

The Mediating Effect of Organisational Sustainability and Employee Behaviour on the Relationship between GHRM and Sustainable Performance in Qatar

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Abstract: - This study examined the influence of green human resource management (GHRM) practices on Sustainable Performance (SP) and how GHRM practices can help organizations improve their EP through Organisational Sustainability (OS) and Employee Behaviour (EB). The research was based on a questionnaire survey with 216 replies from Qatar Private companies; important respondents were from each industry, limited to top management, HR managers, quality managers, or Private companies' employees. The questionnaires' reliability and validity were examined. Data was investigated using the PLS-SEM route modeling technique to test the hypothesis. The empirical data demonstrate that GHRM practices considerably impact SP, with EB acting as a mediating factor. Theoretically, this study has added to the GHRM literature by identifying a link between GHRM practices and EP results in Qatari private enterprises. By examining the indirect effects of GHRM practices on SP via OS and EB, this study adds to the body of knowledge. According to the findings, GHRM practices may encourage employees to engage in green behavior to improve environmental performance.

Key-Words: - Employee Behaviour, GHRM, Organisational Sustainability, PLS-SEM, Sustainable Performance

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1 Introduction

As a result of environmental issues [1], environmental concerns have escalated in recent years, notably since the current industrial revolution, which has led to the environmental deterioration [2]. As a result of the integration of processes, technical advancement, and systemic implementation, the image of environmentally friendly products is now an important economic feature [3]. Sustainability has become essential for green businesses as they strive for better results than their traditional rivals. As a result of environmental concerns in developing countries, textile manufacturers must review, monitor, and improve their management-related operations, according to the literature [4]. In addition, environmental contamination and habitat degradation have both increased. Worldwide, governments and private organizations are working to enact policies to help limit environmental damage to resources and human civilization. Organizations are under increasing pressure to improve their long-term efficiency due to these two considerations [2]. The resource-based [5] states that human resources are different resources of a company; they cannot be replicated by competitors and can provide a distinct

competitive advantage for enterprises. The synergistic effect of aligning human capital and environmental challenges in companies is envisaged. Firms also participate in methods such as specialized distinction practices [6] and the internalization of central management ideas and traits to differentiate themselves from their competitors [7]. On the other side, a lack of comprehension of the offered information will result in a failure to carry out the objective [8]. Employees' behavior might shift depending on their work environment and challenges. Therefore, they must adopt green habits voluntarily [9]. By requiring employees to show PEB, organizations can improve their environmental performance [10], environmental sustainability [7], employee job performance [11], and gain a competitive edge [12]. As a result, following the GHRM philosophy has multiple benefits for a business. Various researches and strategic management and leadership have pointed to these kinds of human resources strategies [13] [14]. Management of Green Human Resources (GHRM) seeks to reduce carbon emissions by cutting down paper use, incorporating Low Carbon Technology (LCT), eliminating waste products,

eliminating travel fuel and unused waste products, and focusing on the entire organization's lifecycle related to HR processes [15]. A survey of corporate responsibility conducted by KPMG in 2021 found that only 16 percent of Qatar's top private companies exercised their corporate responsibility by reporting on their SDGs, 97 percent of Qatar's private companies reported on their sustainability performance, and only 5 percent of Qatari private companies included sustainable reports in their annual reports. For stakeholders, investors, and members of the general public, this shows that integrated reporting in Qatar is still in its infancy. The GRI-compliant sustainability reports produced by 19 percent of Qatar's private corporations and the formal assurance statements provided by 8 percent of the companies were also noteworthy. Most private Qatari businesses (36 percent) acknowledged human rights as a business sustainability issue, yet only 33 percent of those businesses made an effort to improve their supply chains' ESG performance. Comparatively, just 30 percent of worldwide corporations said they were concerned about global warming, while 4 percent of Qatari private companies said the same in Qatari Arabic. The number of companies declaring carbon reduction targets is still low, at 8 percent vs. 40 percent for global firms. The GCI 4.0 2019 ranks Qatar 18th out of 141 nations, down from 14th place in 2018; these results match Qatar's GCI 4.0 2019 ranking. A lack of concern about environmental changes that could significantly influence productivity could indicate Qatari organizations' lack of interest in sustainable development [16]. All stakeholders, including private sector businesses and the general public, must accept and implement environmentally friendly practices in their daily lives. Since there is a gap in the literature regarding the mediating effect of organizational sustainability and employee behavior on GHRM practice and long-term success in Qatari private firms, this study fills that need.

