Effect of strategic planning, CSR and Green Human Resource Management practices on sustainable business practices

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Abstract

The study aims at examining the effect of Green Human Resource Management practices and strategic planning on maintaining sustainable business practices in agro-processing firms around Addis Ababa. The sample size of the study was a total of 312 leaders and non- managerial employees of agro-processing firm.. Descriptive survey design was employed in the study with the assumption that it enables the researcher to reveal the existing situations of strategic planning and green human resource management practices and sustainable business practices in agro-processing firms . Also it employed both qualitative and quantitative research approach The source of the data for the study was both secondary and primary data in which the primary data was collected through questionnaires which was developed in English language and translated in to Afan Oromo. Simple random sampling was employed to select target respondents. The collected data was analyzed both in descriptive and inferential analysis through SPSS, Version- 20.The study found out, Green human Resource Management practices and corporate social responsibility had significant effect on sustainable business practices,. Hence, firms are advised to exert efforts on the green human resource management practices and fulfilling corporate social responsibilities in order to maintain a sound sustainable business practices

Key Terms: Green human Resource management, corporate social responsibility, strategic planning, sustainable business practices

Introduction

Giving due attention to environmental, social and governance matters is vital concern for all firms across all industries. Hence, nowadays sustainability is an emerging trend. That is, sustainability is a business model that is advocated by firms being establishing long term value by paying due attention how companies operate in the social, ecological and economic environment. Simply, advocating about sustainable business would nurtures company longevity.

Though there is no one best way pertaining to sustainability, the following are important tips to management teams to enhance sustainablity practices. These include: aligning company strategy with sustainability efforts, address compliance,pertaining to waste management, human rights

and labor responsibility, evaluating and enhancing sustainable practices and engaging all stakeholders in wider range may be possible solutions to maintain sustainable business practices (Knut H., and Natalia O.,2022)

The concept of green human resource management is vital to stakeholder as in general and for manufacturers and employers specifically as it paves the atmosphere of building reputation and brand images. Hence, the way organizations undergo sustainability is multi-faceted. These include: dealing about pollution and waste management, shaping the organizational culture, conducting environmental assessment, supporting the community who are affected by pollution and actively participating in environmental protection endeavors along with governmental and non- governmental organizations etc. (iEduNote, n.d.)

It is known that sustainability is a condition to exist and prosper without exhaustively utilizing natural resources for the future. That is development that meets the needs of the day without being harming the lives of future generation. In other words, sustainability is a business approach of establishing long term value by giving due focus the way a given firm functions in the ecological, economic and social environment. In additions, maintaining sustainability nurtures company longevity (IMD,2022),

As per Al-Shammari1, et al. (2022) applying green innovation affects sustainable performance and green human resource management (GHRM) practices. That means, the more companies practicing green human resource management the more maintenance of environmental sustainability is well adressed. Hence, this study had examined the effect of strategic planning, CSR and Green Human Resource Management practices on sustainable business practices.

Statement of the problem

Ensuring long term sustainability of firms' demands implementing environmental management activities which centers human resource managers and other fellow employees. Also advocating GHRM practices in to human resource initiatives would enhance motivation and knowledge of employees towards sustainability. Hence, managers are advised to invest in innovative activities throughout companies functional units to fatten green management practices that encompasses enhancing green recruitment and selection, raising the awareness of all employees. Here it is worth to admit things may not be run smoothly as there are resistance to change who block the implementation of green innovation in the organization rather the HR manager and other top officials should exert efforts in overcoming those resistance to changes. (Al-Shammari1, et al.,2022)

According to Jabbour and Santos (2008) there is a relationship between HRM and innovation management which leads to continuous improvement of environmental management. The strategy of HRM is also associated with firms' performance which in turn favors innovative operations that pave the atmosphere of maintaining environmental sustainability. That means, strategic human resource management gives due focus to raise employees awareness through continuous training which in turn lead to shape organizational culture. In additions, companies that operate in sustainable fashion along with the support of human resource management may have a good reputation with their consumer and stakeholders in general . This in turn, let them attract investment from various potential investors on the globe and get easier access to finance their projects with a simultaneously innovative, social and environmental scopes. Also, the more HRM raise the awareness level its employees, the more it achieves innovative way of operation which in turn lead to gain competitive advantage and tend to realize sustainability .(Jabbour and Santos ,2008). Also they reveal that human resource management practices play paramount role in enhancing innovation management in business organizations. Despite this, there is only limited empirical outcomes that focus on the contributions of HRM on innovation management and sustainability. Therefore, this study had examined the Effect of strategic planning, CSR and Green Human Resource Management practices on sustainable business practices in agro-processing firms around Addis Ababa.

