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# Mediation of Green Perceived Organizational Support between Green Human Resource Management Practices and Employee Performance A Data-Based Analysis

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Chronicle	Abstract
Article history	This study examines the role of green HRM on employee performance
Received: Sept 3, 2024 Received in the revised format: Sept11, 2024 Accepted: Sept 21, 2024 Available online: Sept 30, 2024	outcomes in Pakistan through perceived organizational support for environmental initiatives. The theory of Ability Motivation Opportunity (AMO) has been applied to investigate how green HRM influences employee performance by mediating green-perceived support. The
Samman Rafique & Yasir Tanveer are currently affiliated with Government College University Faisalabad, Pakistan. Email: sammanus141@gmail.com Email: yasirtanveerch@yahoo.com	perceived organizational support as a mediating variable, and employee performance as the dependent variable. Data from 312 respondents were analyzed using SEM-PLS. Training and development, recruiting and selection, employee involvement, and performance management are all examples of green HRM practices that this study found to have a good effect on employee performance. Furthermore,
Anum Tariq is currently affiliated with The University of Faisalabad, Pakistan. Email: <u>assist.prof.ms316@tuf.edu.pk</u>	organizational support was a crucial mediator between green HRM practices and employee performance. This indicates that when green HRM and green-perceived organizational support demonstrate a
Saiqa Sadiq is currently affiliated with Government College Women University Faisalabad, Pakistan. Email: <u>saiqasadiq@gcwuf.edu.pk</u>	commitment to environmental concerns, employees recognize that their ecological values are significantly endorsed by their employer, enhancing their perception of green-perceived organizational support and motivating improved performance. This research demonstrates that perceived green support fosters green competencies and motivation in employees, enabling them to realize their environmental potential. Therefore, employees may perform at their best by putting green HRM methods into practice and making corporate support seem ecologically sensitive.
Kaywords: GHRM Practices Green Perce	ived Organizational Support Employee Performance

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# INTRODUCTION

Employee engagement in various eco-friendly projects is widely acknowledged as significantly impacting the effectiveness of business greening (Lülfs and Hahn, 2013). Researchers have paid less attention to the factors that influence workers' environmental performance despite the growing interest in the management of the environment and the potential advantages it offers businesses. In recent decades, we have witnessed the rapid worsening of climate change, pollution, and the loss of natural resources. An increasing body of literature has emerged in recent years highlighting the significance of EP (Paillé et al., 2014). However, despite existing research, there are still many unanswered questions. Dumont et al. (2017) proposed investigating how green human resource management (GHRM) approaches might impair employee behavior and performance. Since the industrial revolution, which led to environmental degradation, there have been growing worldwide concerns about the sustainability of enterprises due to environmental difficulties (Sharma et al., 2015).

### 4(3),173-191

Green enterprises have been found sustainable in their practices as compared to traditional competitors in today's business world, where eco-friendly product image has become a crucial component that incorporates processes, technology readiness and systems (Muster et al., 2011). Organizations need to evaluate, monitor, and enhance management-related operations because the literature reveals that the manufacturing industry in emerging nations suffers from various environmental concerns (Rehman et al., 2021). ustainable business practices give companies a competitive edge. Thus, employing green supply chain techniques not only improves people's health to prevent pollution, but the manufacturing sector desperately needs to embrace GHRM practices in light of the increasing environmental problems we face today increasing ecological problems (Rehman et al., 2,021). This study aims to bridge this information gap by using green perceived organizational support (GPOS) as a mediator to investigate how different GHRM practices affect EP. Both developed and emerging economies view the manufacturing sector as a contributor to environmental contamination, necessitating closely examining the manufacturing sector's managerial operations to identify and address any problems.

The manufacturing sector contributes significantly to national economic growth there is a need to adopt efficient, environmentally friendly practices that can lessen the adverse effects of manufacturing processes on the environment (Szirmai and Verspagen, 2015). Managers are responsible for involving workers at all levels to protect the environment. A transparent set of instructions is required to implement and expand GHRM for the sake of EP. The increased environmental issues are motivating the hiring of "ecologically accountable management" in companies for concerned manufacturing organizations (Singjai *et al.*, 2019) it is due to the reason that "firms in today's interconnected global economy face pressure to be both profitable and socially and ecologically responsible" (Yong *et al.*, 2019).

Hence, improving EP in an organization is of significant importance to researchers. To address ecological concerns, companies employ various tactics, including a technological perspective. However, it is worth noting that GHRM is an emerging area of research (Ren et al., 2018) that requires careful consideration, a key to attaining an organization's environmental goals. Indeed, it is suggested that manufacturing firms should enhance GHRM practices. It is, therefore, not getting enhanced attention/significance in ed literature. A significant role in determining which conservation HR practices should be implemented in each facet of business and used in all phases of a firm is "an uninterrupted process." It is believed that GHRM is the best EP strategy that praises the basic structure; allowing firms to govern environmental issues is the best way to promote green EP (Marsi and Jaaron, 2017). Sheopuri and Sheopuri (2015) reported that GHRM comprises the environment and managementfriend HRM that leads towards higher efficiencies, good employee engagement & retention, and lower cost, which, resultantly, help the firms to drop carbon footprints. It is, therefore, significant to identify the practices of GHRM that accelerate the contribution to EP through GPOS in the manufacturing industry of Faisalabad, Pakistan.

