. Discriminant validity is important to affirm that constructs are statistically unique and different from other constructs (Hair et al., 2017). It is suggested that if the HTMT value is greater than 0.85, this specifies a severe issue in discriminant validity (Franke & Sarstedt, 2019). As shown in (Table 7), the HTMT model is below the 0.85 threshold, exhibiting that the discriminant validity was set up.

The HTMT Approach

The first method to assess discriminant validity is the Heterotrait-Monotrait ratio (HTMT) (Henseler, Ringle, & Sarstedt, 2015). The HTMT ratio value closer to 1 or above 0.90 shows a lack of discriminant validity. Although, Henseler et al. (2015) suggested the threshold value of 0.85 and 0.90. Results of the HTMT analysis are shown in (Table 7) below.

Accordingly, Voorhees, Brady, Calantone, and Ramirez (2016) stated that HTMT with a limit value of 0.85 will perform best. Results from HTMT analysis following the HTMT 0.90 criterion showed that there is no lack of discriminant validity. Therefore, results from the HTMT approach supported discriminant validity.

Table 3
Discriminant validity

	LEC	LEG	LGHRM
LEC			
LEG	0.143		
LGHRM	0.124	0.486	

Note: HTMT ratio (Hetertrait-Monotrait ratio) presented in table 3 HTMT must be lower than 0.8.

Data Reliability and Validity

The composite reliability of GHRM was 0.961, EGB 0.932Tand EC was 914. It indicates an acceptable value for reliability. Cronbach's alpha coefficient for the current study variables met the minimum threshold of 0.7. The values of AVE shown in (Table 2) shows that a minimum AVE is 0.50. Results showed that the present study's AVE for all constructs is above 0.6.

Table 4
HTMT Table

	LEC	LEG	LGHRM
LEC			
LEG	0.143		
LGHRM	0.124	0.486	

Table 5
Mean, SDV, and Correlation

Scale	Mean	STD	1	2	3
GHRM	3.3709	1.003	1		
EGB	3.645	.836	.109	1	
EC	4.364	.639	.451**	.119	1

Note: Correlation is significant at 0.01 level (2-tailed)

HTMT with a limit value of 0.85 will perform best. Results from HTMT analysis following the HTMT 0.90 criterion showed that there is no lack of discriminant validity. Therefore, results from the HTMT approach supported discriminant validity. This study has indicated that all the values of the measures fall in the range of acceptable thresholds set for the indices model fit. The threshold of model fit is 0.05 to 0.08. SRMR threshold is 0 to 0.08, this study shows the result that 0.06 is supported. *Fit* Index (*NFI*) or Bentler and Bonett Index threshold is 0 and 1. The closer the result is to 1 the better it fits. The (NFI) value in this study is 0.8 which is acceptable.

Assessment of Structural Model

Once the reliability and validity of the outer model are assessed and found satisfactory, a further step is to estimate the structural or inner model. The structural model assesses the statistical test and estimation of the hypothesized model. In structural model analysis, the study has evaluated multicollinearity of determination (R^2), cross-validity redundancy (Q^2), and path coefficient.