Research basic questions   of the study

1. What is the effect of strategic planning on sustainable business practices?
2. What is the effect of Green Human Resource Management practices on sustainable business practices?
3. What is the effect of corporate social responsibility affects sustainable business practices?

General Objective

The general objective of the study was to examine the Effect of strategic planning, CSR and Green Human Resource Management practices on sustainable business practices in agro-processing firms around Addis Ababa.

Specifically study three addresses the following specific objectives:
1. To examine the effect of strategic planning on sustainable business practices
2. To reveal out the effect of Green Human Resource Management practices on sustainable business practices
3, To investigate the effect corporate social responsibility on sustainable business practices

Literature Review

A. Sustainability

Paúl Sarango-Lalangui, *et al*., (2018) reveal that the need for a global approach in social, ecological, and economic aspects has catalysed the trend towards a paradigm shift in the business world. In addition, the search for viable solutions to develop organizations encourages their managers to be more open to social and environmental problems. There is no doubt that they have begun to pay more attention to community growth, human rights, and labour force conditions (Schaltegger, S.; Wagner, M.2011 & Muñoz, P, 2013) and thus a change towards sustainability has emerged.

As per Castrillon and Mares (2014,p. 63) consider that there are seven variables that intervene in the sustainability of organizations: strategy on climate and eco-efficiency, Corporate Social Responsibility, Corporate Governance, Code of Ethics, Stakeholders, Reputation, Environmental responsibility, and Management system.

B. Green Human Resource Management .

As per Zoogah, D. (2010) pointed out major platforms that transform companies in to wholly sustainable enterprise include::

- dealing with green products/ services. This is to mean that, waste and pollution management, renewable energy utilizations, sustainable design etc.
- Advocating "The Green Workforce"which encompasses: adopting Human Resource strategies, recruiting shaping organizational culture in line with sustainability, retention, training, career path development,etc.

- Emphasizing "The Green Workplace," which encompasses locations, physical plants in a greenery settings, ergonomics, green buildings, supporting and participating in environmental sustainability, giving due attention on waste and energy, use, and source.

- Implementing "The Green Function/Process Model," that is to mean, applying sustainability to each functions, enterprise-wide green process modeling to advocate green practices and exercing sustainable-management.

- Practicing "Green Management and Governance Principles," which encompasses: fixing accountability of board and management, implementing sustainability test, compliance, incentives, ethics, reporting, assurance and regular monitoring schemes in organizations

Generally speaking, the advocacy of green human resource management may have savings being minimizing the amount of carbon they release, creating conducive culture that maintains occupational safety and health of their employees, retaining veterans or minimizing potential employee turnover through boasting their moral, actively advocating green operations that results in having a sound public images, minimizing utility costs by making use of technologies that are energy efficient and environmental friendly, raising the awareness of employees and compensating them for being minimizing environmental damaging materials (iEduNote, n.d.)

C. Strategic Planning

As per Dwikat, S.Y., et al., (2022) Strategic planning could have significant effect on firms' decision-making style and skill overall performances. Hence, systematic strategic planning paves the atmosphere for achieving sound ecological, economic and social outcomes. Therefore, managers are expected to actualize its benefits by promoting scientific modalities than dealing with emotional acts .In additions, SMEs may benefit from systematic strategic planning as it is panacea in optimizing efficiency and output which in turn leads to sustainability. Also, firms can deal with a sound planning if and only if they conjugate decision-making process and systematic strategic planning together.

Top management of SMEs should exert efforts in dealing with systematic strategic planning as it is a means for enhanced sustainable performances. In additions, strategic business innovation plays a key role for manufacturing SMEs' as it let them competitive advantage and sustainability. Furthermore, it makes the SMEs develop an innovative culture in their day to day performances (Dwikat, S.Y., et al., 2022)

As per Al-Otaibi (2012).strategic planning is a pool of activities that a firm is expected to perform that encompasses: identification of opportunities and threats, determining courses of administrative actions by which intended objectives to be met.