# LITERATURE REVIEW

## GHRM Practices and Employee Performance (EP)

EP is defined by Shields et al. (2015) as the extent to which workers carry out their assigned tasks. According to Dugguh and Dennis (2014), one behavior that is essential to the success of an organization is performance. Therefore, an EP is a job-related

action when the outcome and the completion method are known in advance (Sari *et al.*, 2021). GHRM is defined as applying HRM policies, philosophies, and practices to promote resource conservation and minimize environmental issues within an organization. Kramar (2014) stated that GHRM practices have positive environmental outcomes. Yusoff et al. (2020) considered GHRM as the triple bottom line," which enhances the organizations' economic, social, and EP. Fayyazi et al. (2015) specified that GHRM practices promote environmental consciousness, eco-friendly behaviors, and sustainable use of resources among employees. It is expected that GHRM is the best strategy to improve the EP of the organization because GHRM practices encourage the employees to behave in a green, sustainable manner, which is beneficial for the EP. They indicated that GHRM practices aid enterprises in promoting "green behavior" and their firms' knowledge of the EP by concentrating on GTD, GEI, and GPM. The present study proposes that GHRM comprises four dimensions that help organizations boost their sustainable business practices.

Ren et al. (2018) examined the impact of GHRM practices on EP, considering the green commitment of senior management as a mediating variable and the ethical leadership of the CEO as a moderating variable in the model. Hameed et al. (2020) suggested that GHRM practices enhance EP. It will subsequently improve the organization's EP. The authors consequently undertook investigations on the relationship between GHRM and EP. They incorporated the empowerment of environmentally conscious personnel (green values) as a mediating (moderating) technique. Yusoff et al. (2020) evaluated the influence of GHRM practices on improving EP, using the hotel industry in Malaysia as a case study. According to Ojo et al. (2020), adopting GHRM practices encourages workers to participate in environmentally positive actions that benefit the company. Kramar (2014) also found the positive role of GHRM practices: GHR practices promote positive environmental consequences.

Obaid (2015) investigated the impact of GTD, learning, compensation, and recruitment GHRM practices) on the EP. They concluded that these variables substantially explain EP. Jyoti (2019) analyzed the role of GTD, GRS, green reward, and GEI (as different pillars of GHRM) on the environmental firm's environmental sustainability of 243 employees of manufacturing firms in India. GTD, GRS, green reward, and GEI are aware of ecological sustainability as the deepest, and green initiatives were used as moderating variables to assess empirical results. A positive and significant linkage was found between the firms' GTR and GRS environmental sustainability. The study's results indicated the positive and considerable impact of perceived support and access to green spaces on the ecological performance of the hostel business.

Pham et al. (2020) made significant contributions to the literature on EP by examining the effects of employee involvement, performance management, and green training and development on an individual's environmental commitment and company EP. Promoting the green/eco-friendly use of resources vis-à-vis green HR practices has been emphasized by Tang et al. (2018), who also advocated that this will actively contribute to EP. According to these authors, GHRM encourages/promotes using resources to address unconsciousness and environmental issues. Such an approach also helps build attitudes in the workplace that improve EP. The study used different GHRM Practices as independent variables to find their impact on EP as an outcome variable.

H<sub>1</sub>. GTD has a significant impact on EP.

H2. GRS has a significant impact on EP.

H<sub>3</sub>. GEI has a significant impact on EP.

H4. GPM has a significant impact on EP.

## GHRM Practices green-perceived Organizational Support

Clair (2017) determined the rapport between GHRM and the firm's EP and showed a positive relationship between these variables. The study concluded that organizations provide GTD to their employees through their GHRM practices to promote environmental awareness among the employees and improve their green performance. The study argued that in such organizations where the GHRM practices are implemented, the performance of the employees is evaluated based on their eco-friendly behaviors. GHRM principles help businesses run more sustainably by increasing productivity, decreasing expenses, and fostering positive employee working relationships (DuBois and Dubois, 2012). Swarnalatha (2020) tested the impact of GHR practices on EP and found that GHR practices have a direct role in promoting EP. The research concluded that GHR deals with firms' ecological disputes by encouraging green EB. Implementing management practices that deploy a green supply chain is critical to prosperous employment that improves EB (Agyabeng-Mensah *et al.,* 2020). This study looked at how green supply chains and EB.

Tseng et al. (2013) state that environmental management system training and creating employment and work conditions that promote environmental education can increase employees' concern for and motivation to participate in proenvironmental actions. Human resource management strategies supposedly impact workers' mindsets, productivity, and behavior on the job (Nishi *et al.*, 2008). Therefore, if a company greens its human resources practices, its employees will exhibit actions congruent with and supportive of those practices. Green activities increase participation and productivity when employees are incentivized by financial prizes for creative approaches to environmental performance (Renwick *et al.*, 2013). An organization's commitment to green HRM influences staff members' proenvironmental actions in the workplace (Dumont *et al.*, 2017).