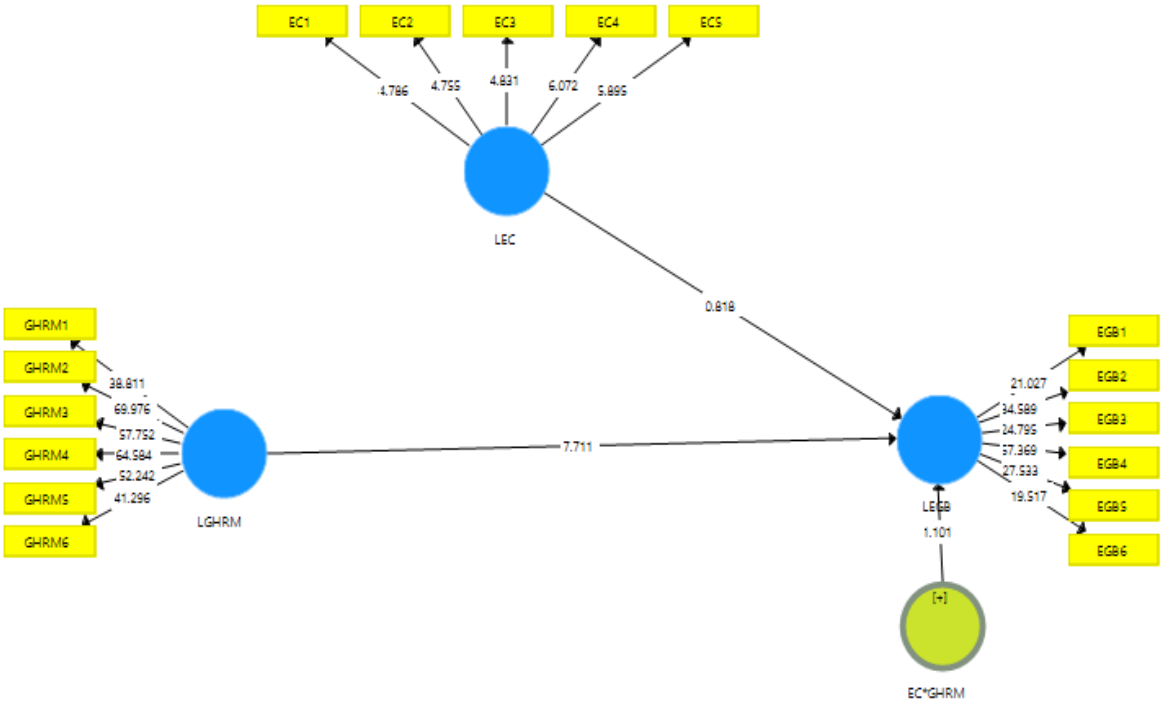


Table 6. Structural Model

Variance Inflation Factor (VIF)

According to Thongrattana and Perera (2014), the variance inflation factor (VIF) states that the collinearity must be lower than 3.3. (Table 9) indicates all the VIF values are lower than the threshold 3 value set by (Joseph F Hair et al., 2017). Thus, confirming the collinearity is not a problem for this study. VIF values for this study are listed in (Table 9) below, indicating all the values are below the threshold value, and there is no multicollinearity issue.

Table 7
Variance inflation factor (VIF)

Variables	VIF
GHRM-EGB	1.014
EC-EGB	1.014

Note: This shows that there is no multicollinearity.

Hypothesis Testing

This study has tested the hypothesized relationship between latent constructs. In (Table 11), the path coefficient value presented empirical support for all the direct relationships hypothesized in the model.

Therefore, the result indicated GHRM has a significant relationship with EGB (β = 0.451; t = 7.711; $p < 0.000$). Results indicated that EC with EGB is not positive and no relation has been established (β = 0.073; t = 0.818; $p < 0.207$. Results also indicated that there is no moderation developed in the relationship between GHRM and EGB with EC (β = -0.81; t = 1.101 and $p < 0.136$.

Table 8
Hypothesis Testing

	BETA	STDEV	t Value	p-Value	Results
LGHRM -> LEGB	0.451	0.058	7.711	0.000	Supported
EC*GHRM -> LEGB	-0.081	0.074	1.101	0.136	Not supported
LEC -> LEGB	0.073	0.089	0.818	0.207	Not supported

Note: Hypothesis testing indicated that the effect of GHRM and EGB has a significant relationship, whereas it shows EC does not moderate the relationship between GHRM and EGB, and EC has no effect on EGB.

Discussions

The current study proposed that employees show different environmental behaviors at different ages and according to their knowledge of environmental concern. In this study, we hypothesized the effect of environmental concern on the relationship between GHRM and EGB. We found statistically that GHRM and EGB have a significant relationship, whereas it shows EC does not moderate the relationship between GHRM and EGB, and EC has no effect on EGB. Results show that GHRM has a positive impact on EGB. The impact of GHRM on EGB is established. Hence, the results confirmed H_1 and the importance of GHR on EGB. Afsar, Cheema, and Javed (2018) stated that when organizations provide a suitable psychological environment to employees it will lead them to perform EGB. Norton et al. (2017) stated that when employees feel accepted and appreciated by the organization they perform EGB. In Pakistan, organizations understand the need to develop and focus on GHRM and implement GHRM policies with great influence. There is a lack of GHRM practices in developing countries but Pakistan initiated and implemented GHRM Practices at a great time to control environmental degradation. Pharmaceutical industries initiate and implement GHRM practices to support EGB to create employee participation in the organizations. There is still a need to improve GHRM practices through Green Training and Green Rewards which will boost employee motivation to participate in EMS through peer participation and a reward system.

GHRM and EGB have been studied earlier Ali, Hazoor, Bari, and Mohsin (2019) focus on manufacturing and production of the pharmaceutical industry, production, and supply of medicine, machinery, and development of the pharmaceutical industry, environmental concern at the manufacturing plant, but environmental concern inside organizational environment has not been studied earlier. This study focuses on the managerial utilization of resource wastage that affects the environment such as wastage of water, water leakage, electricity waste, gas pipe leakage, utilization of stationery products, and an extra hour of work and utilization of the firm's resources.