The paper is arranged in the following way. In Section 1 the introduction of study including motivations, related works, and contributions, is presented. Section 2 contains the literature review. Section 3 discusses the hypotheses development. Section 4 shows the methodology. Section 5 discusses the results. Chapter 6 covers discussion, and lastly, Section 7 covers the conclusions.

2 Literature Review

2.1 Sustainable Performance

Sustainable organizational change can be described in various ways; it can't be defined for a single company [17]. A triple bottom line strategy that examines a corporation's social, environmental, and economic aspects all at once has been realized by business executives. Sustainable development does not imply that economic growth will occur. Sustainability performance management (SPM) examines a company's social, environmental, and economic impact. Upstream and downstream providers are often included in the definition of supply chain management. Structured project management (SPM) should be considered a business method according to [2].

2.2 Organizational Sustainability

Sustainability has become a significant concern for corporations in the twenty-first century. Developing a long-term organizational culture can be achieved through the efforts of corporate and green human resources departments [18]. Environmentally friendly activities can take many forms, as [19] explain. Recruitment and selection, training and development, performance management, and incentives for environmental sustainability are all part of GHRM's mission statement. The second definition of "sustainability" is "development that meets present demands without endangering the ability of future generations to meet their needs" [20]. Green HR practices were implemented as a performance-based appraisal system to raise employee understanding of environmental sustainability, as described by [21].

2.3 Employee Behaviour

Employees are seen as agents of change when implementing green initiatives and policies because their PEB is critical to long-term sustainability and profitability [22]. It is becoming increasingly vital for organizations to promote, motivate, and alter employee behavior to accomplish sustainable corporate goals. Employees can use peer-to-peer exchanges (PEB) to contribute to corporate greening [23]. The success of many formal environmental management systems can be attributed to implementing environmental initiatives to enhance environmental performance. In the workplace, routine green behavior can encompass in- and out-of-role actions. Behaviors are classed according to the company's goals and the aspirations of its personnel. The term "green behavior" has been used to describe environmentally-friendly behavior in the workplace [24] [25].

2.4 Green Human Resources Management (GHRM)

In the new century, a positive business reaction "that went beyond pollution control and environmental damage mitigation" was developed [26]. Employers are forced to embrace GHRM practises, often known as "the HRM components of green management," to support their employees' commitment to environmental sustainability. The phrase "green HR" incorporates all aspects of human resources management and describes a strategy aiming to boost employee engagement while reducing overhead. GHRM is described by [27] as "HRM actions that enhance good environmental outcomes." HRM actions that reduce carbon emissions include anything from eco-friendly job design to eco-friendly hiring to eco-friendly onboarding and pay to eco-friendly working relationships. GHRM and green staffing are concepts that begin with the company's entering orientation and continue until it is shut down. Human resources departments are tasked with setting the company's goals and assisting employees in adopting a more environmentally friendly mindset. Training and development should focus on employees' awareness, experience, skills, attitudes, actions, and behaviors [28].