**H**₅. GTD has a significant impact on GPOS.

H6. GRS has a significant impact on GPOS.

- H<sub>7</sub>. GEI has a significant impact on GPOS.
- H<sub>8</sub>. GPM has a significant impact on GPOS.

H<sub>9</sub>. GPOS has a significant impact on EP.

## Green Perceived Organizational Support (GPOS) as Mediator

According to Shen et al. (2018), GHRM practices aim to resolve community challenges. Workers' responses to GHRM policies are predominantly influenced by their employers' concern for their well-being. The present study posits a positive correlation between GHRM and GPOS. GPOS denotes employees' perceptions of their employers' dedication to environmental conservation and the significance attributed to ecological principles within the workplace (Pinzone *et al.*, 2019). Rhoades and Eisenberger (2002) assert that employees' General Perceived Organizational Support (GPOS) is enhanced under various advantageous scenarios.

Mayes et al. (2017) argue that HRM procedures significantly improve employees' perceived organizational support by demonstrating the value of their contributions to the company. Using organizational literature and AMO theory, it is suggested that employees may view GHRM practices as an investment made by their employers to help them acquire the specific knowledge, skills, and abilities required for environmental protection. Employees' General Perceived Organizational Support (GPOS) increases when they recognize that their employer values them as individuals and acknowledges their interests and desires (Allen *et al.*, 2003).

When employees are valued by their employers, it boosts their loyalty, pride, and willingness to go the extra mile (Zhang *et al.*, 2016; Eisenberger *et al.*, 1986). According to George and Brief (1992), workers can boost their and their companies' performance by learning new things. According to earlier research (Zhang *et al.*, 2016), there is a connection between product positioning and performance. According to Yu et al. (2013), workers are less worried about losing their jobs if they feel their employers have their backs. This trust in the company, in turn, leads to a higher conviction that their efforts will be rewarded appropriately by taking initiatives to protect the environment). It hypothesizes that green behaviors and performance are more prevalent among workers who feel that their employers support (i.e., GPOS) ideal environmental initiatives.

When it comes to sharing appraisal results with employees (high POS), practices like fawning staff with good performance and heartening those with deprived performance can go a long way toward satisfying employees' interpersonal needs of someone being trusted and recognized (Rhoades et al., 2002) and boosting their confidence in themselves (Pierce et al., 1989). Employees' sense of belonging to the company and pride in their work are bolstered when they are rewarded with what they want (high POS). In the wake of performance management, this study proposes that employees will become more reassured that they are sincerely respected by the company and evaluate their organizational self-esteem at a higher level if the organization allows them to be engaged in organizational greener issues and attaches significance to their propositions (Pierce et al., 1989). A higher POS strengthens the beneficial effects of GHRM on EP, while a lower POS makes them less effective. Employees can use GHRM and POS, two distinct tools, to assess their performance and behavior. If workers are optimistic about themselves in GHRM and POS, they will have a unified understanding of who they are. With a more solidified sense of self-efficacy, they will be more motivated to do a good job and more likely to follow through. In contrast, employees will develop cognitive problems if they receive a constructive appraisal regarding GHRM but a lousy evaluation from the source of perceived organizational support.

H10. GPOS significantly mediates the relationship between GTD and EP.

H<sub>11</sub>. GPOS significantly mediates the relationship between GRS and EP.

H<sub>12</sub>. GPOS significantly mediates the relationship between GEI and EP.

H<sub>13</sub>. GPOS significantly mediates the relationship between GPM and EP.

## Ability Motivation Opportunity (AMO) Theory

AMO theory was initially developed by Bailey in 1993, who argued that there is a need for components (skills, motivation, and opportunity) to ensure employees' voluntary efforts. Appelbaum et al. (2000) presented the updated version of this theory. They

suggested that individuals perform well in their organizations when they have abilities they can use. They are highly motivated to take advantage of opportunities. The generally accepted view of ability (A), motivation (M), and opportunity (O) is that it is the manager, leader, or supervisor of the organization who provides the opportunity to their employees and encourages or motivates them to avail that opportunity which in turn impose positive effects on the organizational as well as employee's performance. Several researchers have used this theory in the field of HRM to explain the composite relationship between the organization and its employees (Marin-Garcia and Tomas, 2016; Avakumović, 2016) and argued that HR practices are significantly associated with employee performance-related outcomes. Several researchers have conducted research in the context of AMO theory and concluded that the behavior and performance of employees are promoted through GHRM practices.

According to the AMO theory, research indicates that GHRM enhances employees' AMOs through various social and psychological mechanisms, subsequently promoting green employee behaviors such as environmental stewardship, environmental protection (Hammed et al., 2020), and environmentally conscious innovation (Singh et al., 2020). Prior research indicates that GHRM's GRS, GTD, GEI, and GPM can assist organizations in attracting, motivating, and retaining environmentally conscious people resources (Pinzone et al., 2016). Consequently, GHRM practices aimed at attracting, encouraging, and valuing employee engagement in EM objectives may enhance employees' views of GPOS, potentially resulting in improved behavior and performance. This study posits that AMO theory offers a robust theoretical rationale for anticipating a substantial connection among the specified variables.