The current study affirms the presence and execution of GHRM can motivate employees to show EGB. The more influential GHRM practices a firm takes, the higher the employee shows environmental-friendly Behavior. Dumont et al. (2017) expressed that organizations can utilize GHRM as a valuable tool for employees to exhibit environmentally friendly Behavior. When organizations invest in GHRM, it increases employment, teaching, and hiring for GHRM. Organizations can utilize GHRM to make the employee more dedicated

to the environment, which compels the employee to exhibit environmentally-friendly actions (Jia et al., 2018). Employees lack complete knowledge of environmental effects because of their busy routine in monetary actions they are working late hours utilizing office electricity and machines to generate profit and satisfy their supervisors which will increase their efficiency and commission on late-hour performance but they are not considering their duty towards the environment.

The result shows that EC is not moderating between GHRM and EGB, which shows environmental concern are not established between GHRM and EGB in the context of pharmaceutical companies in Pakistan. The results of this study show some problems in organizational GHRM practices are not motivating the employees to initiate environment-friendly Behavior. In the context of Pakistan, employees have no concern with environmental sustainability and they also have not provided complete knowledge related to the environment in organizations. Peer support also makes great help to participate in environmentally friendly behavior, but peer support is lacking in organizations because they see that when other people are not concerned about the environment then they also do not take volunteer actions.

In this study, environmental concern show the significance of environmental sustainability and the demand for initiatives to secure the environment. Environmental concern significantly influences employee green behaviors. Hence, environmental concern are key factors affecting organizational environment management (Piccolo, Subramanian, Pearce, Florez, & McKinlay, 2016). When conveyed viably through GHRM to the employees, environmental sustainability policies will assist them in having motivation regarding the green objectives of the organization (Bissing-Olson et al., 2013). When an employee and organizational values are aligned, employees are likely to recognize the organization and display organizational desired attitudes.

Moreover, employees' volunteer activities trigger them to perform environmentally friendly behavior. It is only possible when employees fulfill their psychological needs from the organization that will motivate them to perform EGB. Hence, this study does not develop moderation between GHRM and EGB that shows that psychological needs are not fulfilled, and employees of pharmaceutical companies are not triggered to perform EGB voluntarily. Employees also need acceptance and psychological support from the organization and in Pakistan, many organizations do not provide psychological support and acceptance to their employees.

In Pakistan, the pharmaceutical industry needs to focus environmental management system (EMS) to control environmental degradation. Pakistan is participating less than 1 % in carbon emissions but they need to develop mindfulness of environmental obligations. Employees are also sharing society and resources which means they are affecting their lives with little carelessness at the office utilizing extra electricity and gas, water, and waste of other stationery.

The results show that the relationship between EC and EGB is not developed, which shows EC does not affect EGB in pharmaceutical companies in Pakistan. According to Zibarras and Coan (2015), organizations are trying to help environmental responsibility by expanding

knowledge and information about the long-time contradicting impacts caused by environmental degradation. Nonetheless, the accomplishments of environmental concern at the organizational level depend upon employees' environmental behaviors (Robertson & Barling, 2013). EGB is Behavior that employees perform at the workplace, such as recycling, using resources carefully, and participating in environmental initiatives (De Roeck & Farooq, 2018). Organizations provide employees with appreciation to feel accepted and acknowledged for performing EGB (Ahmad, Ali, & Ahmad, 2012).

Studies propose that environmental inspiration can impact individual green Behaviors like information, mindfulness, and environmental concern (Chan et al., 2014). Norton, Zacher, and Ashkanasy (2014) conclude that employees concerned about the environment will likely protect it by engaging in voluntary green Behavior. Organizations need to develop strong environmental policies to create awareness and to bind employees to perform environmentally friendly behavior. There is also a lack of cultural acceptance of environmental sustainability, In Pakistan, people feel not bound to perform environment-friendly behavior, and they also join organizations with the same attitude and do not prefer to support environmental sustainability.

Moreover, the organizational environment also creates hurdles in the implementation of environmental practices. Employees come from different areas, especially from rural areas with matric and intermediate education. That hardly provides them with enough knowledge regarding environmental sustainability. Organizations also have different organizational working patterns, printing papers and official work in hard copy required to work in the organization. The majority of organizations do not follow online and soft copies of documents to work in the organization they use papers and other stationery items in organizations. Manual calculations of pharmaceutical finance and different calculation methods used by businesses use more paper. Working hours of organizations also vary in different areas, the majority of pharmaceutical companies work late hours these working patterns consume more light and other resources of organizations.

Conclusion

The current study attempted to explore a highly overlooked yet demanding area of research in GHRM. There is a huge amount of literature on environmental concern on the relationship between green human resource management and employee green behavior. No study had tried to explore if there existed differences in this relationship across different career stages. The AMO theory supports the relationships. This study found the effect of environmental concern on the relationship between GHRM and employee green behavior.

