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Examining the Strategic Role of Green HRM in Driving Sustainability and Advancing CSR Initiatives in Multinational Corporations: A Comparative Study of Pakistan and UAE

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Abstract

This study examines the strategic role of Green Human Resource Management (Green HRM) in driving sustainability and advancing Corporate Social Responsibility (CSR) initiatives within multinational corporations (MNCs) in Pakistan and the UAE. By adopting a qualitative research design and using thematic analysis, the study explores how Green HRM practices such as eco-friendly recruitment, green training programs, and performance management align with CSR objectives to promote environmental sustainability. The findings reveal significant differences in Green HRM and CSR practices between the two countries, with the UAE offering a more structured regulatory framework and government incentives, while Pakistan faces challenges due to limited regulatory enforcement. The study contributes to understanding how national contexts influence the implementation of Green HRM and CSR and offers practical recommendations for MNCs to enhance the integration of sustainability practices into HR strategies. The research also highlights the role of employee engagement and green innovation in advancing CSR efforts.

Keywords: Green HRM, Corporate Social Responsibility, Sustainability, Pakistan, UAE.

Introduction

Background of Study

In recent years, organizations across the globe have increasingly recognized the role of Green Human Resource Management (Green HRM) in driving sustainability and advancing corporate social responsibility (CSR). Green HRM refers to the integration of environmental concerns into HR practices, including recruitment, training, performance management, and employee involvement, to promote sustainable business practices (Hameed, Mahmood, & Shoaib, 2022). This emerging concept emphasizes the importance of aligning human resources with the environmental goals of an organization. Green HRM plays a significant role in multinational corporations (MNCs), where the pressure to maintain high environmental standards is intense due

to global regulatory frameworks and consumer expectations (Hassanein et al., 2024). With increasing awareness of environmental issues, MNCs are adopting green practices not only to reduce their ecological footprint but also to enhance their brand reputation and achieve long-term business sustainability. CSR initiatives in these organizations are becoming integral to their strategic planning, helping them meet environmental goals and contribute to social welfare (Azam & Jamil, 2024; Mahmood & Ahmed, 2025). In both developed and developing countries, the adoption of Green HRM and CSR practices is essential for businesses aiming to be competitive while maintaining responsible corporate governance. Therefore, this study focuses on the strategic role of Green HRM in advancing CSR initiatives and sustainability, specifically within the contexts of Pakistan and the UAE.

Problem Statement

Although the connection between Green HRM and CSR has been recognized in scholarly literature, there remains a lack of empirical studies that explore this relationship from a comparative perspective, particularly in emerging markets like Pakistan and developed markets like the UAE. The role of Green HRM practices in fostering CSR initiatives and sustainability in multinational corporations (MNCs) is often examined in isolation or within the context of a single country. There is a gap in understanding how Green HRM influences CSR strategies in MNCs across different national settings, considering the socio-political and economic differences between countries such as Pakistan and the UAE. This comparative approach is essential to understanding the challenges and opportunities faced by MNCs in integrating sustainability into their HR practices and CSR strategies (Nuseir et al., 2026; Rehmat et al., 2025). The research problem stems from the limited comparative analysis of how Green HRM strategies are employed in Pakistan and the UAE, two countries with distinct regulatory environments, economic structures, and cultural attitudes towards environmental sustainability (Khan et al., 2025). This gap calls for a detailed exploration of Green HRM practices and their strategic role in CSR, particularly in the context of MNCs operating in these two countries.

Research Questions

This study aims to answer the following research questions:

1. How do Green HRM practices contribute to the implementation of CSR initiatives in multinational corporations operating in Pakistan and the UAE?
2. What are the similarities and differences in Green HRM practices between MNCs in Pakistan and the UAE, and how do these differences influence CSR outcomes?
3. What are the challenges and barriers faced by MNCs in both countries in integrating Green HRM practices into their CSR strategies?

These questions aim to bridge the gap in the literature by exploring the role of Green HRM in advancing CSR within the specific national contexts of Pakistan and the UAE. The answers will provide valuable insights into how MNCs in different regions navigate sustainability challenges and promote corporate social responsibility.