## Figure 1. Conceptual Framework RESEARCH METHODOLOGY

The primary objective is to investigate the correlation between GHRM practices (GTD, GEI, GPM, and GRD) and EP. The study additionally examines whether GPOS mediates the relationship between GHRM practices and EP. The data were gathered via questionnaire surveys administered to employees of selected manufacturing organizations in Pakistan. The study's hypotheses are deductively based on empirical research and a theoretical framework. The demographic profile of the respondents encompasses gender, age, occupation, employee count, annual income, years of

employment, and marital status. EP was measured by adapting its five items from the Koopmans et al. (2014). The Cronbach's alpha (a) for EP is 0.764. GHRM Practices were measured through font dimensions to analyze the study's empirical results. GTD used five components adopted from the work of Masri and Jaaron (2017) and Tang et al. (2018). The a is 0.924. GRS was altered for this study from those initially developed by Dailiy et al. (2012) and Marsi and Jaaron (2017). The score of a is 0.877. GEI adapted five items from Marsi and Jaaron (2017) and Pinzon et al. (2016). The value of a is 0.955. GPM Five items were adopted from Jabbuor et al. (2010) and Marsi and Jaaron (2017). The score of a for GPM is 0.953. GPOS used four dimensions adopted from Hameed et al. (2020). The a is 0.781. In the present research, "criteria of a 5-point Likert scale (starts from 1 = strongly disagree to 5= = strongly agree)" were chosen to measure the items of models.

The population consists of the employees of Pakistani manufacturing firms. Acquiring data from each employee of firms in Pakistan is a relatively tricky task. The sample is carefully chosen to ensure it adequately reflects the characteristics and diversity of the population. The goal is to ensure that the selected sample adequately represents the diversity of employees within the manufacturing firms in Pakistan. This study adopts a "random sampling technique" to dispense the questionnaire instrument among the sample participants. A total of 350 questionnaires were sent for data collection, out of which 312 were received back, with 287 completed in all terms. The information was gathered with the respondents' free consent and willingness, regardless of social or professional influences. Through the completion of the investigation, the participants' informed consent was implied.

The partial least square structural equation modeling (PLS-SEM) technique is mainly adopted to test direct and indirect links between different variables to obtain empirical values based on collected data. It comprises two components, i.e., a measurement model (or inner Model) and a structural model (also called outer Model). The structural model tests hypotheses for the proposed framework of research (Shuemli *et al.*, 2019). The outer model is utilized for preliminary analysis to assess various items' validity, reliability, and constructions. Additionally, the outer model evaluates internal consistency. The composite reliability (CR) must be at least 0.70 (Alacron *et al.*, 2015), while the reliability of indicators is assessed by loading scores that must not exceed 0.50. Convergent validity is evaluated by the average variance extracted (AVE) score, which should be at least 0.50. Consequently, several forms of validity are demonstrated in this research (Hair *et al.*, 2014).

# **RESULTS AND ANALYSIS**

Like any empirical study, this research incorporates statistical techniques and methods for data analysis. Within the extensive scholarly discourse on this subject, researchers have proposed diverse data trends, evaluated the reliability and validity of collected data, and tested hypotheses. These analytical techniques and methods are vital for ensuring the rigorous scrutiny of data and for enhancing the reliability and validity of the research findings. This study also used various data analysis approaches, as shown in the subsequent sections.

## Demographic Profile of the Participants

After screening the questionnaire data, 312 questionnaires (out of 350) were found effective and considered for final analysis. Table 1 demonstrates the demographics.

### Demographic Information of Respondents

Table. 1.

Demographic	Particulars	Frequency	Percentage
Condor	Male	231	74.04
Gender	Female	81	25.96
	31-35	71	22.76
	36-40	49	15.71
	41-45	61	19.55
Age	46-50	34	10.90
	51-55	43	13.78
	56-60	37	11.86
	Above 60	17	5.45
	Bachelors	141	45.19
Qualification	Masters	87	27.88
Qualification	M.Phil.	46	14.74
	Others	38	12.18
	Long-term Contract	122	39.10
Form of Work	Medium-term Contract	71	22.76
FOITT OF WORK	Short-term Contract	56	17.95
	Specific Contract	63	20.19
	1-3	140	44.87
Working Exportionco	4-7	41	13.14
	8-10	52	16.67
(in redis)	11-15	44	14.10
	16 and Above	35	11.22
	Unmarried	144	46.15
	Married (No Child)	38	12.18
Marital Status	Married	126	40.38
	Divorced	3	0.96
	Separated	1	0.32
	Line Manager	159	50.96
Current Position	Middle Manager	91	29.17
	Top Manager	62	19.87

### Correlation Analysis

Correlation quantifies the strength and direction of the relationship between two variables. It provides valuable insights into the linkage among the study variables. The sign of the correlation coefficient indicates whether the association is positive or negative (Mukaka, 2012). Table 2 demonstrates no multicollinearity issues, as all correlations among the variables of interest are below the threshold of 0.70.

