

THE IMPACT OF GREEN HRM AND OCB ON SUSTAINABLE PERFORMANCE: A MODERATING EFFECT OF GREEN VALUES A STUDY OF THE CAR MANUFACTURING INDUSTRY IN KARACHI, PAKISTAN

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Abstract. The manufacturing industry contributes as a major source of industrial pollution. This abuse of the environment needs to be treated seriously through the adoption of sustainable practices. We examined the influence of green HRM bundle practices on triple Bottom Lines of sustainability performance with 218 employee data set, in the automotive sector utilizing PLS SEM for data analysis. The result found that green HRM bundle practices and organization citizenship behavior both have significant effects on sustainable performance. Green HRM bundle practices also positively affect organizational citizenship behavior. Organizational citizenship behavior partially mediated the effect, whereas green value has failed to moderate the relation between green HRM bundle practices and green creativity. The results are; that green HRM bundle practices have a direct effect on green creativity. Green HRM practices support the sustainable development of the manufacturing sector. Managers need to transform their employees into green employees to benefit the natural environment and society as well.

Keywords: Green HRM, OCB, green values, sustainable performance, car manufactures, Pakistan, triple bottom line

JEL Classification: J24, D23, O35, O31, L92, O36

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I. INTRODUCTION

THE GREEN WORLD

The climate of our world has been changing speedily in current years. The reasons behind this dramatic change are a huge level of changes in economic activities that have negative effects on ecology sustainability (Ullah, S., et al., 2023). There are specific measures required to treat environmental issues (Malik et al., 2021). Countries have started to identify the serious threats that negatively affect the natural environment (Karim, S., et al., 2023). In recent years, with the advancement of international treaties and close attention to international environmental awareness, researchers have increasingly focused on environmental quality and how its effects on individuals (Saeed et al., 2019; Al-Ghazali and Afsar, 2020). The excessive and imbalanced natural resources utilization are reasons for the impurity of an environment that is a threat to our existing and upcoming future generations (de Freitas Cavalcanti et al., 2023). Corporate objectives would include environmental objectives and goals also (Nobari et al., 2018). As per regulatory demand, the use of sustainable environmental practices is essential for an organization's reputation and competitive edge (Tang et al., 2017). Sustainability enables businesses to gain a competitive benefit (Mohammad et al., 2020). Environmental sustainability has become a critical element of corporate strategy that has resulted in a focus on environmental management systems (ISO 1400) (Masri & Jaaron, 2017; Rayner & Morgan, 2018). This environmental management system is always a good solution for such universal issues, but the problem is that these systems are implemented and executed by humans, hence the role and importance of the green side of the HR of the organization comes to attention (Ngo, O. T. L., & Ngo, T. Q., 2023).

Green Human Resource Management refers to environmental management. It is responsible to develop a green workforce that will implement a green culture in the organization. GHRM is "The activities, which enhance positive environmental outcomes". GHRM plays a crucial role in policy formation, law implementation, and arranging awareness campaigns on the significance of environmental protection for employee training (Malik et al., 2021). Organizations need to consider the implementation of green behavior as an ethical demand in their business

processes and reform their former cultural mindsets. In recent decades, researchers of HRM applied the AMO framework (Bos-Nehles, A., et al., 2023) and suggest that it is the associated HRM practices that influence an individual's ability, motivation, and opportunity, which in return leads to performance-based outcomes. Employee ability refers to the knowledge and skills of an employee who needs to do the job. Employee ability could be improved through training, motivation develops through performance-based pay, and the opportunity to participate could be influenced by a self-directed team (Kellner et al., 2019). GHRM's importance for sustainable development is best explained as "when a company adopts an environmental awareness activities, so the employees are the key to its success or failure". Due to this thinking, the focus of sustainability has been shifted from the macro to the micro level and given priority to the human aspect of environmental management in companies. Green management of human resources offers additional benefits (Faisal, S., 2023) that are not only for environmental performance but also for bringing efficiency and financial performance (Jayabalan et al., 2020). This research, in contrast, identifies human resources as 'bundles' that have the potential to improve organizational performance (Zaid et al., 2018). GHRM bundle practices include green hiring, green training & involvement, and green performance management & compensation. Green practices are becoming increasingly important to ensure a successful corporation and are part of its corporate social responsibility initiatives. (Jayabalan et al., 2020).

The first form of GRHM is involved in green recruiting and selection, which is categorized into three main categories: 1. Green recognition of applicants, 2. Green employer branding, 3. Green standards for attracting applicants. Green training is important for employees to understand how business activities affect the environment. It provides knowledge of the best ways for employees to become environmentally conscious and how to increase the level of "eco-literacy" within the organization (Jayabalan et al., 2020). Green performance management focuses on the communication of the company's green objectives and the importance of its achievement, together with accountability. Employee's performance in achieving these objectives can be outlined in four aspects: 1. Setting green goals, 2. Developing indicators of green performance, 3. Determining green results for

employees. Finally, employees can be rewarded and compensated by HRM for their participation in environmental practices and fulfillment of company goals and objectives (Hassan, 2019). Green rewards are defined as “the system establish for financial and non-financial rewards to employees for their capability to handle environmental management” (Malik et al., 2021). Employee performance should be appraised in terms of achieving the green goals of the organization (Luu, T. T., 2023). For this purpose, the employer needs to retain competent & talented employees who can continuously take care of environmental issues of the organization and ensure that they are financially rewarded for their contributions (Likhitkar et al., 2017).

Stakeholders, employees, and customers prefer companies that are not only focusing on product and service quality but also on organizational citizenship behavior in today’s competitive business and trade environment (Malik et al., 2021). Organizational citizenship behavior towards the environment (OCBE) refers to the employee’s discretionary social behavior to contribute to sustainable environmental performance for organizational success (Rayner et al., 2018). Discretionary social behavior would include approaches such as depolluting the workplace, finding the best solution to reduce wastage, promoting, and implementing green technology, and attending environmental conferences that provide knowledge of managing environmental protection (Khan et al., 2019). OCBE contributes significantly to the environmental performance of organizations as well as increases the financial performance of companies (Kennedy et al., 2015). Organizations need to promote green creativity to reduce ecological pollution and achieve sustainability among employees. This study aims to examine the impact of green HRM bundle practices on employees’ green creativity (Al-Ghazali and Afsar, 2020). Green creativity can be defined as “The creation of new ideas on green products & services, green practices or processes that are judged to be original and useful” (Al-Ghazali and Afsar, 2020).