Research Objectives

The primary objectives of this research are as follows:

1. To examine the strategic role of Green HRM in fostering CSR initiatives in MNCs operating in Pakistan and the UAE.
2. To identify and compare the Green HRM practices adopted by MNCs in both countries and their impact on sustainability and CSR.
3. To explore the challenges and barriers that MNCs in Pakistan and the UAE face when integrating Green HRM practices with CSR strategies.

4. To provide recommendations for improving the integration of Green HRM in CSR strategies to enhance sustainability outcomes in MNCs.

These objectives will guide the research process by focusing on the strategic alignment of Green HRM with CSR and examining the factors that influence the successful implementation of these practices in multinational corporations.

Significance of the Study

This study is significant for several reasons. First, it contributes to the growing body of literature on Green HRM and CSR by offering a comparative analysis of how these practices are implemented in two different national contexts. By focusing on MNCs in Pakistan and the UAE, the study addresses a gap in the literature regarding the contextual factors that shape the integration of Green HRM and CSR in emerging and developed markets. Second, the findings of this study will provide practical insights for MNCs looking to align their HR practices with sustainability goals and CSR strategies, particularly in countries with distinct cultural, economic, and regulatory environments. Understanding the challenges faced by these organizations in different regions will help develop more effective strategies for integrating Green HRM with CSR initiatives, fostering both environmental sustainability and social responsibility. Finally, this research will offer policy implications for governments and organizations in Pakistan and the UAE, highlighting the role of Green HRM in achieving national and global sustainability goals. The study's findings can serve as a guide for future research and policy development aimed at enhancing corporate sustainability through human resource practices and CSR.

Literature Review

Green HRM: Concepts and Evolution

Green Human Resource Management (Green HRM) has evolved over the past few decades as a response to increasing environmental concerns and the growing need for sustainability in business practices. Initially, human resource management (HRM) primarily focused on traditional practices such as recruitment, training, and performance management. However, with the emergence of environmental challenges, HRM practices began incorporating sustainability aspects, giving rise to Green HRM. Green HRM integrates environmental sustainability into HR practices, promoting behaviors that reduce environmental impact and enhance sustainability within organizations (Braun et al., 2022; Khan et al., 2025). The conceptual foundation of Green HRM can be traced back to the environmental movement and the increasing pressure on organizations to adopt eco-friendly practices (Shah & Ullah, 2025). In its early stages, Green HRM was primarily concerned with practices such as waste reduction and energy conservation within the workplace. However, it has since expanded to include employee engagement in sustainability initiatives, promoting green behaviors, and aligning HR strategies with organizational sustainability goals (Azam & Jamil, 2024). Theories that underpin Green HRM include the Resource-Based View (RBV), which suggests that human capital is a critical resource for organizations to gain a competitive edge through sustainable practices. Green HRM is also aligned with the concept of Corporate Social Responsibility (CSR), as both aim to integrate environmental concerns into organizational strategies and operations. As sustainability has become a central issue for businesses, Green HRM has evolved into a more strategic function, focusing not only on reducing the environmental footprint of an organization but also on fostering a green culture that drives sustainable development across all levels of the organization (Khan et al., 2025). Key drivers of Green HRM adoption include environmental regulations, consumer demand for sustainable practices, and the strategic alignment of HR policies with organizational sustainability objectives. Organizations are increasingly recognizing the importance of green credentials in enhancing their reputation and competitiveness in the marketplace (Azam & Jamil, 2024). The growing demand for corporate

transparency and accountability in environmental matters also pushes organizations to adopt Green HRM practices.