## Table 2.

Correlation Matrix								
Variables	GTD	GRS	GET	GPM	GPOS	EP		
GTD	1							
GRS	0.346	1						
GEI	0.259	0.412	1					
GPM	0.198	0.227	0.350	1				
GPOS	0.364	0.427	0.211	0.470	1			
EP	0.249	0.501	0.336	0.149	0.382	1		

## Variance Inflation Factor (VIF)

VIF is used to check collinearity issues regarding problematic (non-problematic) correlations. To check the problematic (non-problematic) correlations, the study conducted VIF to examine such problems (Thompson *et al.*, 2017). The results of VIF are depicted in column 8 of Table 3. Diamantopoulos and Sigouw (2006) state that the VIF value must be < 3.3. The VIF scores shown in the Table 3 ranged from 1.176 to 2.503. Thus, the scores of VIF are within the threshold levels suggested by prior

researchers (Diamantopoulos and Siguaw, 2006). Hence, the non-problematic correlations among the study items were confirmed.

## Two Step Approach

Before the analysis of descriptive measures, correlations, and demographic information of participants, a two-step approach is taken in the next step, which is a precious technique of analyzing the data of a quantitative nature. Scholars extensively apply this method to investigate the study's inner (structural) as well as outer (measurement) model (De Souzabido and Da Silva, 2019).

## Assessment of Measurement Model (MM)

Discriminant validity assists in confirming the construct's validity, a crucial stage in hypothesis testing (Hair *et al.*, 2014). This form of validity indicates that the constructs do not overlap. Henseler et al. (2015) present two approaches for assessing discriminant validity: the Fornell-Larcker technique and the Heterotrait-Monotrait (HTMT) Ratio. The highest score of HTMT is 0.90. This study evaluates all these metrics to assess discriminant validity. Composite reliability (CR) and internal consistency are also provided. The model score for CR must not be below 0.70. Furthermore, loadings that should not above 70 evaluate the dependability of the indicators. The assessment of convergent validity is determined by the average variance extracted (AVE) score, which should not go below 0.50; the measurement model (MM) for this investigation is illustrated in Figure 2.



### Figure 2. Measurement Model Confirmatory Factor Analysis (CFA)

The CFA encompasses the assessment of convergent and discriminant validities and the evaluation of the reliability and internal consistency of the data. These analyses are essential for establishing the robustness of the measurement model used in the study.

## The Asian Bulletin of Big Data Management Reliability and Internal Consistency

Reliability and internal consistency are assessed using measures such as Cronbach's Alpha (a), rho\_A, and composite reliability (CR). Consistent with the recommendation by Hair et al. (2011), a threshold level of 0.70 is often considered for a, rho\_A, and CR. Values of a presented in Table 3 vary from 0.764 to 0.955, showing the constructs' high reliability. CR also evaluates the reliability of multi-item constructs based on the interrelationships among their constituent items. Furthermore, the scores of rho\_A also fall within acceptable limits. For concern, the rho\_A scores of GTD, GRS, GEI, GPM, GPOS, and EP are 0.927, 0.881, 0.963, 0.980, 0.72,6 and 0.722, respectively. However, it is observed that the values of rho\_A vary from 0.722 to 0.98,0, which reports the reliability of the data.

# Convergent Validity

Table 3 illustrates the convergent validity of the items. Factor loadings are utilized to assess the presence of convergent validity for each construct's items within the data. Hair et al. (2014) assert that the loading value of each factor must exceed 0.70 to establish convergent validity. The data in column 3 of Table 3 indicates that the loading for each construct exceeds the threshold, with the minimum loading value being 0.736 (GEI), hence affirming convergent validity. Convergent validity is evaluated by the Average Variance Extracted (AVE), in accordance with the recommendations of Henseler et al. (2015) and Hair et al. (2014).

Constructs	Items	Outer Loadings	a	rho_A	CR	AVE	VIF
Green Training and	GTD1	0.826					1.392
	GTD2	0.848					1.521
	GTD3	0.855	0.924	0.927	0.939	0.687	1.602
Development	GTD4	0.825					1.388
	GTD5	0.836					1.515
	GRS1	0.806					1.377
Crean Bearwitment	GRS2	0.803					1.427
Green Recruiment	GRS3	0.835	0.877	0.881	0.916	0.731	2.120
	GRS4	0.883					2.503
	GRS5	0.851					2.246
	GEI1	0.850					2.274
Croop Employee	GEI2	0.845					1.791
Green Employee	GEI3	0.736	0.955	0.963	0.960	0.671	1.588
Involvement	GEI4	0.794					1.777
	GEI5	0.783					1.855
	GPM1	0.854					2.160
Croop Porformanco	GPM2	0.845					1.858
Green Fenomunice	GPM3	0.847	0.953	0.980	0.958	0.655	2.315
Managemeni	GPM4	0.845					2.290
	GPM5	0.846					2.276
	GPOS1	0.827					2.248
Green Perceived	GPOS2	0.802	0 70 1	0 704	0 001	0 4 4 9	1.571
Organizational Support	GPOS3	0.783	0.701	0.726	0.001	0.000	1.897
	GPOS4	0.746					1.176
	EP1	0.864					1.667
Employee	EP2	0.838					1.619
Porformanco	EP3	0.751	0.764	0.722	0.793	0.620	1.205
renomance	EP4	0.792					1.188
	EP5	0.794					1.225