Creativity plays a key role in innovation and the obstacles that are faced by organizations. To improve the ecological management of an organization, its employees need to come forward with the creation, execution, implementation, and realization of innovative ideas. Companies are greatly dependent on employees’ green creative behaviors

to achieve a sustainable environment. Recent studies focus on further investigation of specific green HRM practices that link with ecological performance and green creativity (Tang et al., 2017). Employees' behavior and attitudes can be explained with the help of individual values. Individual behavior is a neglecting variable, due to which employees might also be less devoted and motivated to express their intention toward green behavior. Individual values are critical to create and generate new ideas for the success of the organization (Al-Ghazali and Afsar, 2020).

RESEARCH BACKGROUND

In the world economy, the contribution of Pakistan to CO₂ emission is 0.4% of the world's (Meo, M. S., et al., 2023). This is increasing gradually and has the attention of stakeholders. Pakistan as a developing country is one of the affected by these environmental degradation issues (Saif U., et al., 2022) and is facing great problems due to these environmental threats. The recent 2022 flooding in Pakistan is one of the evident examples. It is required to deal with this issue more systematically by restricting the business models in a manner that brings a competitive edge and sustainability (Malik et al., 2021). Hence businesses in Pakistan need to find out the ways and the possibilities to mold and modify their daily operations with the help of human capital existing in the organization, to satisfy the need for a triple-bottom approach.

Researchers have defined the three dimensions of the triple bottom approach as the most acceptable principle of sustainable performance: 1. Economic, 2. Environmental and 3. Social performance. Economic performance includes "Dealing with financial matters", environmental performance includes "Concern for environmental issues and proper handling for it", and social performance includes, "Taking into consideration the interest of stakeholders" (Yusliza et al., 2020). Particularly, there is a positive impact on greening an institution of the GHRM bundle's practices. This learning also analyzes the GHRM bundle as a coherent set of HR practices, which has outcomes for the achievement of manufacturing firms by (i) green hiring, the firm prefers those employees who have an awareness of the environment (Malik et al.,

2021). (ii) Green training and involvement incorporate disciplines including training staff for the green analysis of the environment of the workplace, using less energy to get the work done, managing and removal of human waste, reusing, and advancement of green personal abilities. It seems to be kept that companies are more productive having green-trained employees with them. (iii) Green performance management and compensation (GPC), incorporates the atmosphere authorities into a performance management program and provides broad details to workers, what they are apparent to do with atmosphere management. Many companies have set biodegradable aims determining their offerings to atmosphere resilience and management as standard in the performance judgment program. By rewarding our employees for their dedication to atmosphere practices our goal of achieving greening an institution can be increased. (Malik et al., 2021; Masri & Jaaron, 2017).

Green HRM practices positively strengthen OCB (Mohammad et al., 2020). Employee motivation, productivity, and performance can be enhanced by doing the practice of green activities which will also lead to extreme levels of OCB (Mohammad et al., 2020). Studies found green value is a valuable moderator that management needs to consider for achieving green objectives and goals. Various researchers have recognized the importance of green creativity for the sustainable performance of an organization and for gaining a competitive advantage (Saeed et al., 2019). Green creativity is however a new term used for the sustainable performance of organizations (Al-Ghazali and Afsar, 2020).

PROBLEM STATEMENT

In today's world, environmental pollution has become an intense issue that is possibly a threat to our humanity. Developing countries such as Pakistan are contributing 0.4% of the overall world's CO₂ emission (Meo, M. S., et al., 2023) and struggling with the affair and concerns of sustainable development. Rising CO₂ emissions increase ecological issues which have unpropitious impacts on our economy. Researchers examined that the manufacturing sector has been identified as a major contributor to environmental degradation, pollution, and depletion of natural resources (Malik et al., 2021; Zaid et al., 2018). Customers are now having more awareness of the companies' practices and performance regarding the environment and paying more attention to green and non-

green behaviors. They are very conscious of the environmental concerns of the firm that influence their perceptions, preferences, and integrity. Due to this, firms are facing huge challenges day by day to resolve issues of the environment that will help to appeal to, retain, & satisfy consumers. Environmental deterioration, depletion of natural resources, globalization, and industrialization are now fundamental domains for businesses, communities, and societies. Every society, business, and society is a combination of humans and these humans play the role of employees in any organization. The organization working to resolve the environmental issues of society cannot be solved until the employee working in the organization are not using their human intellect to create novel and productive green solutions for the organization. This will only happen if they have an interest in the ideas and opportunities available to them in the work environment.

There is a strong observation that employees lack interest in contributing to environmental activities that in return will enhance the natural environment due to the low green value of the employees. This reason becomes a threat regarding the implementation of GHRM practices and the lack of green creativity in an organization. If the organization explore and expands the option for the employees to put up their ideas and creation (as a green value) in front of the strategic level managers of the organization, the organization can harness this capacity of the employee as a competitive edge and will be able to have a more sustainable and more eco-friendly product and service on its portfolio.

II. LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

SUSTAINABLE PERFORMANCE

Sustainability as a phenomenal issue was widely discussed and accepted due to the Brundtland report in 1987 and attained huge attention from governments and research previously (Machado, C. F., & Davim, J. P., 2023). Sustainability can be defined as “Meeting the ongoing needs and having no impact on the needs of future generations” (Kundi et al., 2020). In today’s world, developing countries are facing a struggle in dealing with issues and concerns of sustainable development. Sustainable

development is an overarching phenomenon which is covering almost all aspects of human activities and practices on Mother Earth (Mohammed, A. S., et al., 2023). This sustainable performance is defined in three layers as per triple bottom approach towards the business operations of an organization, which means and includes the planet and the people living in it and the process conducted by the organizations for the mutual benefit of humans (Khan, S. A. R., et al., (2023).

GREEN HRM

GHRM has increasingly gained attention and become popular in the field of business management (Patel, 2014). Green HRM plays a dynamic role in the formulation of green and eco-friendly policies and practices implemented by the HRM department that affect the entire organization and business practices. Green HRM brings sustainability by coordinating the right usage of organizational resources (Jayabalan et al., 2020). Researchers found that green HRM is a way to modify the attitudes and behavior of employees which will result in promoting sustainable business practices (Al-Ghazali and Afsar, 2020). However, the study of Zaid et al. (2018) clarified that organizations that practice green activities can reduce the reservation to change and achieve sustainability via green HR initiatives. As green has grown as an undeniable phenomenon, organizations are revising and refining their basic HR practices towards goals of sustainability. As an aggregate we can say that Green HRM is orienting our workforce towards greener values throughout their work life (Mahdy, F., et al., 2023).