Though there is no "one best way" on improving sustainability, but the following are useful actions to be taken by management bodies:

- aligning sustainability issues and strategy of the company together. That means, conjugating them together on their day to day activities

- addressing compliance that relates to regulations in waste management, human rights and labor issues, pollutions and energy utilizations

- taking sustainability issues proactively and competitive advantage

- collaborating with stakeholders, working hand and glove. (IMD,2022),

Generally speaking, sustainability is the critical challenge of the day and is not managed by an individual firms, rather it is maintained by the cumulative effect of the efforts to be exerted by companies which are operating across the globe as the earth belongs to all (IMD,2022),

D. Corporate Social Responsibility

It is obvious that responsible business practices could add both economic and societal value by amalgamating corporate objectives with stakeholder management and environmental responsibility.

There is strong relationship in between Sustainable internal corporate social responsibility and performance sustainability. SMEs highly depend on sustainable competitive advantage in order to have last longing in business and add value for organizations . (F.A. Sanusi, S.K. Johl ,2022) It is argued that internal corporate social responsible practices accelerate performance strategies for organizations through enhancing employees' preferential treatment

In small and medium enterprise, most employees have little knowledge about sustainable ICSR practice. This can be attested by F.A. Sanusi, S.K. Johl (2022) who reveals that there is no a direct relationship between work-life balance and an employee's resilience In additions to this, sustainable internal corporate social responsibility as the symbol of performance sustainability. Furtheremore, Sustainable internal corporate social responsibility affects sustainable performances in organizations

Methodology

The study aims at examining the effect of Green Human Resource Management practices and strategic planning on maintaining sustainable business practices in agro-processing firms around Addis Ababa. Descriptive survey design was employed in the study with the assumption that it enables the researcher to reveal the existing situations of strategic planning and green human resource management practices and sustainable business practices on in agro-processing firms . Also it employed both qualitative and quantitative research approach The sample size of the study was a total of 312 leaders and non-managerial employees of agro-processing firms. Simple random sampling technique was employed. The source of the data for the study was both secondary and primary data in which the primary data was collected through questionnaire which was developed in English language and translated in to Afan Oromo. The collected data was analyzed both in descriptive and inferential analysis through SPSS, Version- 20.

Result and Discussions

Reliability

Reliability is the extent to which measurement of the test are repeated. Thus, this implies that measuring instrument results should be consistent when the instrument is repeated. Hence the study employed Cronbach's alpha test. Accordingly, the result of each variable: sustainability business practices, green HRM, corporate social responsibility and strategic planning had values, .763, .736, .718 and .862 respectively and the overall reliability of the variables was .769.

Reliability Statistics

Cronbach's Alpha	N of Items
.769	4

	Cronbach's Alpha
sust	.763
ghrm	..736
Csr	.718
Stratg	.862

I-   Descriptive Analysis

Many companies are incorporating sustainability into the heart of corporate strategy, such that sustainability cannot be separated from the company's core business objectives. Internal structures enable sustainable principles to be pushed out from top brass, across the enterprise. Although only 18% of firms link variable pay to sustainability, cash incentives for staff appear to be growing in number. Some firms are rating suppliers, too—and rewarding those that make a contribution to their own sustainability goals (Managing for sustainability (2010)

As per Al-Baaj (2018) sustainable development is the one which conjugates social, economic and environmental development, it focuses on balancing the developmental and environmental requirements the present and future generation in equal basis by operating environmental friendly activities.

. The following table depicts the sustainable business practices that the company under study made.

Table: sustainable business practices

	N	Mean	Std. Deviation
Recycling	311	3.3215	1.31228
Reducing waste	312	3.7244	1.10871
Making use less paper	312	3.7756	1.14860
Efficient technology	312	3.8141	1.11583
Conserving water	312	3.7500	1.30112
Valid N (listwise)	311		

Source: own survey, 2021

The above table illustrates the sustainable business practices maintained by the organizations. Accordingly, more respondents responded positively implying the firm recycles the materials that it produces that is indicated by the mean of 3.32, and the firm plays role in reducing wastes, making use less paper, employing energy-efficient technologies and conserving water that is expressed in the mean result of 3.72, 3.77, 3.81 and 3.75 respectively. Hence, it is possible to infer that companies were operating their businesses in environment friendly conditions.

Green Human Resource Management

The definition of socio-cultural sustainability is difficult as it includes definitions of society, culture and community. In short, socio-cultural sustainability is concerned with the social interaction, relations, behavioral patterns and values between people (Roberts and Tribe, 2008; Mason, 2003). The following table deals with the GHRM practices of companies.