# Table 3.Model Measurement: Reliability and Convergent Validity

## Employee Performance A Data-Based Analysis Discriminant Validity

The Heterotrait-Monotrait (HTMT) ratio and the Forner and Larker criterion are used to determine if discriminant validity is present. Validity is examined using the Forner and Larker criterion, which is shown in Panel A of Table 4, by assessing the correlation matrix. The diagonal scores have to exceed the off-diagonal scores in accordance with this standard. Forner-Larker discriminant validity is satisfied, as shown in Panel A, by all diagonal scores (0.829, 0.855, 0.819, 0.809, 0.817, and 0.787), which surpass all other values in the matrix. Because correlations across constructs are weaker than within them, this proves that the latent constructs are separate.

Discriminant Va	Discriminant Validity								
Panel A: Forner and Larker Criteria									
Construct	GID	GRS	GEI	GPM	GPOS	EP			
GTD	0.829								
GRS	0.295	0.855							
GEI	0.240	0.385	0.819						
GPM	0.250	0.191	0.233	0.809					
GPOS	0.264	0.357	0.187	0.477	0.817				
EP	0.304	0.401	0.294	0.398	0.319	0.787			
		Pane	el B: HTMT Ratic	)					
Construct	GID	GRS	GEI	GPM	GPOS	EP			
GTD									
GRS	0.323								
GEI	0.250	0.417							
GPM	0.246	0.190	0.213						
GPOS	0.310	0.422	0.412	0.314					
EP	0.408	0.327	0.396	0.297	0.413				

#### Table 4. Discriminant Validity

Henseler et al. (2015) propose that an HTMT ratio below 0.90 is acceptable for discriminant validity. Panel B of Table 4 depicts that all the HTMT ratios are less than the threshold (0.90); hence, this criterion also fulfills the discriminant validity' condition. Thus, the conditions of discriminant validity were satisfied.

## Assessment of Structural Model (SM)

The structural (inner) Model is shown in Figure 3, which is assessed after the assessment of the outer Model, which aids in performing the testing of hypotheses for the proposed framework of research (Shumeli *et al.*, 2019). However, under the assessment of the inner Model, the initial R square value is determined that presents the variations explained by the explanatory variables in the outcome variable. Before deciding the explained variance due to the exogenous variable, the next step analyzes the coefficients and their related values of SD along with the t-statistics. This analysis helps check the relations between the variables of interest. The significant and insignificant values allow the researchers to accept or reject the study hypotheses that were constructed based on the relevant literature. In addition, this model demonstrates the mediating effect of GPOS on the relations between GHRM practices and EP.



Figure 3. Structural Model

## Hypotheses Testing

The direct effects are used to test the main hypotheses, and the outputs are reported in Table 5. In the first Model, the coefficient of GTD ( $\beta$ : 0.383, p:  $\leq$ 0.01) indicates a positive and significant effect of GTD on EP.

### Table 5;

### Hypotheses Testing: Direct Effects

Model	Path	β	SM	SD.	T-Stat.	P-Values
1	$GTD\toEP$	0.383	0.401	0.069	5.536	0.000***
2	$GRS\toEP$	0.197	0.205	0.078	2.524	0.011***
3	$\text{GEI} \rightarrow \text{EP}$	0.175	0.163	0.083	2.104	0.032**
4	$GPM\toEP$	0.249	0.246	0.082	3.038	0.003***
5	$GTD\toGPOS$	0.102	0.010	0.033	3.091	0.000***
6	$GRS \rightarrow GPOS$	0.117	0.024	0.054	2.166	0.021**
7	$\text{GEI} \rightarrow \text{GPOS}$	0.241	0.005	0.081	2.971	0.004***
8	$GPM\toGPOS$	0.283	0.284	0.076	3.733	0.000***
9	$GPOS \to EP$	0.208	0.290	0.074	2.811	0.005***
	** and * in dia ata aian	ificance love	a = 107 E	7 and 1007 rea	a a a tivra h a Shhiara	ample means P

Note: "\*\*\*, \*\*, and \* indicate significance levels at 1%, 5,% and 10%, respectively. SM is sample mean;  $\beta$  is coefficient; SD is the standard deviation."

It reports that enhancing one unit of GTD causes 0a 383 units' increase in EP. H<sub>1</sub> is accepted. The coefficient of GRS in the second Model is positive, which indicates that GRS significantly enhances EP. The coefficient ( $\beta$ : 0.197, p: <0.01) reports that 0.197 units of EP are enhanced against a single unit of GRS. Here, H<sub>2</sub> is supported. Model 3 indicates the positive influence of GEI ( $\beta$ : 0.175, p: <0.05) on EP and shows that one-unit inclination in GEI leads to a rise in EP by 0.175 units. Thus, H<sub>3</sub> is acknowledged. The result of model 4 reports a positive effect of GPM ( $\beta$ : 0.249, p: <0.01) on EP. The positive sign of the coefficient shows that a unit rise in GPM tends to increase EP by 0.249 units. Hence, H<sub>4</sub> is sustained. Additionally, GTD's positive coefficient in the 5th Model indicates that it considerably improves GPOS. The data shows that 0.102 units of GPOS