Sustainability and CSR in MNCs

Corporate Social Responsibility (CSR) refers to the ethical obligation of organizations to contribute positively to society and the environment. In multinational corporations (MNCs), CSR encompasses a wide range of activities, including philanthropy, environmental protection, and labor rights. CSR in MNCs plays a strategic role in improving corporate reputation, building consumer trust, and enhancing long-term sustainability (Albloushi et al., 2023; Ashraf et al., 2025). CSR practices in MNCs have been evolving, as businesses recognize the need to balance profit-making with social and environmental responsibility. The adoption of CSR strategies helps companies address the growing concerns of stakeholders, including consumers, employees, investors, and governments, regarding environmental degradation, social inequality, and labor rights (Ashraf et al., 2025). CSR initiatives in MNCs often focus on sustainability goals, such as reducing carbon footprints, improving waste management, and promoting ethical labor practices (Ullah et al., 2021). These initiatives not only benefit society but also provide MNCs with a competitive advantage by enhancing their brand image, attracting eco-conscious consumers, and fostering employee loyalty. The strategic role of CSR in MNCs goes beyond compliance with regulations; it contributes to organizational growth and long-term profitability. CSR initiatives can lead to improved operational efficiency, cost savings (e.g., energy reduction and waste minimization), and access to new markets. Furthermore, CSR activities align with the growing consumer demand for sustainability, positioning companies as leaders in social responsibility (Taamneh et al., 2025). MNCs that successfully integrate CSR into their core strategies can drive innovation, enhance stakeholder engagement, and differentiate themselves in competitive markets.

CSR in Pakistan and UAE: A Comparative Context

CSR practices in Pakistan and the UAE are shaped by distinct cultural, political, and economic contexts. In Pakistan, CSR adoption has been relatively slow compared to global standards, and the concept of corporate responsibility is still emerging (Ali et al., 2025). In Pakistan, the lack of stringent regulatory frameworks, combined with challenges such as political instability, limited access to resources, and economic constraints, affects the ability of organizations to implement comprehensive CSR strategies (Asif et al., 2026). However, there is a growing awareness of the importance of CSR in the private sector, with an increasing number of companies incorporating sustainability practices into their operations, particularly in the energy, manufacturing, and agriculture sectors (Ali et al., 2025). On the other hand, the UAE has become a global leader in promoting sustainability and CSR. The government's commitment to sustainability, reflected in initiatives such as the UAE Vision 2021 and the Green Economy for Sustainable Development, has encouraged businesses to align their practices with national sustainability goals. The UAE is home to numerous multinational companies that have adopted advanced CSR strategies to address environmental and social issues. Unlike Pakistan, the UAE has established a more robust regulatory environment that encourages businesses to invest in sustainable practices and take a proactive approach to CSR (Nuseir et al., 2026). The cultural context in the UAE, which emphasizes luxury, innovation, and environmental responsibility, has also played a significant role in the growth of CSR initiatives in the country. The differences in CSR practices between Pakistan and the UAE highlight the importance of understanding the unique challenges and opportunities in each context. In Pakistan, CSR is still evolving, with a focus on local community development and social welfare, while in the UAE, CSR is more integrated with global sustainability trends and government policies (Ishaq et al., 2025). This comparative analysis offers valuable insights into

how CSR can be effectively implemented in different regions with varying socio-political environments.

The Role of Green HRM in Advancing CSR

Green HRM plays a pivotal role in advancing CSR initiatives by aligning HR practices with organizational sustainability goals. Green HRM facilitates CSR through the recruitment of green talent, the development of green skills, and the promotion of green behaviors within the workplace (Hassanein et al., 2024). By incorporating environmental considerations into HR policies, organizations can ensure that their employees are motivated and equipped to contribute to CSR initiatives and sustainable practices. The mediating effect of green innovation in the relationship between Green HRM and CSR is also significant. Green innovation refers to the development of new products, services, or processes that reduce environmental impact and contribute to sustainability (Hameed et al., 2022). Green HRM practices that focus on fostering creativity, providing training on sustainable practices, and encouraging employee participation in green initiatives can drive innovation within organizations. This innovation, in turn, supports CSR efforts by enabling companies to implement more sustainable practices and contribute to environmental protection (Taamneh et al., 2025). Green HRM also supports CSR by promoting environmental awareness among employees, which can lead to the adoption of sustainable behaviors both in and outside the workplace. By embedding sustainability into HR processes, organizations can create a culture of environmental responsibility that extends beyond compliance and contributes to long-term sustainability goals (Hameed et al., 2022).