3 Hypothesis Development

3.1 The Effect of GHRM on Sustainable Performance

If an organization wants to improve its environmental performance (EP), it is essential to incorporate more environmentally friendly activities into all phases of human resources management (HRM) operations [29]. Indeed, GHRM has a significant role in distributing and greening companies [30]. An added benefit of green policies is that they increase an organization's attractiveness to prospective employees and help retain existing employees, making GHRM an important area of business management [31]. Literature on human resources management in the past has tended to emphasize the impact of individual practices rather than a collection of practices on business outcomes. According to [28], GHRM activities can substantially impact environmental and organizational efficiency if implemented in conjunction. The recent work on GHRM has primarily focused on the impact of these practices' bundle of organizational success in line with this viewpoint [4]. According to [32], the RBV is highly

variable in terms of the services used by the organization. As a result, a company's economic performance is expected to improve as a result of this [33]. By recognizing GHRM activities, organizations can improve their environmental performance over time [34]. In other environmental management literature, it is acknowledged that organizations should apply effective human resource methods to motivate their employees to meet environmental sustainability objectives. Much research has been done to understand why employees engage in ecologically sustainable actions that assist their organization in becoming greener [35]. On the other hand, even organizations dedicated to environmental preservation cannot take action without the help of their employees, who must be made more knowledgeable, skilled, engaged, and productive as a result. In the modern era, green human resource programs focus primarily on enhancing process competency, reducing and eliminating environmental harm, repairing goods, and human resources processes that result in increased productivity and lower costs. "Greening" is essential to improving an organization's financial and environmental performance [36]. By recognizing the breadth and depth of green human resource initiatives, firms can sustainably improve their environmental performance [37]. More effective tools for greening businesses and their operations are green human resource activities themselves. Green human resource practices can affect and modify green efficiency, green attitudes, green thinking, and green human resource management abilities. The financial success of a company is also influenced by employee-level outcomes (e.g., knowledge, involvement, and encouragement of employees) connected with environmentally-oriented activities, according to various researchers [38] [39]. We cannot deny the positive impact recruiting environmentally-conscious personnel has had on attracting bright individuals. For this reason, it is possible to improve employee skills, motivation, productivity, job-related outcomes, and financial performance by encouraging employees to participate in environmental activities and providing them with environmental training and objectives [40]. Some research suggests that better economic presentation may be possible if the number of employees, such as ability bonuses, results from bottle green jobs at their company. There will be a greater number of employees affected by a company's supplier list if researchers turn their bottle green permit into an act of kindness or care for the environment. By adopting GHRM, governments will be able to

increase their EP in a healthy way. Hence, this study hypothesizes that:

H1: There is a significant and positive effect of GHRM on Sustainable Performance

3.2 The Effect of GHRM on Sustainable Performance

According to the organization's environmental policy or strategy, environmental performance is "measuring an organization's capacity to accomplish environmental goals and objectives." Different businesses are currently implementing environmentally friendly initiatives to obtain an advantage in the market [41]. The importance of ecological execution is thought to have a reasonable possibility of improving the organization's sustainability in a win-win situation. Organizations worldwide have focused on various green activities and their environmental impact in recent years [42]. Adopting green practices in enterprises can lead to improved performance, which is why they are required [43]. Some researchers have shown that GHRM and green production can be used to prepare for environmental performance (EP) [44]. In addition, they concluded that GHRM is the most effective strategy for achieving environmental performance since it encourages employees to do their jobs under the green canopy of practices.

H2: There is a significant and positive effect of Organizational Sustainability on Sustainable Performance

H3: There is a significant and positive effect of GHRM on Organizational Sustainability

H6: Organizational Sustainability mediate the effect of GHRM on Sustainable Performance

3.3 Effect of GHRM on Employee Behaviour and Sustainable Performance

Assessing the environmental performance of an organization's employees is quite tough, but this is one of the most important aspects of HRM. An inexperienced worker's performance must be evaluated one-on-one as part of a company's overall performance assessment program [45]. It is also possible to draw a link between a company's success in the marketplace and its resources. The resource-based theory (RBV) is one approach to answering this issue. It demonstrates how a small number of people can make a good living by making good use of the assets that firms have [46]. A competitive advantage is the primary goal of RBV, which