Table: Green HRM practices

	N	Mean	Std. Deviation
Training emp on sust	312	3.7051	1.07121
Green recruitment	312	3.5513	1.13009
Minimizing wastes	312	3.6026	1.18772
Valid N (listwise)	312		

Source: own survey, 2021

The table illustrates the GHRM activities of firms. Accordingly, majority of respondents responded positively implying the firm training employees on sustainability which is indicated by a mean result of 3.7, the firm undergoing recruitments focusing on those individuals who were aware of environmental sustainability and it minimizing company wastes with a mean result of 3.55 and 3.6 respectively. Hence it is possible to infer that the firms' are well practicing green human resource management practices

Corporate Social Ressponsibility

Hence, the following tables deal with the aggregate corporate social responsibility(CSR)

Table Aggregate corporate social responsibility(CSR)

	N	Mean	Std. Deviation
CSR	312	3.6250	.87824
Valid N (listwise)	312		

Source: own survey, 2021

Generally speaking, the aggregate corporate social responsibility fulfillment of the companies was illustrated on the above table. According to majority of respondents, the companies under researched were operating their businesses in a way that maintains the corporate social responsibility norms with a mean value of 3.625. Hence it is possible to infer that companies are at their level best in meeting the corporate social responsibility obligations to the community at large.

Strategic Planning

As per Karpenko (2016) strategic planning is an integrating tool of organizing and coordinating the process of depicting strategic goals that make the organization unique in its performances

Strategic planning is an integrating force for all activities of one's organization in general and highly pronounced in areas like: transportation, tourism, education, business sectors, natural resources, social sectors, infrastructure and environment in particular. Also, it is a means of allocating resources in efficient manner and ensures sustainable development (Tarasenko,D., et al., 2020)

. Hence, the following table deals with the strategic planning modalities of the firms understudied.

Table: Strategic planning

	N	Minimum	Maximum	Mean	Std. Deviation
Preparations of long term plan	312	1.00	3.00	1.5897	.79283
Evaluation of the company's strategy	312	1.00	3.00	1.5513	.77164
Strategic planning helps firms' conservation	312	1.00	3.00	1.6218	.80467
Valid N (listwise)	312				

Source: own survey, 2021

The above table depicts the strategic planning scenario of the companies. Accordingly, nearly majority of the respondents responded that firms prepare a sound long term plan. Also, evaluate their and finally respondents believe that strategic planning helps firms in conservation of resources with mean values: 1.589, 1.551 and 1.521 respectively. Hence it is possible to deduce that firms under study set and evaluate their strategic plan and believe that a sound strategic planning helps firms in conservation of resources

Inferential Statistics

The general functional relationship between the dependent variable and the independent variables can be given as follows and multiple linear regression was used since the dependent variable has ratio measurement.

Sustainable Business Practices(sus1) = f(GHRM, CSR , STRATG)

The multiple regression model relating all the variables can be given as follows

Sustainable Business Practices = β_0+ β_1 GHRM +β_2 CSR + β_3 STRATG + ε

Based on the literature and the above analytical framework, the following hypotheses were formulated for study III.

H_1: There is a significant and positive relationship in between Green HRM practices and Sustainable business practices

H_2: There is a significant and positive relationship in between corporate social responsibility and Sustainable business practices

H_3: There is a significant relationship in between strategic planning and Sustainable business practices

Correlations

		sust	Ghrm	Csr	stratg
Sust	Pearson Correlation	1	.732**	.679**	.082
	Sig. (2-tailed)		.000	.000	.148
	N	312	312	312	312
Ghrm	Pearson Correlation	.732**	1	.618**	.140*
	Sig. (2-tailed)	.000		.000	.013
	N	312	312	312	312
Csr	Pearson Correlation	.679**	.618**	1	.100
	Sig. (2-tailed)	.000	.000		.077
	N	312	312	312	312
Stratg	Pearson Correlation	.082	.140*	.100	1
	Sig. (2-tailed)	.148	.013	.077	
	N	312	312	312	312

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

*. Correlation is significant at the 0.05 level (2-tailed).

Source: own survey, 2021

The above table illustrates the correlation in between independent and dependent variables. Accordingly there is a positive and significant relationship in between green human resource management practices and sustainable business practices (r = .732, N = 312, p < 0.001) also there is a positive and significant relationship in between corporate social responsibility and sustainable business practices (r = .679, N = 312, p < 0.001) but there is insignificant relationship in between strategic planning and sustainable business practices.