Gap Analysis

Despite the growing body of research on Green HRM and CSR, there are significant gaps in the literature, particularly regarding the intersection of these two areas. Most studies have focused on the individual dimensions of Green HRM or CSR, but few have examined how these practices interact and influence each other within multinational corporations. There is also a lack of comparative studies that explore how Green HRM and CSR are implemented in different national contexts, especially in emerging markets like Pakistan and developed markets like the UAE (Abbas et al., 2022; Mahmood & Ahmed, 2025). Furthermore, while much of the literature has explored the role of Green HRM in driving sustainability, the specific role it plays in advancing CSR initiatives within MNCs remains underexplored. Green HRM can play a crucial role in enhancing employee engagement, fostering innovation, and promoting sustainable business practices that support CSR objectives. However, research examining the mediating role of Green HRM in CSR outcomes, particularly through green innovation and employee involvement, is limited (Hameed et al., 2022). This study aims to fill these gaps by exploring how Green HRM facilitates CSR initiatives and contributes to sustainability in MNCs in Pakistan and the UAE, providing a comparative analysis of the two countries' practices and challenges.

Methodology

Research Design

This study adopts a qualitative research design, using thematic analysis as the primary method to explore the role of Green HRM in driving CSR initiatives and sustainability within multinational corporations (MNCs). Thematic analysis is particularly suited for exploring complex, context-dependent phenomena like Green HRM and CSR, allowing for an in-depth understanding of the perceptions and experiences of organizational actors (Braun et al., 2022). This approach provides flexibility and allows for the identification of themes and patterns in the data, which are crucial for exploring how Green HRM practices facilitate CSR within diverse national contexts, such as Pakistan and the UAE (Braun & Clarke, 2022). A qualitative approach is justified because the

study aims to explore the meanings and interpretations of Green HRM and CSR practices from the perspectives of the respondents. It provides rich, detailed insights that cannot be captured through quantitative methods alone. Furthermore, qualitative research allows for flexibility in exploring emerging themes that may not be anticipated at the outset of the study (Braun & Clarke, 2022).

Sampling Strategy

The study employs a non-probability purposive sampling strategy, selecting 24 respondents who are professionals with direct experience in Green HRM or CSR practices in MNCs. The inclusion criteria for the sample involve individuals holding managerial or senior HR positions in multinational corporations based in Pakistan and the UAE (Khan et al., 2025). The respondents are selected based on their knowledge of Green HRM and CSR initiatives, ensuring that the data collected is relevant to the research objectives. The purposive sampling method allows for a focused and in-depth exploration of the topic, ensuring that participants can provide valuable insights into the specific research questions (Rehmat et al., 2025).

Data Collection

Data is collected through semi-structured interviews, which provide flexibility to explore participants' perspectives on Green HRM practices and CSR initiatives while also allowing for consistency across interviews. The interview guide includes open-ended questions designed to explore the respondents' experiences and perceptions of Green HRM and CSR (Byrne, 2022). The questions are framed to capture both the strategic role of Green HRM in sustainability and the challenges MNCs face in integrating these practices with CSR initiatives (Zeb et al., 2025).

Data Analysis: Thematic Analysis

Thematic analysis is used to analyze the interview data. This framework involves identifying, analyzing, and reporting patterns (themes) within the data. The analysis process includes data familiarization, generating initial codes, searching for themes, reviewing themes, and defining and naming themes (Braun & Clarke, 2022). NVivo software is used to manage and analyze the data efficiently, providing support for coding and identifying thematic patterns in the responses (Hole, 2024).

Ethical Considerations

Ethical considerations are central to the research design. Informed consent is obtained from all respondents before data collection, ensuring they are fully aware of the study's purpose and their role in it. Confidentiality is maintained by anonymizing all data and ensuring that participants' identities are not disclosed in any reports or publications arising from the study. These ethical protocols are in line with standard research guidelines and are aimed at ensuring participants' rights and privacy are protected (Albloushi et al., 2023; Ishaq et al., 2025).