focuses on how companies create and maintain it [9]. The company's information-based philosophy believes that expertise is its most important resource. This notion, which comes from RBV, is ingrained in an organization's subculture and identity, rules, workouts, files, systems, and employee performance [41]. According to research, psychological learning is a major focus of educational possibilities [25]. Integrating environmental objectives and strategies into overall strategic development goals is possible with effective EM. Human Resource Management (HRM) has been shown to positively impact the company's performance and competitive advantages [27]. Employee recruitment, performance, and training in the company's green plans (Renwick et al. 2015), employee relations policies, and reward systems are all considered in this sector. Modern HR methods and new EM, however, should be investigated by firms to improve their long-term sustainability and competitive edge [37]. In an early study, it was discovered that after jobs have gained a specific amount of proficiency in their assigned activity, employees attempt to adjust to the new role of their work in various ways [28]. Given the moderating influence of employees' reluctance to change, [4] examined the linkage between green human resource management and green supply chain management. Data analysis was carried out using partial least squares structural equation modeling on a sample of 161 Iranian industrial businesses. Human resources management and green management should be integrated, according to a study that found a large and favorable influence on supply chain management (GSCM). GSCM is most positively affected by the GHRM practices of "Green Development and Training," "Green Employee Behavior," and "Green Pay and Reward," all of which managers should pay special attention to. "Resistance to Change" was found to have a moderating effect on the link between GHRM (especially green recruitment and selection) and GSCM since it tends to impede the first stage in developing a sustainable corporate culture, which is the recruitment and selection of new employees. This study is the first empirical effort to comprehend the GHRM-GSCM relationship in Iran better and hence adds value to the existing contributions. Because of the severity of climate change's effects, [12] argues that businesses must now implement green practices. Many businesses and economies worldwide have implemented "green practices" for their employees and business activities to reduce environmental consequences. This will directly assist organizations in achieving

environmental sustainability by imposing formal policies and processes, implementing activities, and adopting technologies for these businesses. The employees' discretionary actions and willingness to evaluate their actions regarding environmental impacts and proactively suggest initiatives and activities to management to improve energy efficiency processes that significantly impact organizational environmental performance. Despite the country's rapid industrialization, population growth, and poor adoption of green measures, large firms in Qatar have large environmental footprints. Environmental degradation may stifle further economic growth, jeopardizing millennia of prosperity and threatening life on Earth if it is not remedied. A more inclusive economy may be the only alternative, as this is the recommendation. It's possible to speed up the adoption of green practices by influencing employees' pro-environmental behavior (PEB). Pro-environmental behavior at work can be measured using a variety of factors, including the following: For organizations in Qatar, this can be used as a guideline for promoting employee PEB. Research by [10] found that the current workforce in manufacturing organizations understands, appreciates, and consistently implements sustainable green practices. Samples

were taken from a list of Qatari manufacturing enterprises that the Ministry had approved of Industry and Trade. Using the Convenience-Sampling Method, the response rate was higher than 50%. In the current workforce, organizational citizenship behavior toward the environment (OCBE) is strongly influenced by the management of green human resources (GRH). One of the most important ways businesses preserve their legitimacy and continue operations is through green management practices. To minimize environmental damage, companies focus on improving their human resources and implementing best practices across the organization to boost productivity. Hence, the following hypotheses were developed:

- H4: There is a significant and positive effect of Employee Behaviour on Sustainable Performance
- H5: There is a significant and positive effect of GHRM on Employee Behaviour
- H7: Employee Behaviour mediates the effect of GHRM on Sustainable Performance

Based on the existing literature and the developed hypotheses, we suggest that this study investigates the theoretical framework in Figure 1.