Summary of Hypothesis Testing

Hypothesis	Finding
There is a significant and positive relationship in between GHRM and Sustainable business practices	Supported
There is a significant and positive relationship in between corporate social responsibility and Sustainable business practices	Supported
: There is a significant relationship in between strategic planning and Sustainable business practices	Not Supported

Source: own survey, 2021

Multiple Regression Analysis

Multiple regressions is based on correlation, but allows a more sophisticated exploration of the interrelationship among a set of variables. Therefore the researcher used to explore the relationship between dependent variable (sustainable business practices) and independent variables such as green human resource management practices, corporate social responsibility and strategic planning. Before carrying out multiple regression analysis the following assumption were tested.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.787[a]	.619	.615	.59281	1.910

a. Predictors: (Constant), stratg, csr, socio

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.787[a]	.619	.615	.59281	1.910

b. Dependent Variable: sust

Source: own survey, 2021

The above table depicts model summary. Accordingly, a highly significant relationship (p = .001) between the dependent variable and the linear combination of the predictor variables as indicated by R (.787). The coefficient of determination (R square) is a measure of how good prediction of the criterion variable that can be selected by knowing the predictor variables. Accordingly, 61.9% of the variation in the dependent variable was explained by the set of the above independent variables. However R- squared measures the proportion of the variation in the dependent variable explained by independent variables, irrespective of how well they are correlated to the dependent variable. This is not a desirable property of a goodness of – fit statistic. Conversely, adjusted R – squared provides an adjustment to the R- squared statistic such as an independent variable that has a correlation to dependent variable increases adjusted R-squared and any variable without a strong correlation will make adjusted R- squared decrease. Accordingly, adjusted R- squared, the variation is explained by the regression of dependent variable on the combined effect of all the predictor variables is 61.5%.

Independent of observation test

Independent of observation may also be tested by the Durbin- Watson coefficient, which uses standardized residuals. The Durbin – Watson statistics should be between 1.5 – 2.5 for independent observations. In this study, the value of Durbin – Watson from the above table is 1.910. This value is within the acceptable range of the assumption and it implies that the observations are independent.

ANOVA[b]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	175.647	3	58.549	166.607	.000[a]
	Residual	108.238	308	.351		
	Total	283.885	311			

a. Predictors: (Constant), stratg, csr, socio
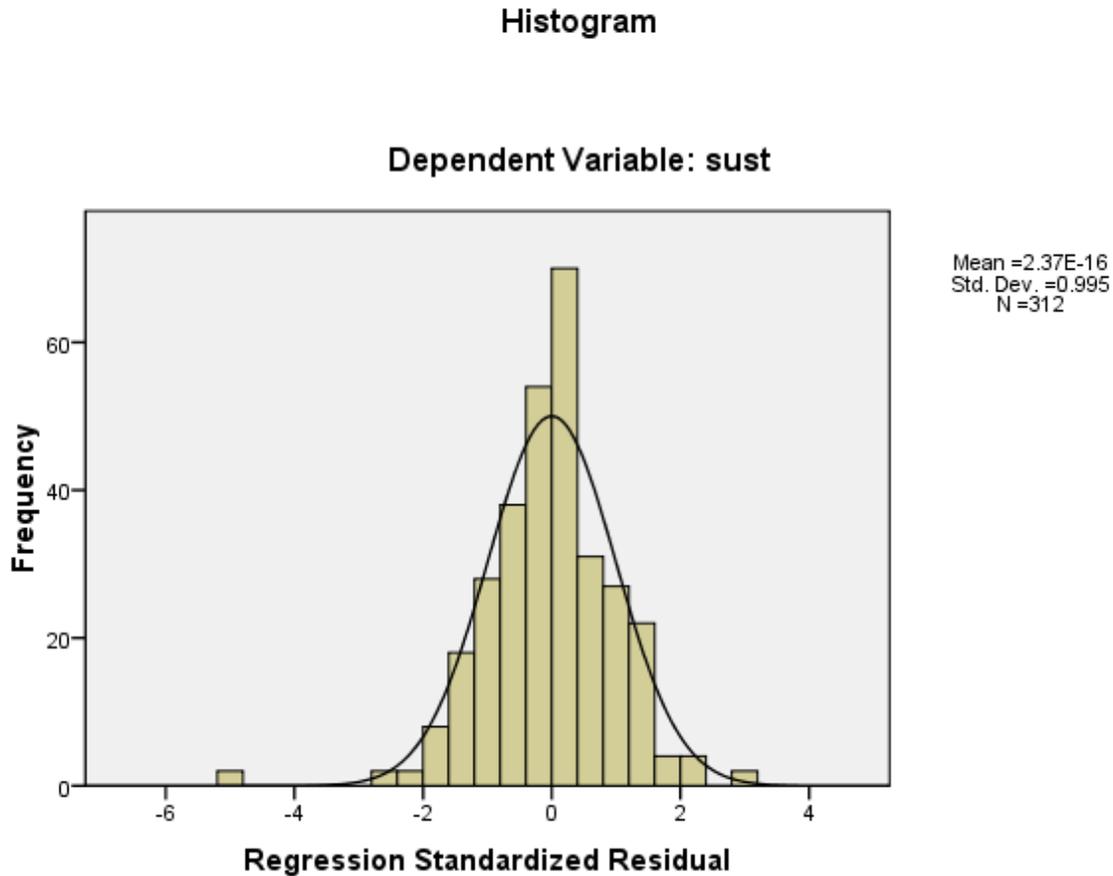
b. Dependent Variable: sust