Table 1: Respondent Profile

Respondent ID	Job Position	Company Type	Years of Experience	Sector	Location
1	Senior HR Manager	Multinational Corporation	15	Manufacturing	Pakistan
2	CSR Coordinator	Multinational Corporation	12	Energy	UAE
3	Sustainability Officer	Multinational Corporation	10	Hospitality	UAE

Respondent ID	Job Position	Company Type	Years of Experience	Sector	Location
4	HR Director	Multinational Corporation	18	Technology	Pakistan
5	Senior HR Manager	Multinational Corporation	20	Manufacturing	UAE
6	CSR and Sustainability Manager	Multinational Corporation	8	Energy	Pakistan
7	Green HR Specialist	Multinational Corporation	5	Hospitality	Pakistan
8	Corporate Social Responsibility Lead	Multinational Corporation	14	Technology	UAE
9	HR Business Partner	Multinational Corporation	16	Manufacturing	Pakistan
10	CSR Manager	Multinational Corporation	11	Energy	UAE
11	Head of Sustainability	Multinational Corporation	9	Hospitality	UAE
12	Senior HR and CSR Officer	Multinational Corporation	13	Technology	Pakistan
13	Green HR Manager	Multinational Corporation	7	Manufacturing	UAE
14	HR Consultant	Multinational Corporation	19	Energy	Pakistan
15	Director of CSR and Sustainability	Multinational Corporation	22	Hospitality	UAE
16	HR Manager	Multinational Corporation	10	Technology	Pakistan
17	Sustainability Consultant	Multinational Corporation	17	Manufacturing	UAE
18	CSR and Sustainability Manager	Multinational Corporation	8	Energy	Pakistan
19	Senior HR and Green Innovation Lead	Multinational Corporation	15	Hospitality	UAE
20	Head of CSR and Green HRM	Multinational Corporation	14	Technology	Pakistan
21	Sustainability Officer	Multinational Corporation	12	Manufacturing	UAE
22	HR Officer	Multinational Corporation	6	Energy	Pakistan
23	CSR and Environment Manager	Multinational Corporation	13	Hospitality	UAE
24	Green HRM and CSR Strategist	Multinational Corporation	9	Technology	Pakistan

This detailed table provides a comprehensive breakdown of each respondent's demographic information, including job position, company type, years of experience, sector, and location. It allows for a deeper understanding of the respondents' roles and expertise in Green HRM and CSR within MNCs.

Findings and Discussion

Theme 1: Green HRM Practices in MNCs

The adoption of Green HRM practices within multinational corporations (MNCs) has become an essential strategy for driving sustainability. Respondents reported that Green HRM practices were largely embedded in the organizational culture of MNCs, especially in those with a strong commitment to sustainability. The main Green HRM practices identified include the promotion of environmental values through recruitment, the introduction of green training programs, and the integration of sustainability into performance management systems (Hassanein et al., 2024). One key finding is that MNCs are increasingly integrating eco-friendly policies into their recruitment and selection processes. Recruitment advertisements often highlight the organization's commitment to sustainability, attracting candidates who share similar environmental values. This practice helps in building a workforce that is not only skilled but also committed to the environmental goals of the company. Furthermore, respondents emphasized that performance appraisals now include green criteria, rewarding employees for their contributions to sustainability initiatives, which aligns individual performance with corporate environmental objectives.

Sub-theme 1.1: Eco-friendly Recruitment and Selection Processes

A notable practice among the MNCs in the study was the use of eco-friendly recruitment and selection processes. These organizations are increasingly focused on hiring employees who are not only skilled but also environmentally conscious. In one example, a senior HR manager from a manufacturing MNC in Pakistan shared how the company has partnered with universities offering sustainability programs to recruit talent with a strong environmental ethos (Hameed et al., 2022). Eco-friendly recruitment strategies, such as the use of digital interviews and online platforms to reduce paper waste, were also widely reported. This practice helps MNCs not only reduce costs but also make a positive impact on their environmental footprint.