In the absence of a study that attempted to explore the relationship between environmental concern and GHRM. Complimenting this, the literature on employee green behavior suggests that there exist differences in individual actions that vary according to the knowledge regarding environmental concern. Considering these, we argued that our generalized understanding of the effect of environmental concern on the relationship between GHRM and employee green behavior. maybe flawed and require examination. This study empirically established that there do exist such differences in employees regarding environmental concern through which they show different actions on environmental actions, according to their knowledge and information.

The existing literature has been focused mainly on the relationship between GHRM and employee green behavior (EGB). No study has ever questioned if this relationship may be affected by the environmental concerns in employees' job tenure. We were able to find that GHRM has a positive effect on EGB. We, hence, provided a new and more specified understanding of the literature and extended the knowledge of the effect of environmental concern on the relationship between GHRM and EGB.

In practice, the current study offers a better understanding of the effect of environmental concern on the relationship between GHRM and EGB. First, GHRM adoption has significance in countries like Pakistan because of its competitive advantage through sustainable development practices. GHRM facilitates the firms in protecting resources in emerging economies or HRM practices that will secure and significantly impact the natural environment. Organizations can use GHRM practices (GT and GR) to enlighten employees about environmental sustainability. For example, employee training for environmental concern can improve responsibility to secure the environment and is vital to fostering EGB. Green training needs analyses to identify employees' green intentions. Setting rewards for employees to enhance their environmental performance to exhibit It can be possible by building up consultations where employees cannot just present answers for tackling environmental problems. Additionally, they will try to execute better environmental security plans. Interviewers may ask environmental-related questions from employees to create a perception of their mindfulness about environmental concern and responsibility to society. Therefore, organizations should empower individual environmental concern, and they might profit from creating and executing GHRM.

This study examines the impact of CSR on the difficulties and issues faced by Pakistan. CSR includes environmental information, mindfulness, and concern for the welfare of employees and how these factors will impact the employee's pro-environmental behavior. Furthermore, CSR increases environmental encouragement and significance. Organizations in Pakistan cannot neglect the centered approach of CSR. Because pressures from the public and international regulating authorities and stakeholders are increasing.

Policies for environmental sustainability are similarly important for voluntary EGB. The impact of environmental concern on voluntary and intentional EGB is strongly needed. Ecological sustainability initiatives to organizational goals and accepting the connection of each level will be needed to achieve. Last, GHRM practitioners must define how EGB can be achieved. Future researchers suggested testing the proposed framework in other manufacturing and production businesses, which will help to find whether the present study's results are reliable in different areas. This research has suggested some implications for theory and practice. This study is restricted to organizational performance. Research regarding positive outcomes related to CSR in the pharmaceutical industry is required. This research has found the impact of GHRM practices on Pakistan. Second, further research can be done on other countries that will provide more insight into environmental concern, and EGB. Third, future studies are directed to check the relationship between EC and EGB, the moderator of green psychological climate, and moral efficacy, providing additional information on this relationship. This study was based on a single industry (Pharmaceutical) single nation (Pakistan), and the results and effects will differ in other sectors and countries. Fourth, this research model should be verified in different areas, such as manufacturing in both large and small enterprises.

First, GHRM adoption has significance in countries like Pakistan because of its competitive advantage through sustainable development practices (Saleem et al., 2021). Firms in Pakistan are causing environmental issues like exhaustion of regular wastes, and contaminated water and smoke. GHRM facilitates the firms in protecting resources in emerging economies or HRM practices that will secure and significantly impact the natural environment. GHRM can upgrade environmental footprints regardless of firm size because of the country's rising demands for the labor force.

Second, employee participation in green suggestion schemes can influence EGB (Wu et al., 2021). It can be possible by building up consultations where employees cannot just present answers for tackling environmental problems. Additionally, they will try to execute better environmental security plans. Interviewers may ask environmental-related questions from employees to create a perception of their mindfulness about environmental concern and responsibility to society. Therefore, organizations should empower individual environmental concern, and they might profit from creating and executing GHRM.

AMO theory contributes that GHRM has been rarely used in the forecast of environmental concern, particularly in the pharmaceutical industries. Results of the study show that when employees are equipped with sufficient knowledge, motivation, and opportunities they will understand the environmental situation conscientiously. Employees need practical knowledge from an organization (green training) this will facilitate them to implement EC to reduce environmental issues. Furthermore, this study contributes to the work of (Ringle, Sarstedt, Mitchell, & Gudergan, 2020) which recommended that AMO could be enhanced for behavior through environmental concern.

This research contributes to the GHRM and EMS on the pharmaceutical industry for public research in the context of Pakistan. Because employees are the main drivers of environmental sustainability in society, these employees not only work in the pharmaceutical industry but also contribute to the other fulfilments of society. This study will help them to understand the importance of environmental concern by which they can increase EGB.

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