GHRM BUNDLES

GHRM bundle practices have a crucial role in enhancing the status of the organization, especially in the sight of stakeholders (Mohamad et al., 2015). Renwick et al. (2013) examined that a group of green HRM practices (called green HRM bundle) help to enhance environmental performance by developing ecological values and principles within the company. However, we can say that a green HRM bundle of practices has a significant influence on greening an organization. Researchers found green HRM practices as a united or connected set of HR practices, which has positive consequences for automotive firm's performance through:

- Green Hiring (GH)
- Green Training and Involvement (GTI)
- Green Performance Management and Compensation (GPC)

GREEN HIRING

The process of green staff recruitment must hold skills, environmental knowledge, and green behavior regarding ecological management. The overall process of hiring confirms that a newly employed person has sufficient awareness of the environment and can promote a green culture within the firm (Das, S., & Dash, M., 2023). Organizations that are more environmentally conscious are including environmental and social tasks in the job description of employees for environmental protection. Teamwork techniques may be used by firms for handling critical ecological issues of the many firms. This is a huge beneficial initiative taken by human resource management to keep a sustainable environment. In today's, HR persons show a great deal of involvement in attracting & retain knowledgeable staff, particularly, will include environmentally conscious people (Tang et al., 2017). Relative to mainstream channels like brochures or newspaper ads, online hiring gives more information on safety practices of the environment. As per Malik et al. (2021), GH has a significant impact on sustainability. For Green hiring, HR professionals can use online recruitment options and can provide electronic offer letters, acceptance letters, and joining letters which will reduce the huge usage of paperwork (Likhitkar & Verma, 2017).

GREEN TRAINING AND INVOLVEMENT

The main reason for having green training and involvement is to prepare the employee and enhance their skill set to address the ever-increasing environmental demands on the organization. Green training and involvement are other important functions of green HRM. (Faisal, S., 2023). Green environmental orientations, green training, and green development programs promote improvement in the skills, green knowledge, and behavior of employees. Besides, these trainings help them to learn ways that are important to reduce wastage and preserve

resources (Malik et al., 2021). An environmental training initiative assists organizations in building knowledge related to the environment. Further, green involvement activities will aid employees to reform their green behavior and also promote them to become involved in various green activities. Specific training about energy efficiency, power saving management & safety, etc. should be given to employees. Mohammed, A. S., et al.,(2023) says that green training is a sequential process that starts with having green awareness, develops with instigating the feel and need for green opportunities, and is produced in the form of action, and policy practices by the individuals in the organization (Tang, G. et al., 2017).

GREEN PERFORMANCE MANAGEMENT & COMPENSATION

According to Malik et al. (2021), green performance evaluation is defined as “Appraise and evaluating the staff performance at work and giving them valuable feedback so that positive employees behavior promotes towards the environment. Almost every world organization carried out performance appraisals, using numerous techniques. An appraising system facilitates the employees to know their strong and weak points which will help in raising salaries and improving results. Incentives such as family recognition programs and special leaves are also considered in non-monetary financial rewards which enhance employee loyalty and result in high retention of talented employees (Likhitkar & Verma, 2017). Likewise, providing incentives can stimulate the employees to voluntarily involve in the ecological activities of the organizations. Green performance appraisals are the major motivator for an employee to utilize their green training and involvement knowledge practically. If the key performance indicators are not clearly defined, an employee would not be able to help support the required sustainable goals of the organization (Fernandez, D. C., & Ganesan, J. (2023).

ORGANIZATION CITIZENSHIP BEHAVIOR

Organizational citizenship behavior (OCB) is a voluntary social of employees to devote their efforts to the sustainable performance of the organization (Wengang, Z., et al., 2023). It is the mechanism that automatically generates in the employee to improve the sustainable organizational performance of an organization (Liu, X., & Yu, X., 2023). These are the employee’s discretionary efforts and are not acknowledged

by the structural form of the incentive system. OCB is the act of workers toward an environmental improvement that is not rewarded by the firms (Malik et al., 2021). Researchers have defined the three elements of OCB towards the environment: (a) Eco-initiatives defined as “Employee’s extra role to promote efficiency for environmental performance (b) Eco-civic involvement is defined as: “Employee discretion to participate in environment-related programs in the firm. (c) Eco helping, “It is the employee discretion act to make other people aware about the environmental activities. Collective OCB represents the whole team’s efforts rather the individual contributions toward green activities (Boiral et al., 2015).

HYPOTHESIS

GHRM PRACTICES AND SUSTAINABLE PERFORMANCE

Researchers suggested that transforming the workers into green workers at the workplace provides sufficient benefits to the natural environment and community as well. The development of a system that performs green practices is the process of green HRM (Muhammad et al., 2020). Additionally, through green recruitment practices, firms would be able to attract more talented and highly qualified employees who will have an awareness of the environment and sustainable performance. (Malik et al., 2021). Firms need to hire green employees for dealing with sustainability matters efficiently and effectively (Tang et al., 2018).

Green training encourages employees’ ability to better understand their organization’s environmental issues and deal with them efficiently and effectively (Malik et al., 2021). Organizations should concentrate on providing employees with targets and key performance indicators for the achievement of green performance management goals (Rasheed & Alam, 2020). Previous studies exposed the significant connection between GPC and sustainability. It significantly contributes to its impact on three elements of sustainable performance. Green rewards (GR) offered by HRM that used to link the employees with the green goals of the firms. Researchers in previous studies suggested that green rewards practice is a good method for motivating employees towards green practices. Earlier

studies examined those green rewards that are connected closely to sustainable environmental performance (Malik et al., 2021).

GHRM BUNDLES EFFECT ON ENVIRONMENTAL PERFORMANCE

Researchers find out a significant link between green HRM practices and Environmental performance with an explanation that the green HRM bundle practices successfully disseminate the environmental ideologies and standards that foster the motivation and skills of employees based on environmental management. Companies created opportunities for employees to participate in ecological sustainability (Cantor et al., 2012). The significant association between the GHRM bundle practices and environmental performance (Rawashdeh, 2018). Performance management of employees is a successful way to connect employees' commitment toward sustainability. Furthermore, researchers suggested that compensating an employee's environmental behavior has been found to improve environmental performance. There is a significant connection between the GHRM bundles (GH, GPC & GTI) and environmental performance. (Rawashdeh, 2018). The hypothesis is established as under:

H1a. Green hiring has an impact on environmental performance.