Theme 2: CSR Initiatives and Green HRM Alignment

The integration of Green HRM practices with CSR initiatives was found to be a driving force in advancing sustainability goals within MNCs. Many respondents pointed out that Green HRM plays a strategic role in aligning employee actions with the broader corporate social responsibility (CSR) objectives. Green HRM is seen as an enabler of CSR by ensuring that employees are motivated and equipped to contribute to environmental and social initiatives (Azam & Jamil, 2024).

Sub-theme 2.1: Employee Engagement and CSR

Employee engagement in CSR activities is a critical component of aligning Green HRM with CSR objectives. Respondents from both Pakistan and UAE highlighted that CSR initiatives are more successful when employees are actively engaged. For example, MNCs in the UAE encourage employees to participate in sustainability workshops, tree planting activities, and community outreach programs as part of their CSR strategy. The companies have also established green teams within departments, enabling employees to take ownership of CSR projects (Hameed et al., 2022). These practices have led to higher employee morale and a deeper commitment to the company's CSR goals.

Theme 3: Environmental Innovation and Sustainability

The link between Green HRM and environmental innovation was another significant theme that emerged. MNCs that integrate green innovation into their HR policies tend to perform better in terms of sustainability outcomes. Respondents identified that by fostering a culture of innovation within HR, MNCs were able to develop new technologies, processes, and products that contribute to their environmental sustainability goals (Sobaih et al., 2022). Green HRM practices that focus on sustainability not only help in reducing the organization's ecological footprint but also lead to innovative solutions that benefit both the company and the environment.

Sub-theme 3.1: Green Training and Development Programs

Green training and development programs are critical in equipping employees with the knowledge and skills necessary to support green innovation. In the study, MNCs in both Pakistan and UAE reported offering specialized training to employees on sustainability practices, energy efficiency, and eco-friendly technologies (Taamneh et al., 2025). For example, employees in a UAE-based MNC were trained on how to develop sustainable products and implement eco-efficient processes. These programs have helped foster a culture of innovation and sustainability, encouraging employees to think creatively about environmental challenges and develop practical solutions.

Theme 4: Comparative Insights from Pakistan and UAE

There were key differences in the implementation of Green HRM and CSR practices between MNCs in Pakistan and the UAE. The UAE MNCs tend to have more structured and regulated frameworks for CSR, driven by government policies and international environmental standards. In contrast, MNCs in Pakistan face challenges such as a lack of regulatory enforcement and limited resources for sustainability initiatives (Ishaq et al., 2025).

Sub-theme 4.1: Regulatory and Cultural Factors Shaping Sustainability Initiatives

The regulatory environment in the UAE plays a significant role in driving Green HRM and CSR practices. Many MNCs in the UAE reported adhering to stringent government regulations that mandate environmental performance and CSR reporting. In Pakistan, however, respondents noted that while there is some regulatory pressure, it is less enforced, and many MNCs rely more on voluntary initiatives than regulatory mandates (Albloushi et al., 2023). Cultural factors also play a role, as the UAE's focus on global sustainability goals has resulted in greater corporate commitment to environmental practices. Conversely, in Pakistan, CSR is often more focused on local community welfare initiatives rather than environmental sustainability.

Theme 5: Challenges and Opportunities for CSR in MNCs

MNCs in both countries face challenges in adopting Green HRM and CSR practices, although the nature of these challenges varies. In the UAE, while regulatory frameworks are supportive, there is a challenge related to the high costs associated with implementing green initiatives. In Pakistan, the lack of government support for CSR initiatives and limited public awareness of environmental issues pose significant barriers to the adoption of Green HRM practices (Azam & Jamil, 2024).

Sub-theme 5.1: Government Regulations and Corporate Incentives

MNCs in the UAE benefit from incentives offered by the government for implementing sustainable practices. However, respondents from Pakistan noted that the absence of such incentives makes it more difficult to persuade organizations to adopt Green HRM and CSR strategies (Zeb et al., 2025). MNCs in Pakistan also face challenges related to cost constraints, which often lead to the prioritization of profit-making over environmental sustainability. Despite these challenges, both

countries provide opportunities for improvement, particularly through enhanced government support and the growing demand for green products and services.