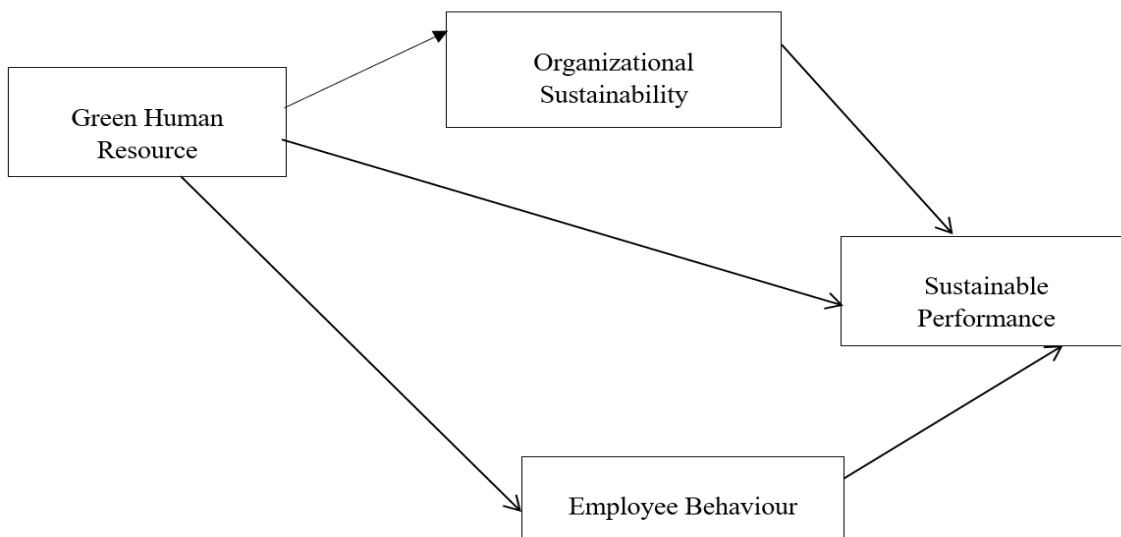


Fig. 1: Proposed Framework

4 Methodology

The research work was a quantitative method. It obtained data from employees of private enterprises in Qatar using a self-administered questionnaire. Employees of private companies took part in this study. The sample size for this research was estimated using the G*Power (2017) calculator. As a result, the sample size for this study is 383

employees, according to the G*Power (2017) calculator. The research was conducted in Qatar, and the data was obtained using a self-administered questionnaire that respondents answered independently. The questionnaires were sent to the study's eligible participants. The respondents completed the questionnaires in the presence of the researcher. The questionnaire was administered by a professional researcher who was aware of the

study's aims to collect data more promptly and within a defined timeframe. Employees were given 383 questionnaires to fill out. A total of 216 questionnaires were analyzed, with 167 surveys being invalid. The respondent scored each of four measuring devices on a five-point Likert scale (1 = strongly disagree and 5 = strongly agree). Finally, this study's research framework and assumptions were investigated by applying partial least square structural equation modeling (PLS-SEM).

5 Results

The measurement model's reliability and validity are presented in Table 1 below. The acquired standardized factor loading of each of the items of all four measuring instruments of GHRM, OS, EB, and SP scales was greater than 0.70, demonstrating the convergent validity of all the constructs [47]. This study also looked at the factor loading of individual items on the target construct, the Cronbach alpha coefficient, the average variance extracted (AVE), and the composite reliability of the scale in this investigation to see if the measurement

model was unidimensional. Tables 1 showed that the standard loading of an individual item on its intended construct is between 0.704 and 0.882 [48], the Cronbach alpha coefficient of the scales is between 0.887 and 0.938, and the AVEs of the constructs in the study are between 0.587 and 0.651. The scale composite reliability is greater than 0.80 [49]. Furthermore, we investigated discriminant validity by taking the square roots of AVEs obtained for each measuring device and displaying them in bold and italic in the correlation matrix's diagonal. Table 2 demonstrates that the square roots of AVE for each construct are higher than their correlational with other constructs, implying that the constructs in our study have discriminant validity. As a result, it's possible that the study's latent constructs had distinct sets of elements. They are conceptually distinct, reflecting the discriminant validity of the measurement model [50]. This study employed SEM to test three direct and two mediating hypotheses in the study, as outlined in the conceptual research framework.