H1b. Green training & involvement have an impact on environmental performance.

H1c. Green performance management and compensation have an impact on environmental performance.

GHRM BUNDLES & ECONOMIC PERFORMANCE

Researchers found some employee qualities including commitment, motivation, competencies, etc. are the outcome of GHRM practices in the firm. These qualities improve financial performance drastically as well as lead to better work results or outcomes. There is a significant link found between the GHRM bundle practices and economic performance. Firms that have inspired, committed, and dedicated employees then they add economic value to a company (Zaid et al., 2018). The hypothesis is established as under:

H2a. Green hiring has an impact on economic performance

H2b. Green training & involvement have an impact on economic performance.

H2c. Green performance management and compensation have an impact on economic performance.

GHRM BUNDLES & SOCIAL PERFORMANCE

Researchers identified that companies who made investments in social responsibilities got numerous benefits including customer satisfaction, efficient recruitment of staff, employee satisfaction, and innovation. These elements contribute to the social performance of the organization (Zaid et al., 2018). There is a significant connection between green HRM bundles and social performance (SP). HRM practices bring benefits such as improved community health and safety, increased sustainability, and committed and satisfied employees. Companies that prioritize corporate social responsibility, build their goodwill in front of stakeholders (Vyas, 2016). As per the above considerations, we offer the following hypothesis:

H3a. Green hiring has an impact on social performance.

H3b. Green training & involvement have an impact on social performance.

H3c. Green performance management and compensation have an impact on social performance.

GHRM PRACTICES AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

Several researchers found that GHRM practices such as: 1. green recruitment & selection, 2. training & involvement, and 3. green performance management & rewards are connected to organization citizenship behavior (OCB) (Mohammad et al., 2020; Malik et al., 2021). Appraising or evaluating the ecological behavior of employees will encourage them to bring green unrewarded behaviors toward the environment (Mohammad et al., 2020). Researchers suggested that employees' citizenship behavior and motivation among them will be enhanced by giving them various kinds of rewards such as cash rewards (commissions, bonuses, promotion) and non-cash rewards (recognition &

appreciation) (Malik et al., 2021). The findings exhibit a positive connection between GPC and OCB (Anwar et al., 2020). The following hypothesis is postulated:

H4a. Green hiring has an impact on organizational citizenship behavior.

H4b. Green training & involvement have an impact on organizational citizenship behavior.

H4c. Green performance management and compensation have an impact on organizational citizenship behavior.

ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND SUSTAINABLE PERFORMANCE

Organizational citizenship behavior is the extra role of employees that goes beyond their duties, so employees are willing to cooperate with the organization and participate in environmental activities. This reduced the impact of the pollutant environment. Once employees feel valued and recognized in their companies, they start to be more involved in OCB towards the environment (Malik et al., 2021). Several researchers identified that organizational citizenship behavior has a positive connection with three bottom lines of sustainable performance (EP, Ec, P, & SP) (Anwar et al., 2020; Malik et al., 2021). The following hypothesis is:

H5a. Organizational citizenship behavior affects environmental performance.

H5b. Organizational citizenship behavior affects economic performance

H5c. Organizational citizenship behavior affects social performance

THE MEDIATING ROLE OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

GHRM practices play a crucial role in establishing a framework that encourages organizational citizenship behavior. OCB has thus been proposed as an effective way that translates green HRM practices for enhancing environmental performance. Furthermore, it helps directly to the company in order to reduce negative environmental effects and also exaggerates ecological companies' reputation. OCB covers various

sustainable activities such as occupational waste management, recycling, increase usage of renewable energy, and enabling workers to adopt of greener attitude (Malik et al., 2021). The study of Anwar et al. (2020) used OCB as a mediator between green HRM practices and EP. Hypotheses were found positive by researchers which means organization citizenship behavior mediates the link between GHRM practices (GH, GTI & GPC, and sustainable performance. The following hypotheses were developed:

H6a. Green hiring and sustainable performance is mediated by organizational citizenship behavior.

H6b. Green training & involvement and sustainable performance is mediated by organizational citizenship behavior.

H6c. Green performance management & compensation and sustainable performance are mediated by organizational citizenship behavior.

GHRM AND GREEN CREATIVITY

Several studies have found the significance of GC for the sustainable performance of firms and gaining a competitive edge (Saeed et al., 2019). The study examined whether the GHRM policy and practices implemented by HR professionals would promote employees to bring more green ideas. Green HRM practices such as hiring and retaining talented workforce who have environmental awareness, green training on the reduction of an employee's carbon footprint, and rewarding green behaviors of them at the workplace will aid in altering the attitudes and behavior of employees towards greener practices (Al-Ghazali and Afsar, 2020)

Researchers identify social identity theory (SIT) with the explanation that employees are more conscious to put themselves into numerous classes, affiliations, & memberships, etc. intending to build a personal and positive identity. Employees classified themselves on the foundation of numerous personal characteristics including psychological attributes, cognitive capacity, and physical characteristics (Armstrong, C. G., 2023). Thus based upon the SIT theory we can understand that while working under novel green HR management practices employees will be considered that they have a unique workgroup in which they are working

and they will be able to associate themselves with those brushed up employees who are willing to produce green values for the organization in the form of good and services. Certain studies found that employees of such organizations will recognize their self-image, respect, and worth in the workplace. They will come up with creative and environmentally friendly ideas which will reduce the ecological issues of the organization and enhance the GC among them. Employees make such firms more responsible once. Employees of such firms suggest their solutions to environmental problems through divergent thinking (Al-Ghazali and Afsar, 2020).

H7. Green HRM practices are associated with green creativity.

THE MODERATING ROLE OF GREEN VALUE

The research of Cheema et al. (2020) examined that employees who realized their workplace has involved in environmental social activities are more connected with the firm. Those types of employees exhibit ecological behaviors. The study of Al-Ghazali and Afsar (2020) identified that green values moderate the connection between GHRM practices and GC.