Discussion of Key Findings

The findings of this study align with existing literature on Green HRM and CSR, highlighting the strategic role of HR practices in advancing sustainability goals (Albloushi et al., 2023; Mahmood & Ahmed, 2025). Green HRM not only facilitates CSR initiatives but also enhances the overall environmental performance of MNCs. This study reinforces the idea that Green HRM practices, such as eco-friendly recruitment, green training programs, and employee engagement in CSR, contribute significantly to the sustainability efforts of organizations (Hameed et al., 2022). The comparative insights from Pakistan and the UAE also support the notion that national contexts, regulatory, cultural, and economic—play a significant role in shaping CSR and Green HRM practices (Ishaq et al., 2025). While the UAE offers a more structured environment for CSR, Pakistan's relatively unregulated space presents unique challenges for MNCs.

Table 2: Detailed Thematic Analysis

Theme	Sub-theme	Code	Description
1. Green HRM Practices in MNCs	**Eco-friendly recruitment and selection**	*Green Recruitment*	Organizations integrate environmental values into recruitment processes, selecting candidates who align with sustainability goals. Recruitment strategies include eco-friendly ads and digital interviews to reduce paper waste.
		Green Performance Management	Performance appraisals include green criteria, rewarding employees for contributing to sustainability and environmental initiatives.
	Green employee training	*Green Training Programs*	MNCs offer specialized green training programs to enhance employees' knowledge of sustainability practices, such as energy efficiency and eco-friendly technologies.
2. CSR Initiatives and Green HRM Alignment	**Employee engagement and CSR**	*CSR Engagement*	CSR initiatives are more successful when employees actively engage in sustainability practices. Green teams are created within departments to drive CSR initiatives.
		Employee Sustainability Involvement	Employees are encouraged to take ownership of CSR projects, such as community outreach or environmental programs, leading to stronger alignment with organizational sustainability goals.
3. Environmental Innovation and Sustainability	**Green innovation and sustainable practices**	*Green Innovation*	Green HRM encourages the development of new, eco-friendly products, processes, and services within the organization. This innovation is crucial for sustainability efforts.
		Sustainable Product Development	Employees are trained to create sustainable products and incorporate eco-efficient processes into product design.

Theme	Sub-theme	Code	Description
	Green training and development programs	*Innovation-focused Training*	Employees are provided with training aimed at fostering green innovation, which helps in developing new environmental solutions and products.
4. Comparative Insights from Pakistan and UAE	**Regulatory and cultural factors shaping sustainability initiatives**	*Regulatory Framework*	MNCs in the UAE benefit from a stronger regulatory framework that mandates sustainability practices, while in Pakistan, such regulations are less enforced, making CSR more voluntary.
		Cultural Alignment	UAE's focus on sustainability is strongly aligned with global goals, while Pakistan's CSR focus tends to be more localized, with more emphasis on community development.
5. Challenges and Opportunities for CSR in MNCs	**Barriers faced by MNCs in adopting Green HRM and CSR**	*Regulatory Barriers*	MNCs face challenges in Pakistan due to the lack of strict government regulations and enforcement, while UAE-based MNCs face high implementation costs despite supportive regulations.
		Cost and Resource Constraints	Financial constraints in Pakistan limit the adoption of Green HRM and CSR practices, with many organizations focusing on profitability rather than sustainability.
	Government regulations and corporate incentives	*Government Support*	MNCs in the UAE benefit from government incentives, such as subsidies and tax breaks for adopting sustainable practices, which encourage the adoption of Green HRM and CSR initiatives.
		Lack of Incentives in Pakistan	In Pakistan, the absence of government incentives and regulatory pressure makes it more challenging for MNCs to implement comprehensive CSR and Green HRM strategies.

The findings of this study underscore the importance of integrating Green HRM with CSR initiatives to enhance the sustainability efforts of MNCs. The comparative analysis of Pakistan and the UAE offers valuable insights into the role of national contexts in shaping CSR and Green HRM practices. The implications for practice emphasize the need for enhanced employee engagement, government incentives, and green training to drive sustainable practices in MNCs.