Source: own survey, 2021

The analysis of variance (ANOVA) table provides statistics about the overall significance of the model being tested. The significant value which is also P-Value in the model is 0.000 which indicates the independent variable in the model explains the dependent variable. From the ANOVA (Analysis of variance) table shown above, it is possible to describe that, from the total observation value (283.885), the regression model explains majority of the observation(175.647). The remaining (108.238) is not explained by the model. Hence, it is possible to deduce that regression explains most of observations while the other observations are explained by extraneous variables. Mean square of the model (regression) represents the average amount of variation explained by the model is 58.549 and mean square of the residual is .351 which is the average amount of variation explained by extraneous variables (the unsystematic variation). The F – ratio (166.6) which indicates that a measure of the ratio of the variation explained by the model and the variation explained by extraneous variables. Hence,the value of F is large enough to conclude that the set of independent variables as a whole are contributing to the variance of sustainable business practices and therefore, the model represents actual practice of the business operators under study.

Normality of Residuals (Normality Test)
To be sure that the model is a good one, it is important to examine the residuals. The residuals should follow a normal distribution about the predicted dependent variable with a mean score of 0 and standard deviation of 1. A mean of 0 indicates the line is in the middle of the points. Once again, some are above and some are below. The normal distribution was shaped like a bell—it is symmetric, and most points were in the middle, with fewer and fewer farther from the mean. And the bell shape means that most points were close to the line, and there were fewer points farther from the line.

The histogram and p-p plot depicted in figure below shows that, the residuals seem normally distributed and the residuals were distributed with the approximate mean value of 0 and standard deviation of 0.995 which was approximately 1. Thus, the model fulfilled the assumption of normally test.

Histogram

Dependent Variable: sust

Test of linearity

According to Darlington (1968), Linearity defines the dependent variable as a linear function of the predictor (independent) variables Multiple regression can accurately estimate the relationship between dependent and independent variables when the relationship is linear in nature (Osborne & Waters, 2002).

This diagnostic test of linear regression assumes that the residuals should follow a straight-line in the Normal Probability Plot indicating that the relationship between the independent and dependent variable of the study was linear. As shown in figure below, the points lie in a reasonably straight diagonal line from bottom left to top right; it seems the linear regression fit the data on a straight line which confirmed existence of linearity.