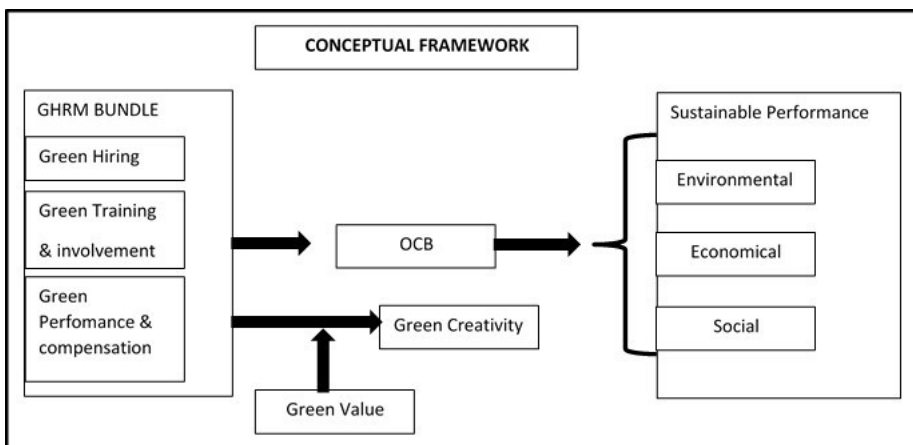
Value-belief-norm theory (VBN) explained that individual green values affect their green behaviors and green attitudes (Majeed, S., et al., 2023). Individual work-related behavior is affected by his/her norms, beliefs, and values. In the literature, the study by Al-Ghazali and Afsar (2020), found that individual values have a positive impact on ecological behaviors. The study by Cheema et al. (2020) found the effect of GV on both in-role behaviors of employees and extra-role behavior of employees. Researchers also examined that the balance between an employee and organization GV brings sustainable performance management. Thus based upon the foundation of VBN theory the green value variable is highly influential on the relation between the GHRM bundle and green creativity, because until the employee is not having the feel and vibes from within him/herself, s/he will not be moving forward to put in effort for a creative effort towards green goals of the organization. Similar indirect relations have been reported by Trautwein, U., (2023) in their study.

In contrast, the result found that an employee’s green value is insignificant and moderates the relationship between green HRM and green creativity. This result is supported by the findings of Chaudhar (2020) explaining insignificant moderation that there is low variance observed the in environmental value scores of the respondents. This indicates that employees have low and similar preferences towards environmental-related social activities. It is suggested that employees who are working in the automobile sector, are well aware of the environmental issues due to industrial operations, and may work for and reduce environmental degradation. The concept of GHRM is new and may require environmental orientation for workers in the manufacturing sector to influence their green personal environmental values.

H8. An employee's green values moderate the relationship between Green HRM and his/her green creativity.

FIGURE 1

Conceptual Framework



III. METHODOLOGY

DATA COLLECTION AND SAMPLING

The nature of the study is descriptive, based on quantitative data. There was a close-ended questionnaire used for the collection of data. The research strategy is survey research. We collected data from the

participants who have knowledge about the concept of green human resource practices and also belong to ISO 14001-certified companies.

RESEARCH POPULATION

To test hypotheses, a survey was conducted to obtain the perception of participants who understand green HRM practices. The total available population of automotive manufacturing organizations includes companies that are manufacturers & assemblers of cars and are located in Karachi, Pakistan. Everyone who is pursuing a career at an automotive company with knowledge of the green HRM concept was our population. The research was focused on all permanent employees in Karachi only.

SAMPLE SIZE & SAMPLING TECHNIQUE

The sample size of this study is 218 which is based on convenience sampling. We used nonprobability and convenience-based sampling techniques for data collection. The total sample was selected from the current population of car manufacturing firms in Karachi. Almost four car manufacturing firms in Karachi, Pakistan are ISO 14001 certified and selected to participate in the study: 1. Pak Suzuki Motors, 2. Al- Haj Faw Motors, 3. Toyota, 4. Hyundai Nishat Motors. Data collection of this study was based on different levels of management including senior HR managers, assistant HR managers, trainee HR executives, and HR generalists who are working in car manufacturing organizations in Karachi and they all filled the same survey. The questionnaire was distributed among 350 respondents and tried to get more data but only 218 responses were collected. For data collection, the structured questionnaires were distributed in Karachi, Pakistan through emails and social media platforms.

RESEARCH INSTRUMENT

The close-ended questionnaire with a five-point Likert scale was used as a research instrument for the collection of data. The scale used to meet green HRM practices was adapted from (Zaid et al., 2018; Guerci et al., 2016; Abdullah & Thurasamy, 2015). There were 11 sample items used. The scale used to measure sustainable performance was adapted from (Zaid et al., 2018; Guerci et al., 2016) consisting of 17 items. Organizational citizenship behavior (OCB) was measured on 7 items

scale adopted by Malik et al., 2021). Green creativity is the six-item scale adopted by Al-Ghazali and Afsar (2020). Employees evaluated their green values on a five-item scale adopted by Al-Ghazali and Afsar (2020). This study has performed linear regression and correlation statistical techniques to estimate the findings and results. In this concern, SmartPLS (Partial Least Square) software, which is a second-generation multivariate analytical tool was used for data analysis.

IV. RESULTS

RESPONDENT PROFILE

Table 1 provides the descriptive statistics of 218 respondents. The tabulation shows the frequency and percentage of respondents' age, gender, education & designation.

TABLE 1
Respondent Profile (n=218)

		Frequency	Percentage
Age	18-25	44	20.20%
	26-33	125	57.30%
	33-40	35	16.10%
	above 40	14	6.40%
Gender	Male	192	88.10%
	Female	26	11.90%
Education	Undergraduate	19	8.70%
	Graduate	93	42.70%
	Postgraduate	105	48.20%
	PhD	1	0.40%
Designation	Lower Management	43	19.50%
	Middle Management	131	60.20%
	Upper Management	44	20.30%

RELIABILITY & VALIDITY ANALYSES

The quality of the measurement model in this study is evaluated to check the validity and reliability of the research. PLS-SEM techniques were used with the help of Smart PLS software for data analysis.