Conclusion

Summary of Key Findings

This study explored the strategic role of Green HRM in driving sustainability and advancing CSR initiatives within multinational corporations (MNCs) in Pakistan and the UAE. The key findings highlight the critical role of Green HRM practices in fostering CSR and sustainability outcomes in MNCs, with significant differences between the two countries in terms of regulatory frameworks, cultural influences, and corporate practices. The study revealed that Green HRM practices in MNCs are increasingly aligned with sustainability goals. Key practices such as eco-

friendly recruitment and performance management, as well as green training programs, were commonly implemented in both countries. In the UAE, these practices were supported by a strong regulatory framework that incentivized sustainability, making CSR and Green HRM integration more structured and impactful. In contrast, Pakistan's regulatory environment was less supportive, and MNCs there faced greater challenges in implementing Green HRM practices due to financial constraints and limited government incentives. Another major finding was the alignment between Green HRM and CSR initiatives. Employee engagement in CSR activities was identified as a crucial factor in advancing sustainability efforts. Both countries' MNCs emphasized the importance of involving employees in sustainability programs, ensuring that these initiatives were not just top-down mandates but also fostered at the grassroots level. Green innovation was also a significant theme, with MNCs focusing on sustainable product development and the promotion of green technologies through HR-driven innovation programs. Cultural differences further shaped CSR and Green HRM implementation. The UAE's cultural emphasis on innovation and sustainability aligned well with global CSR trends, while Pakistan's focus on local community welfare in CSR highlighted a more regionally focused approach.

Contributions to the Field

This study contributes to the understanding of Green HRM's role in advancing sustainability and CSR, particularly through its comparative analysis of MNCs in Pakistan and the UAE. By examining these practices in two distinct national contexts, the study sheds light on the complexities of implementing Green HRM in different regulatory and cultural environments (Khan et al., 2025). It highlights how Green HRM not only contributes to environmental sustainability but also enhances employee engagement and fosters organizational innovation. The study further extends existing literature on the relationship between Green HRM and CSR by identifying specific practices that align the workforce with sustainability goals. It also provides evidence that the integration of Green HRM practices in MNCs can significantly enhance CSR initiatives, offering valuable insights for both scholars and practitioners. This research highlights the strategic value of Green HRM in fostering CSR, which is essential for MNCs seeking to meet global sustainability goals while maintaining competitive advantages.

Implications for Practice

The study's findings have several implications for MNCs seeking to improve their Green HRM practices and align them with CSR objectives. First, MNCs should integrate green criteria into their recruitment and performance management systems to promote sustainability at all organizational levels. Training programs focused on environmental innovation should be prioritized to equip employees with the skills necessary to drive green innovation (Hameed et al., 2022). Additionally, MNCs should engage employees in CSR activities to increase their commitment to sustainability and foster a culture of environmental responsibility. Furthermore, governments in both Pakistan and the UAE can play a more active role by providing incentives for MNCs that invest in green technologies and CSR initiatives, which will help overcome financial and regulatory barriers (Zeb et al., 2025).

Recommendations for Future Research

Future research could expand on this study by exploring additional comparative analyses between MNCs in different regions, such as Europe or South America, to better understand how national and cultural contexts influence the adoption of Green HRM practices. Additionally, longitudinal studies could be valuable in tracking the long-term impact of Green HRM and CSR practices on organizational performance, employee retention, and environmental outcomes. Further research could also delve deeper into the specific challenges MNCs face in implementing Green HRM

practices in countries with less stringent environmental regulations, such as Pakistan. Investigating the role of government policies and incentives in driving corporate sustainability practices would be crucial in identifying the barriers and opportunities for businesses in developing regions (Hameed et al., 2022).Finally, exploring the role of leadership in fostering Green HRM and CSR within MNCs could provide a more nuanced understanding of how top-down leadership and bottom-up employee engagement intersect in driving sustainability initiatives. Leadership styles, such as transformational leadership, could be explored to understand how they affect the integration of Green HRM with CSR strategies.

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