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: sust
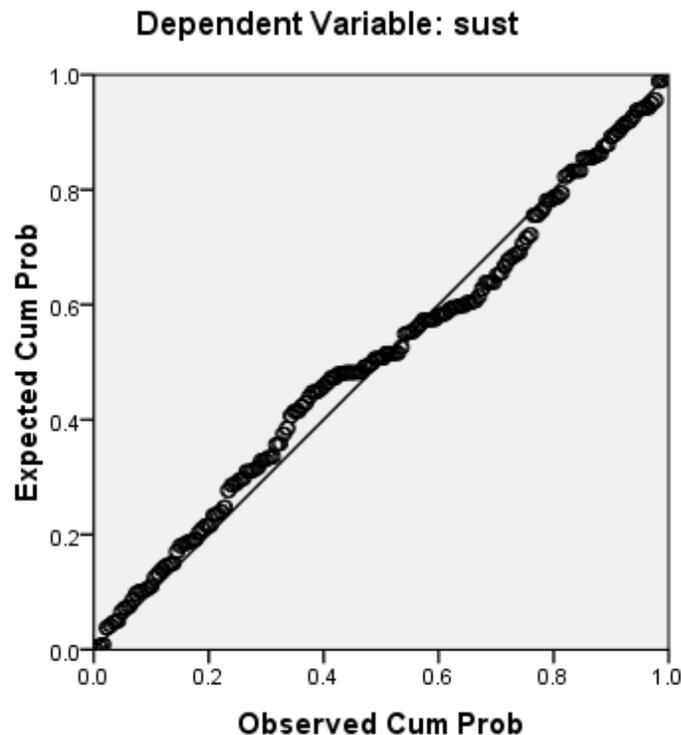
Multicollinearity Test

Co linearity occurs when two or more independent variables contain strongly redundant information. If variables are collinear, there is not enough distinct information in these variables for the multiple regressions to operate correctly. A multiple regression with two or more independent variables that measure essentially the same thing will produce errant results and this is called a problem of multi co linearity.

In this study the, as indicated in the table of variance inflation factor (VIF) below

Tolerance and Variance inflation factor (VIF) for independent variables were other methods of testing multi co linearity problem. According to Keith (2006), Tolerance (calculated as $1-R^2$ for each variable) measures the influence of one independent variable on all other independent variables. If the value of tolerance is less than 0.10, it shows that the multiple correlations with

other variables were high and there was a possibility of multi collinearity problem in the research. The other one was the VIF (Variance inflation factor), which is just the inverse of the Tolerance value (1 divided by Tolerance). The VIF is an index of the amount that the variance of each regression coefficient is increased over that with uncorrelated independent variables (Keith, 2006). According to (Keith, 2006; Shieh, 2010), the rule of thumb for a large VIF value is 10. When a predictor variable has a strong linear association with other predictor variables, the associated VIF are large (above 10) and is evidence of Multi collinearity problem (Shieh, 2010). As it was depicted table below, the tolerance value for each independent variable was above 0.10 and the VIF value for each independent variable was below 10. Therefore, the tolerance and VIF test methods of testing the multi co linearity of the study showed as there was no multi Collinearity problem in this study.

Collinearity Statistics

Variables		Tolerance	VIF
1	(Constant)		
	ghrm	.612	1.635
	Csr	.618	1.619
	Stratg	.980	1.020

Source: own survey, 2021

Multiple Regression Analysis

The un standardized coefficient of an independent variable (also called B or slope) measures the strength of its relationship with the dependent variable (sustainable business practices); this means, the variation in the sustainable business practices corresponds to the variation in the independent variables (such as: green human resource management practices, corporate social responsibility and strategic planning). A coefficient of 0 means that, the dependent variable do not consistently vary as the independent variables varies. In that case, it can be concluded that there is no linear relationship between the variables. In this research model, the coefficient for the GHRM is 0.487; and the coefficient for corporate social responsibility is 0.399. So, for a certain variation in each independent variable as stated above, there was a consistent variation in the sustainable business practices. That is, green human resource management practices predict sustainable business practices by 48.7%, and the corporate social responsibility predicts the sustainable business practices by 39.9%.

The standardized beta (β) coefficient column also showed that the contribution that an individual variable makes to the model. The beta weight is the average variation the dependent variable (sustainable business practices) increases when the independent variables (Green human resource management practices and corporate social responsibility) increase by one standard deviation (all other independent variables are held constant). Thus, the largest influence on sustainability business practices is from the green human resource management practices (.508), and the next is corporate social responsibility (.367) . The table which is illustrated below further shows that all the explanatory (independent) variables included in this study except strategic planning can significantly explain to the variation on the dependent variable at 95% confidence level. That means in other words, a unit intervention by green human resource management practices can enhance sustainable business practices by 50.8% being other things remain constant also a unit intervention made by corporate social responsibility enhances(affects)   sustainable business practices by 36.7% being other things held constant.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.597	.221		2.695	.007
	ghrm	.487	.043	.508	11.300	.000
	Csr	.399	.049	.367	8.195	.000
	Stratg	-.066	.090	-.026	-.727	.468