FIGURE 2
Reliability and Validity Testing

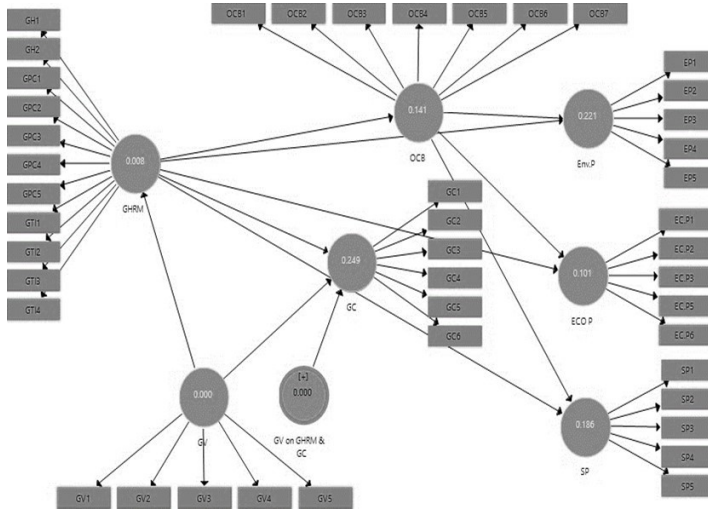


TABLE 2
Measurement Model

	Construct	Item	Outer Loading	Cronbach's Alpha	Rho_A	Composite Reliability	AVE
GHRM	Green Hiring	GH1	0.602	0.906	0.918	0.921	0.516
		GH2	0.657				
	Green Training & Involvement	GT11	0.767				
		GT12	0.788				
		GT13	0.773				
		GT14	0.752				
	Green Performance Management & Compensation	GPC1	0.699				
		GPC2	0.752				
		GPC3	0.757				
		GPC4	0.612				
GPC5		0.709					
Organization Citizenship Behavior	OCB1	0.796	0.904	0.91	0.924	0.634	
	OCB2	0.81					
	OCB3	0.806					
	OCB4	0.827					
	OCB5	0.728					
	OCB6	0.816					
	OCB7	0.787					
Green Value		GV1	0.843	0.866	0.884	0.904	0.654
		GV2	0.868				
		GV3	0.832				
		GV4	0.658				

	Construct	Item	Outer	Cronbach's	Rho_A	Composite	AVE
		GV5	0.826				
	Green Creativity	GC1	0.808	0.918	0.919	0.936	0.71
		GC2	0.881				
		GC3	0.85				
		GC4	0.876				
		GC5	0.86				
		GC6	0.775				
Sustainable Performance	Environmental Performance	EP1	0.79	0.877	0.881	0.911	0.671
		EP2	0.856				
		EP3	0.767				
		EP4	0.862				
		EP5	0.817				
	Economic Performance	EC. P1	0.651	0.773	0.79	0.844	0.521
		EC. P2	0.7				
		EC. P3	0.805				
		EC. P5	0.766				
		EC. P6	0.673				
	Social Performance	SP1	0.675	0.839	0.863	0.883	0.603
		SP2	0.775				
		SP3	0.795				
		SP4	0.819				
		SP5	0.809				

INDICATOR RELIABILITY

The quality of the measurement model in this study is evaluated to check the validity and reliability of the research. PLS–SEM techniques were used with the help of Smart PLS software for data analysis.

REFLECTIVE INDICATOR LOADING

Reflective indicator loading indicates that the item is a satisfactory measurement of latent construct. As per Hulland (1999), reflective indicator loading should be >0.5. The results of the reliability analysis in this study showed that all items loading is >0.5. This proves indicator reliability.

CRONBACH’S ALPHA

Cronbach's alpha is used as a conservative measure of internal consistency that evaluates the reliability of a set of scale items. The estimated values of Cronbach's alpha show the degree of variability in the latent construct which recommended is at < 0.7 and can be used for

further analysis (Al-Ghazali and Afsar, 2020). Table 2 shows that Cronbach's alpha of all the construct is above 0.7, therefore, considered that all items have relatively high internal consistency.

CONVERGENT RELIABILITY (AVE)

Convergent reliability is assessed by using the average variance extracted which values should be >0.5 (Bagozzi and Yi, 1998). In this study, the AVE values of all constructs are >0.5 which indicates the convergent reliability of the model.

COMPOSITE RELIABILITY/ INTERNAL CONSISTENCY

The internal reliability of the model is assessed by using Dhillon-Goldstein Rho which is also known as composite reliability (CR). The value of CR must be > 0.7 . In this study, the value of CR for all constructs is > 0.7 which showed adequate consistency (Dijkstra & Henseler, 2015).

DISCRIMINANT VALIDITY

Discriminant validity was measured by Fornell-Larcker Criterion suggested by Hair et al. (2019). For discriminant validity, the outer loading of an item within the construct must be greater than the cross-loadings of the same item in any other construct. The results (see Table 3) confirmed that the square root of AVE for each latent variable is greater than its correlation with another latent variable.

TABLE 3

Discriminant Validity - Fornell-Larcker Criterion

	Ec. P	EP	GC	GHRM	GV	OCB	SP
Ec. P	0.722						
EP	0.467	0.819					
GC	0.334	0.41	0.843				
GHRM	0.417	0.556	0.51	0.718			
GV	0.189	0.313	0.384	0.139	0.809		
OCB	0.379	0.435	0.707	0.476	0.54	0.796	
SP	0.428	0.654	0.375	0.489	0.372	0.519	0.776

Value in Bold represents the square root of the AVE of the latent variable & indicates the highest in any column or row

DISCRIMINANT VALIDITY – HETROTRAIT MONOTRAIT RATIO (HTMT)

Discriminant validity was measured through Heterotri- Monotrait ratio (HTMT) introduced by Henseler et al. (2015). This method estimates the correlation between two latent variables. The value suggested a threshold value of 0.90 for HTMT. The result (see Table 4) found that there is validation in discriminant validity.

TABLE 4

Discriminant Validity – Hetrotrait Montorait Ratio (HTMT)

	Ec.P	EP	GC	GHRM	GV	OCB	SP
Ec.P							
EP	0.565						
GC	0.381	0.45					
GHRM	0.465	0.591	0.543				
GV	0.241	0.355	0.423	0.16			
OCB	0.433	0.474	0.776	0.508	0.597		
SP	0.522	0.748	0.409	0.51	0.432	0.556	