are improved compared to one unit of GTD, according to the coefficient ( $\beta$ : 0.102, p: ≤0.01). We accept H5. A positive coefficient for GRS in the 6th Model indicates that GRS considerably improves GPOS. The data shows that 0.117 units of GPOS are better than one unit of GRS, according to the coefficient ( $\beta$ : 0.117, p: ≤0.05). You have acknowledged H6. The results of Model 7 support the hypothesis that GEI has a positive effect on GPOS ( $\beta$ : 0.241, p: ≤0.01) and demonstrate that a one-unit inclination in GEI results in a 0.241-unit increase in GPOS. A favorable effect of GPM on GPOS is reported by the result of model 8 ( $\beta$ : 0.283, p: ≤0.01). With a positive sign for the coefficient, we can see that for every unit increase in GPM, there is a 0.283 unit increase in GPOS. The null hypothesis (H8) is confirmed. In the 9th Model, the GPOS coefficient is likewise positive, indicating that GPOS greatly improves EP. It is reported by the coefficient ( $\beta$ : 0.208, p: ≤0.01) that 0.208 units of EP are improved compared to one unit of GPOS. This leads us to accept H9.

# Indirect Effect

The indirect (mediating) effect is used to test the mediating hypotheses. The path coefficient in model 10 indicates the significant indirect (mediating) influence of GPOS EP.

## Table 6. Hypotheses Testing: Indirect Effects

Model	Path	β	SM	SD	T-Stat.	P-Values	
10	$\text{GTD} \rightarrow \text{GPOS} \rightarrow \text{EP}$	0.043	0.032	0.021	2.047	0.041**	
11	$GRS \to GPOS \to EP$	0.136	0.044	0.035	3.884	0.000***	
12	$GEI \to GPOS \to EP$	0.417	0.433	0.063	6.628	0.000***	
13	$GPM \to GPOS \to EP$	0.213	0.053	0.067	3.179	0.000***	
Note: "***, **, and * indicate significance levels at 1, 5%, and 10%, respectively. SM is sample mean; $\beta$ is coefficient; SD is the standard deviation."							

Compared to the outputs reported in model 1, GPOS (mediating variable) entry has changed the coefficient and significance of GTD, indicating that GPOS significantly mediates between GTD and EP. Comparing the result of model 10 with model 1, it is found that GPOS significantly mediates between GTD and EP. Hence, H<sub>10</sub> is accepted. The path coefficient in model 11 also indicates a significant indirect effect of GPOS on EP. Compared to the outputs reported in Model 2, the entry of GPOS has changed the coefficient and the level of significance of GRS, indicating that GPOS significantly mediates between GRS and EP. Comparing the result of model 11 with that of model 2, it is found that GPOS significantly mediates between GRS and EP, supporting H11. The path coefficient in model 12 indicates a significant mediating effect of GPOS on EP. Compared to the outputs reported in Model 3, GPOS (mediator) entry has changed the coefficient and significance of GEI, indicating that GPOS significantly mediates between GEI and EP. Comparing the result of model 12 with that of model 3, it is found that GPOS significantly mediates between GEI and EP. Thus, the  $H_{12}$  of the study is sustained. The path coefficient in model 13 also indicates a significant indirect effect of GPOS on EP. Compared to the outputs reported in the Model, the entry of GPOS has changed the coefficient and the level of significance of GPM, indicating that GPOS significantly mediates between GPM and EP. Comparing the result of model 13 with that of model 4, it is found that GPOS significantly mediates between GPM and EP. Accordingly, H<sub>13</sub> is accepted.

# DISCUSSION AND CONCLUSION

The results reveal that GTD has a cheerful impact on EP. Hence, the country of Pakistan should make more significant investments to adopt GHRM principles better. Consistent with previous research (Masri and Jaaron, 2017; Daily et al., 2012; Bai and Sarkis, 2010; Mishra et al., 2014), this study found that EP might be improved with worker training (2015). This research shows that GPM positively influences EP. Previous research in the literature (Masri and Jaaron, 2017) confirms the association between GPM and EP, and this link is supported by the application of SIT and AMO theories, which are consistent with the results of the current study. According to Ahmad's (2015) findings, HR departments need to modify the criteria used in EP reviews to accurately measure workers' technical and behavioral competencies in areas connected to the environment. Consistent with the abovementioned research, GRS and GEI also positively affect EP (Paillé et al., 2019). Academics have argued that managers must establish clear objectives and accountabilities for measuring green EP (Caliskan and Esen, 2019). In contrast, the manufacturing sector can exploit the green team's efforts. The value of manufacturing companies that have learned to use green management practices is expected to increase.