Table 1. Measurement Model

Construct	Items	Factor Loading	Cronbach Alpha	CR	AVE
GHRM			0.959	0.962	0.518
	GC1	GC1			
	GC2	GC2			
	GC3	GC3			
	GC4	GC4			
	GC5	GC5			
	GC6	GC6			
	GC7	GC7			
	GK1	0.648			
	GK2	0.743			
	GK3	0.649			
	GK4	0.601			
	GK5	0.695			
	GK6	0.723			
	GK7	0.702			
	GPMS1	0.750			
	GPMS2	0.762			
	GPMS3	0.713			
	GPMS4	0.775			
	GPMS5	0.778			
	GPMS6	0.712			
	GR1	0.773			
	GR2	0.757			
	GR3	0.779			
	GR4	0.803			
	GR5	0.846			
	GR6	0.863			
	GR7	0.701			
	GT1	0.686			

	GT2	0.701			
	GT3	0.738			
	GT4	0.616			
	GT5	0.766			
	GT6	0.780			
Employee Behavior			0.923	0.938	0.686
	EB1	0.863			
	EB2	0.838			
	EB3	0.729			
	EB4	Deleted			
	EB5	0.857			
	EB6	0.838			
	EB7	0.872			
	EB8	Deleted			
	EB9	0.791			
Organizational Sustainability			0.872	0.922	0.797
	OS1	Deleted			
	OS2	Deleted			
	OS3	Deleted			
	OS4	Deleted			
	OS5	Deleted			
	OS6	Deleted			
	OS7	0.845			
	OS8	0.903			
	OS9	0.929			
Sustainable Performance			0.923	0.939	0.687
	SP1	Deleted			
	SP2	0.733			
	SP3	0.786			
	SP4	Deleted			
	SP5	0.838			
	SP6	0.869			
	SP7	0.864			
	SP8	0.848			
	SP9	0.853			

Table 2. Discriminants Validity

	Employee Behavior	GHRM	Organizational Sustainability	Sustainable Performance
Employee Behavior	0.828			
GHRM	0.574	0.720		
Organizational Sustainability	0.608	0.658	0.893	
Sustainable Performance	0.679	0.649	0.609	0.829

Table 3. Heteromonotrait Test

	Employee Behavior	GHRM	Organizational Sustainability	Sustainable Performance
Employee Behavior	-			
GHRM	0.607			
Organizational Sustainability	0.514	0.71		
Sustainable Performance	0.642	0.692	0.617	-

The organizational sustainability and sustainable performance model is shown in Table 4 by the route model of human resource management practices

(e.g., human resource training, human resource knowledge, green compensation, human resource performance management system, and green recruitment). Table 4 shows that GHRM had a positive and significant impact on sustainability performance ($\beta=0.348$, $T\text{-value}=16.301$) which supports H1. In other words, improved long-term performance would result from a higher GHRM. Table 4 shows the relationship between GHRM's path model and an organization's long-term viability. According to the findings, GHRM had a significant and favorable impact ($\beta=0.758$, $T\text{-value}=44.744$) on the organization's long-term viability, indicating support for H2. To put it another way, a greater degree of GHRM would lead to a more sustainable organization. Table 4 depicted the GHRM-employee route model, as well. The findings demonstrated that GHRM had a favorable and substantial impact on employee behavior ($\beta=0.774$, $T\text{-value}=47.14$), supporting H3. A positive and statistically significant correlation ($\beta=0.520$, $T\text{-value}=16.49$) was identified in Table 4, indicating support for Hypothesis 4. These findings confirm that organizational sustainability positively impacts long-term performance and that this effect is both indirect and direct. The findings also revealed that as the organization's sustainability grows, so should its long-term success. This means that researchers can conclude that a company's ability to succeed over the long term is correlated with its ability to maintain its current sustainability. Another premise for this research is that employee behavior and long-term performance are intertwined. A statistically significant and positive ($\beta=0.137$, $T\text{-value}=3.865$) association between the proposed relationship and H5 was identified in Table 4. These findings confirmed that employee behavior impacts long-term performance and has a favorable impact on long-term performance directly. As the employee's behavior improves, their long-term performance is also expected to improve. In this way, researchers might conclude that employee behavior positively impacts long-term success. It was done to see if there was a substantial link between employee behavior and organizational sustainability mediators and the indirect influence of green human resource management techniques and sustainable performance. After conducting the bootstrapping technique with 216 observations, 5000 subsamples, and no sign changes, the researcher examined the structural model results, which contained the earlier mediator resulting from the bootstrapping procedure. Human resource management methods and the conduct of employees, as well as the sustainability of the business, must have some