R-SQUARE ANALYSIS

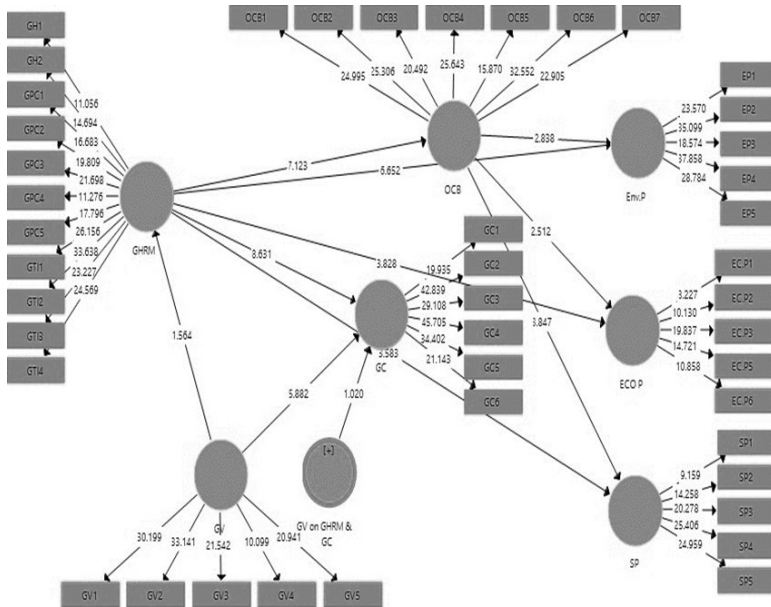
The goodness of the model is described by the strength of each structural path determined by the R2 value for the dependent variable (Briones Penalver et al, 2018). The value of R2 should be equal to or over 0.1. The result (see Table 5) showed that the value of R2 square for sustainability is over 0.1 (EP= 0.216, Ec. P= 0.346 & SP= 0.345). Therefore, the predictive capacity of this construct is developed, whereas organization citizenship behavior is having a value of 0.227. As well as green creativity also had 0.364 which depicts that its predictive capability is high. The result found an appropriate goodness of fit and reliably of a model.

TABLE 5

R Square

	Values
Economic Performance	0.216
Environmental Performance	0.346
Green Creativity	0.364
Organizational Citizenship Behavior	0.227
Social Performance	0.345

FIGURE 3
Estimation Model



STRUCTURAL MODEL

Table 6 shows the results of path coefficients using Smart PLS for hypothesis testing between the dependent and intended variables. The structural model was run by using a bootstrap procedure with 1000 resampling rounds.

TABLE 6
Path Analysis

Hypo	Original Sample (O)	(STDEV)	T Statistics	P Values
GHRM -> Env. P	0.4510	0.0680	6.6520	0.0000
GHRM -> ECO P	0.3060	0.0800	3.8280	0.0000
GHRM -> SP	0.3130	0.0870	3.5830	0.0000
GHRM -> OCB	0.4760	0.0670	7.1230	0.0000
OCB -> ECO P	0.2330	0.0930	2.5120	0.0120
OCB -> Env. P	0.2200	0.0770	2.8380	0.0050
OCB -> SP	0.3690	0.0960	3.8470	0.0000
GV on GHRM & GC	-0.0460	0.0450	1.0200	0.3080
GHRM -> GC	0.4650	0.0540	8.6310	0.0000

MEDIATION

The results (see Table 7) that the total effect of GHRM on EP is significant (H1: $\beta=0.556$, $t=10.749$, $p=0.000$), and the total effect of GHRM on Ec. P is significant (H1: $\beta=0.306$, $t=3.828$, $p=0.000$) & the total effect of GHRM on SP is significant (H1: $\beta=0.489$, $t= 7.969$, $p=0.000$). It means that without a mediator the effect of GHRM on SUST (EP, Ec. P & SP) is significant. With the inclusion of mediating variable (OCB), the effect of GHRM on EP is significant (H1: $\beta=0.451$, $t=6.652$, $p=0.000$), and the impact of GHRM is significant on Ec. P (H1: $\beta=0.306$, $t= 3.828$, $p= 0.000$) & the impact of GHRM on SP is significant (H1: $\beta=0.313$, $t=3.583$, $p=0.000$). The indirect effect of GHRM on sustainability (EP, Ec. P & SP) by OCB is also found significant. The Indirect Impact of GHRM practices on EP by OCB becomes significant (H1: $\beta=0.105$, $t=2.460$, $p=0.014$), and the indirect impact of GHRM practices on Ec. P by OCB becomes significant (H1: $\beta=0.111$, $t=2.220$, $p=0.027$), and the indirect impact of GHRM practices on SP through OCB becomes significant (H1: $\beta= 0.176$, $t= 3.344$, $p= 0.000$). The interpretation shows that the relationship between GHRM and sustainability (EP, Ec. P & SP) is partially mediated by OCB. Thus, the influence is exerted on the dependent variable (SUST) both through the GHRM and OCB. So, we can say that the indirect effect ($a*b$) and the direct effect (c') are both significant. To test the mediation effect, we measured the reliability of our findings based on recommendations (Hameed S. et al., 2021). We analyzed the following: (i) the direct effect of GHRM practices on sustainability with mediators (c'), (ii) the direct effect of GHRM on the mediators (OCB) (a); (iii) the effect of the mediators OCB on sustainability (EP, Ec. P, SP) (b); (iv) the total effect of GHRM ($(a*b) + ca$). In last, we analyzed the bias–corrected and accelerated confidence intervals (95%) via the process of bootstrapping for indirect effect (see Table 4.3.1). The results showed that the confidence interval does not include zero which means the indirect effect is significant.

TABLE 7
Test of Mediation

Direct Effect			Indirect Effect				Total Effect		
Coefficient		P	Coefficient		P	BI (2.5%;97.5%)	Coefficient		P
			(a*b)				(a*b)+c'		
c'1	0.451	0.000	H: GHRM->OCB->EP	0.105	0.014	0.025;0.191	(a*b1)+c'1	0.556	0.000
c'2	0.306	0.000	H: GHRM->OCB->Ec. P	0.111	0.027	0.027;0.222	(a*b2)+c'2	0.306	0.000
c'3	0.313	0.000	H: GHRM->OCB->SP	0.176	0.001	0.075;0.284	(a*b3)+c'3	0.489	0.000
a	0.476	0.000							
b1	0.22	0.005							
b2	0.233	0.012							
b3	0.369	0.000							

MODERATION

Hypothesis (H10) supposed that green values moderate the relationship between GHRM and GV. The moderation effect is tested by using Smart PLS Algorithm. Based on this study's results ($\beta = -0.046$, $t = 1.020$, $p = 0.308$) see Table 8, this hypothesis has been rejected (Ho) means that the green value insignificantly moderates the positive relationship between GHRM and GC.