Our findings demonstrated a positive link between GHRM and GPOS. Theoretically, this finding suggests that GHRM fosters an eco-friendly work environment where employees seek the necessary attention from leaders regarding green management challenges. Therefore, it may be stated that excellent GHRM procedures boost workers' assurance that their organization supports and appreciates their eco-friendly efforts (Qi et al., 2019). This study looked into how GPOS can be mediated. The findings suggest that GPOS plays a pivotal mediating role between GHRM practices and EP. This result is in line with SIT theory, which postulates that employees will be more motivated to take environmentally friendly actions if they believe their efforts (i.e., performance) would be appreciated by their employers. These findings aligned with other research efforts (Karatepe and Aboramadan, 2022). So, the findings demonstrated that PGOS plays a substantial mediating role in GHRM practices and EP. This means that when both GHRM and GPOS are shown to be concerned with environmental issues, workers see that their green values are strongly supported by their employer, which boosts their perception of GPOS and motivates them to perform better.

# THEORETICAL CONTRIBUTION

This study answered the demands for studies that combine the GHRM and EP literature (Renwick *et al.*, 2013; Pham *et al.*, 2019). Earlier interest in green EP in the context of HRM by Chen et al. (2015) indicated that organizational green skills are associated with EP. As a result, it contends that GHRM practices, as one of an organization's green competencies, inspire staff to come up with additional green ideas. Second, by delving into the psychiatric mechanism (i.e., GPOS) underpinning the GHRM-EP connection, our study significantly contributes to the literature in a developing area. Our findings show that organizations see GHRM activities as a form of investment toward environmental protection and achieving green objectives. Therefore, employees are more likely to engage in green behaviors if their employers support their work in environmental-related areas (such as green EP). Pham et al. (2019) proposed and tested GPOS as the fundamental mechanism between the GRHM-EP relationship, consistent with the AMO theory. This theory states that companies can increase EP by developing their employees' capabilities (through GTD), motivating

them (through greener empowerment), and providing opportunities (via compensation and rewards tied to green goals). Our research shows that GPOS is crucial for understanding how GHRM practices relate to EP. By elucidating the circumstances in which GHRM practices can increase GPOS and workplace productivity, our study adds to the body of knowledge in this area (Guest *et al.*, 2019).

# Managerial Implications

The results of this study will shed light on the best ways for managers to inspire their staff to perform at their highest levels, which is crucial given the growing number of companies looking to take advantage of environmental challenges' prospects. The research results support that managers can improve their EP by adopting GHRM techniques. Effectively implementing GHRM policies may influence EP because people are more likely to associate themselves with environmentally conscious companies. Furthermore, upper management needs to provide green training to staff, giving them the tools they need to deal with environmental concerns and raise their understanding of environmental issues. In the future, employees can use their newfound knowledge and abilities by launching eco-friendly initiatives thanks to these training programs. Previous studies have shown that green training improves workergreen behaviors (Renwick et al., 2013). According to Pham et al. (2019), GHRM practices can assist managers in fostering environmentally conscious behaviors among their staff by raising awareness about a wide range of EM initiatives, such as the need to phase out single-use plastics and bags and to encourage a reduction in paper and trash.

Second, businesses should encourage their staff to use green point-of-sale systems, seeing this as a way to use people's ingenuity to solve environmental problems. Our findings imply that managers may help the environment by encouraging their staff to think and act more sustainably and giving them chances to grow a GPOS; when staff members feel their efforts are being supported, they are more likely to develop novel ways to help the environment.

Last but not least, the study's findings show that investing in an organization's EM system improves its reputation among stakeholders since it compels businesses to be environmentally conscious in all they do. According to the findings, managers can boost their employees' perceptions of GPOS by implementing GHRM practices. The confidence workers gain through GPOS that their eco-friendly efforts are being properly acknowledged by the company can positively impact productivity. In addition, management should inspire workers to improve the enterprise's green performance to better compete in the market.

# Limitation and Future Direction

There are certain limitations to this research. Although this research was conducted using information gathered from Pakistan's manufacturing sector, it will be necessary to extrapolate these results to other cultures and industries to ascertain whether or not sustainable EP can be achieved using GHRM practices. Additional research is needed to examine how GHRM practices might assist firms in developing cleaner products and lower environmental risk because there have been so few experimental investigations into this topic. Further research into the textile industry, as well as other manufacturing sectors, within the setting of other developing nations, is necessary to strengthen the transferability of the present findings and to determine the optimal set of GHRM practices necessary for EP, all of which contribute to the achievement of

organizational sustainability. In addition, the theoretical framework of this study only addressed GPOS as a potential mediator between the interaction of GHRM practices and EP; however, future research could look into additional components in this linkage, such as individuality, greener values, human capital, and other motivational viewpoints.

# CONCLUSION

This study investigated the mediator of GPOS between GHRM practices and EP in Pakistan's industrial sector. This study used SEM to collect 312 managers' replies via questionnaire to explore the research issue and its associated hypotheses. It has identified strong connections between these variables and discovered that GHRM practices improve GPOS and EP. When companies implement GHRM practices, their employees perceive their workplace to be more supportive of sustainable perspectives (GPOS), and they exhibit more green behaviors that lead to high performance. When the organization is also viewed as promoting greener outcomes, the GHRM significantly impacts EP. To conclude, managers who want to create a green corporate culture should begin by hiring, promoting, and grooming their managers in GHRM practices and assuring their organization displays GPOS.

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