connection to one another for this condition to be true. As a result of this, both H6 and H7 were backed. In addition, the variance accounted for (VAF) value was obtained by determining the indirect impact's size in relation to the total effect's size. Here's the formula for calculating VAF, which is:

The mediating effect of organizational sustainability on the relationship between green human resource management practices and sustainable performance.

$$\text{VAF} = \frac{\text{The Size of the Indirect Effect}}{\text{The Total Effect (Indirect Effect + Direct Effect)}}$$

$$\text{VAF} = 0.348 / (0.348 + 0.520) = 0.348 / 0.868$$

$$\text{VAF} = 0.401$$

$$\text{VAF} = 40\%$$

The mediating effect of employee behavior on the relationship between green human resource management practices and sustainable performance

$$\text{VAF} = \frac{\text{The Size of the Indirect Effect}}{\text{The Total Effect (Indirect Effect + Direct Effect)}}$$

$$\text{VAF} = 0.348 / (0.348 + 0.137) = 0.348 / 0.485$$

$$\text{VAF} = 0.718$$

$$\text{VAF} = 72\%$$

Table 4. Path Co-efficient

	Co-efficient	T Statistics	P Values
GHRM -> Sustainable Performance	0.348	16.301	0.000
GHRM -> Organizational Sustainability	0.758	44.744	0.000
GHRM -> Employee Behavior	0.774	47.14	0.000
Organizational Sustainability -> Sustainable Performance	0.520	16.49	0.000
Employee Behavior -> Sustainable Performance	0.137	3.865	0.000

6 Discussion

GHRM practices' effect on manufacturing's environmental performance will be analyzed and assessed according to this research. This study assessed the effectiveness of GHRM strategies in raising environmental performance contributions

from employees. According to this article, environmental sustainability should be incorporated into human resource management practices. According to previous research, GHRM techniques are used in various industries [9]. There was an investigation to evaluate if GHRM practices (in general) in manufacturing organizations had an impact on the environmental performance of the companies. According to the H1 hypothesis [2] [41], "GHRM practices (overall)" and "organization's environmental performance (SP)" have a significant positive relationship. This is consistent with prior research. According to this hypothesis, effective dissemination of environmental knowledge and values through GHRM practices improves the EM by empowering and motivating employees [18]. As a result, employees can contribute to a more positive work atmosphere [37]. Using these findings, [32] examined how an organization's EP policies affect its employees' incentive to work harder toward EM. Numerous similarities can be seen between the findings of this study and those of [3] [40]. Human resources management (HRM) is critical to an organization's success (Haddock-Millar et al., 2016). As a result of RBV, a company's HRM and Green Management collaboration can reduce hurdles to implementing SP. Environmental practices (GHRM) that allow mutual learning must be embraced to develop an integrated green business [35]. Employees can create green abilities and engage in green activities if they receive green training and recognition for their achievements [18]. Due to their enhanced psychological availability and job happiness, their EP is expected to climb. [45] claimed that employees must be trained and empowered to help the organization embrace green practices. Green hiring methods are more likely to attract environmentally conscious employees (Zaid et al., 2018). In line with past research, hypothesis 2 states that GHRM (as a whole) is positively associated with green employee behavior (EB) [25]. The purpose of this study was to determine how GHRM influences employee behavior. According to our findings, GHRM practices statistically support employee behavior. Effective HR strategies focus on employee behavior and engagement (e.g., employee training and development, recognition programs). The green practices provided to its employees by the industrial sector improve the environmental performance of this industry. Employees believe that GHRM initiatives strengthen their allegiance to the business. An environmentally friendly strategy will empower employees by encouraging them to take action for the environment, according to [43]. Employees can