a. Dependent Variable: sust

Source: own survey, 2021

Discussions

The finding of the study reveals that there is a positive and significant relationship in between green human resource management practices and sustainable business practices (r = .732, N = 312, p < 0.001) also there is a positive and significant relationship in between corporate social responsibility and sustainable business practices (r = .679, N = 312, p < 0.001) but there is no relationship in between strategic planning and sustainable business practices. In addition to the above findings, the regression analysis also reveals that the largest influence on sustainability business practices is from the green human resource management practices (.508) and the next is corporate social responsibility (.367).That means in other words, a unit intervention by green human resource management practices can enhance sustainable business practices by 50.8% being other things remain constant also a unit intervention made by corporate social responsibility enhances(affects) sustainable business practices by 36.7% being other things held constant.

The finding of the study also revealed that the firm recycles the materials that it produces that is indicated by the mean of 3.32, and the firms' play role in reducing wastes, making use less

paper, employing energy-efficient technologies and conserving water that is expressed in the mean result of 3.72, 3.77, 3.81 and 3.75 respectively. Hence, it is possible to infer that companies were operating their businesses in environment friendly conditions. Also, some literatures reveal that sustainability recognizes that companies are fully aware of the impact of their behaviour on the material and immaterial situation of their direct and indirect environment (Anggadwita, G.; Mustafid, Q.Y.,2014) It deals not only with the exploration of opportunities and threats in the market, but also with analyzing consciously the social, environmental, and economic impact that the developed business activity is having on the territory. It is also important to bear in mind that sustainability contributes greatly to the economic and non-economic development of a country because it creates employment sources, improves products and processes, establishes new companies, and it changes people's lives (Cohen, B.;Winn, M.I,2007 & Szopik-Depczyn´ ska, K. *et al*., 2017)

In line with green human resource management practices the finding reveals that the firm actively undergoing employees training on sustainability which is indicated by a mean result of 3.7, the firm recruits those individuals who are aware of about environmental sustainability and it minimizes wastes with a mean result of 3.55 and 3.6 respectively. Also, green human resource management practices significantly affect sustainable business practices, Therefore, the finding is consistent with Kitazawa & Sarkis(2000)who revealed that training employees on environmental issues and empowering them significantly associated with reduction of pollution. In additions, promoting incentive programs for employees enhances their participations in organizational sustainability.

Pertaining to corporate social responsibility the study found that the companies under researched were operating their businesses in a way that maintains the corporate social responsibility norms with a mean value of 3.625. Hence it is possible to infer that companies are at their level best in meeting the corporate social responsibility obligations to the community at large. Hence the finding of the study is consistent with other literatures. Therfore, the finding is consistent with Camilleri (2017) who reveals that both corporate social responsibility and sustainability would be seen as strategic in their very nature, of course, businesses are simultaneously capable of being socially and environmentally responsible entities as they are doing well economically

In line with strategic planning, the study found that preparation of long term plan results in efficient Energy management, evaluation of the company's strategic goals enhance utilization of opportunities and strategic planning accelerates firms' conservation of resources with mean values: 1.589, 1.551 and 1.521 respectively. But the inferential finding reveals strategic planning is not significantly related with sustainable business practices . But literatures reveal that strategic planning signifies a significant stage of management process that helps in choosing the best courses of action with existing organizational capabilities and plays a major role in realizing organizational efficiencies and effectiveness (Yousefi and Boudhaiba, 2018). Also there

is a significant relationship between strategic planning and performance of organizations. Some authors reveal that there is a relationship between strategic planning and sustainability (M. R., Mohamed *et al.,*2021)

Conclusion and Recommendations

Sustainability is the critical challenge of the day and is not managed by an individual firms, rather it is maintained by the cumulative effect of the efforts to be exerted by companies. It is also important to bear in mind that sustainability contributes greatly to the economic and non-economic development of a country because it creates employment sources, improves products and processes, establishes new companies, and it changes people's lives.

Generally speaking, the study found out, Green human Resource Management and corporate social responsibility had significant effect on sustainable business practices. Hence, in order to maintain a sound business practices, firms are advised to exert efforts on the green human resource management practices and fulfilling corporate social responsibilities as they significantly affect sustainable business practices. That means, advocating green Human Resource management practices such as: green recruitment which is to mean recruiting those employees who are aware of environmental issues, shaping organizational culture, retention, training, career path development, etc, in line with sustainability. Also, fulfilling corporate social responsibility would enhance sustainable business practices.

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