design and implement environmental activities and goals that support and identify with these psychological and emotional objectives. Green competency advancement, knowledge sharing, eco-initiatives implementation, and inventive solutions to various environmental problems are all made easier with the GHRM on the staff's side. Hypothesis 3 states that EB had a strong positive link with the experiment's outcome. These findings are in line with our own. According to employees with the highest environmental behavior levels, environmental performance is perceived to be the highest. By environmentally friendly behavior, it is possible to increase employee participation in environmental improvement activities, such as corporate engagement and cooperative environmental development projects. As predicted by the theory, EB acts as a mediating factor in the link between GHRM practice and SP. This is partly due to employees' sense of duty and perception of their employer's environmental policies. If environmental activities were pushed more broadly, they might strengthen the social interchange between employees and companies. This is because environmental activities allow for reciprocal participation based on shared values. This is a novel study area, and no previous observational studies have evaluated whether GHRM practices affect SP via EB. It's also the first time we've used EB to examine how GHRM and SP are fundamentally linked, as previous research has revealed (Hameed et al., 2019).

7 Conclusion

This study aimed to see if there was any correlation between GHRM practices and environmental performance in businesses. Furthermore, our empirical inquiry has established the link between GHRM practices and "SP," both directly and through "EB," in addition to its theoretical and practical ramifications. Additional understanding is gained about how AMO theory may be applied to understand how GHRM practices relate to environmental performance and how this relationship can be conceptualized. It has been possible to make conceptual progress in GHRM by tying green practices to EP manufacturing outcomes. There are no longer any discrepancies in the literature on the influence of GHRM practices on SP as a result of the study. In this study, GHRM practices were found to improve employee green behavior, which supports the theory that GHRM and EB are linked. Green behavior can motivate and educate employees about the importance of

contributing to environmental improvement efforts. EB was used to research the indirect effects of GHRM on SP, and this study adds to that body of knowledge. This study contributed in four ways. The first step in this research was to look into how GHRM practices relate to EP and their impact on it. Very few studies have looked at how GHRM practices affect manufacturing organizations in the body of HRM literature. Another study finding is how widely used GHRM techniques are across the manufacturing industry. Partially least square path modeling, a statistical technique utilized in this study to examine the links between distinct constructs, may be more favorable and practicable than methods used in prior investigations. GHRM and SP in manufacturing businesses are becoming more widely studied, and this study contributes to that body of knowledge and empirical evidence. For the third, this study adds to a developing field by showing how, via the EB, GHRM practices affect SP. With the outcomes of this study, CEOs will be able to empower their employees to take action and responsibility for the environment.

The study's conclusions help implement GHRM practices and other sustainability related practices. This study advises that companies use GHRM strategies to improve their personnel's green environmental management abilities. Managers could profit from this research by concentrating on environmentally friendly initiatives that impact sustainability-related pillars of business. It would be beneficial if they could assist corporate leaders in improving their plans. Employees may benefit from this study's findings if they want a better understanding of how environmental performance is affected by green activities. Top-level management should include a plan to formalize the environmental management system and emphasize priority for employee incentives to enhance environmental conditions. According to the conclusions of this study, a limited number of significant and carefully chosen components are being studied. Using our conceptual model or survey, it is impossible to know how ubiquitous GHRM practises are in the industrial sector.

The research model may be expanded to include more components in the future. It is possible that longitudinal research, rather than cross-sectional research, will be used in the future to understand this complex link better. For the first time, researchers used EB (GHRM practices) to mediate GHRM and environmental performance in this study. In order to corroborate the conclusions of this study, further empirical research may be done. If the findings are to be extrapolated to other

emerging countries with a broad industrial sector and a strong commitment to environmental preservation, they must be tested in those countries.

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