TABLE 8
Moderation Results

Path Coefficients	Original	Standard Deviation	T Statistics	P Values
	Sample (O)	(STDEV)	((O/STDEV))	
GHRM x GVx GC	-0.046	0.045	1.02	0.308

HYPOTHESIS TESTING

H1. GHRM bundles have a significant impact on environmental performance.

To test hypothesis (H1), that GHRM bundles have a significant impact on environmental performance. The results confirmed a positive and statistically significant relationship between GHRM bundles & environmental performance ($\beta = 0.451$, $t = 6.652$, $p\text{-value} < 0.05$).

H2. GHRM bundles have a significant effect on economic performance.

To test hypothesis (H2), GHRM bundles have a significant impact on economic performance. The results confirmed a positive and statistically significant relationship between GHRM bundles & economic performance (beta =0.306, t=3.828, p-value < 0.05).

H3. GHRM bundles have a significant impact on social performance.

To test hypothesis (H3), that GHRM bundles have a significant impact on social performance. The results confirmed a positive and statistically significant relationship between GHRM bundles & social performance (beta =0.313, t= 3.583, p-value < 0.05).

H4. GHRM bundles have a significant impact on organizational citizenship behavior.

To test hypothesis (H4), GHRM bundles have a significant impact on organizational citizenship behavior. The results confirmed a positive and statistically significant relationship between GHRM bundles & organization citizenship behavior (beta =0.476, t= 7.123, p-value < 0.05).

H5. Organizational citizenship behavior has a significant impact on environmental performance.

To test hypothesis (H5), that organization citizenship behavior bundles have a significant impact on environmental performance. The results confirmed a positive and statistically significant relationship between organization citizenship behavior & environmental performance (beta =0.220, t=2.838, p-value < 0.05).

H6. Organizational citizenship behavior has a significant effect on economic performance.

To test hypothesis (H6), that organization citizenship behavior has a significant impact on economic performance. The results confirmed a positive and statistically significant relationship between organizational citizenship behavior & economic performance (beta =0.233, t= 2.512, p-value < 0.05).

H7. Organizational citizenship behavior has a significant impact on social performance.

To test hypothesis (H7), that organization citizenship behavior has a significant impact on social performance. The results confirmed a positive and statistically significant relationship between organization citizenship behavior & social performance (beta =0.369, t=3.847, p-value < 0.05).

H8. Organizational citizenship behavior mediates the relationship between GHRM bundles and sustainable performance.

The Smart PLS results endorsed our hypothesis (H8) that organization citizenship behavior significantly mediates the positive relationship between GHRM bundles and sustainable performance.

H8a: GHRM->OCB->EP (beta =0.105, p- value < 0.05). H8b: GHRM->OCB->Ec. P (beta =0.111, p-value < 0.05). H8c: GHRM->OCB->SP (beta =0.176, p- value < 0.05).

H9. GHRM bundles have a significant impact on green creativity.

To test hypothesis (H9), that GHRM bundles have a significant impact on green creativity. The results confirmed a positive and statistically significant relationship between GHRM & green creativity (beta =0.465, t=8.631, p-value < 0.05).

H10. An employee's green values are not a significant moderator for the effect of Green HRM and his/her green creativity.

The Smart PLS results endorsed our hypothesis (H10) that an employee's green values are not a significant moderator for the effect of Green HRM and green creativity (beta = -0.046, t=1.020, p- value= 0.308).

V. DISCUSSION

GREEN HRM & SUSTAINABLE PERFORMANCE

The result of the first hypothesis (see Table 4.3) shows that there is a positive direct impact of GHRM practices on EP. A similar result was found in the research of Zaid et al. (2018) which describes that GHRM bundles assist the maintenance and implementation of an environmental management system that help a company in superior environmental performance.

H1. GHRM bundles have a significant impact on environmental performance

This study found a significant relationship between green human resource management practices and economic performance. The research of Zaid et al. (2018) supports the hypothesis (H2) and defines that an inspired and dedicated workforce adds economic value to the company. Implementing green practices bring the benefit of cost reduction, greater efficiencies in productivity, and sustainability.

H2. GHRM bundles have a significant effect on economic performance.

There is also a positive relationship found between green human resource management practices and social performance. A study by Rezaei-Moghaddam (2016) supports this hypothesis and declares that investment in green programs will improve the performance of manufacturing firms' sustainability. Programs that focus on the health and safety of workers to prevent them from serious injuries have a significant impact on social performance.

H3. GHRM bundles have a significant impact on social performance.

GREEN HRM & OCB

This study examines whether there is a significant relationship between GHRM practices and OCB. The findings of Mohammad et al. (2020) found a significant impact of GHRM practices on OCB with a likely explanation being that appealing and retaining a talented pool of candidates who are conscious of the environment will lead to discretionary behavior called organization citizenship behavior of employee for bringing improvement in the environment. A natural reward system for the green behavior of employees gradually improves environmental performance.

H4. GHRM bundles have a significant impact on organizational citizenship behavior.

OCB AND SUSTAINABLE PERFORMANCE

The results identified a positive relationship between OCB and EP. Similar results were found in the research of Malik et al. (2021) that OCB

has a positive impact on EP. This shows that when employees start to feel worthy by the company, they engage themselves in OCB towards the environment. Environmental success is not entirely dependent on the sustainability policies of companies, but it is relatively dependent on the friendly ecological behavior of employees like OCB. The results proved that OCB is a crucial contributor to the environmental sustainability of organizations.

H5. Organizational citizenship behavior has a significant impact on environmental performance.

This study shows that there is a positive association between organizational citizenship behavior and economic performance. This hypothesis is supported by Malik et al. (2021) who conclude that OCB is an employee voluntary commitment within an organization. Employees with organizational citizenship behavior towards the environment play a crucial role in the economic performance of the organization by bringing efficiency in production, reduction in the cost of raw materials, bringing improved work-related results. Dealing with financial matters will include economic performance.

H6. Organizational citizenship behavior has a significant effect on economic performance.

There is significant relationship is found between the OCB and SP. This result is supported by Malik et al. (2021) the explain that taking care of the interest of stakeholders by giving priority to such programs will improve employee and community health and safety as well as lowering the detrimental effect of products and processes on the local community. Implementing GHRM practices that focus on the OCB of employees will enhance the status of the company in front of stakeholders and improve community health.

H7. Organizational citizenship behavior has a significant impact on social performance.

A MEDIATION EFFCET OF OCB ON GHRM PRACTICES AND SP.

The result found that OCB mediates the positive relationship between green HRM bundles and SP. This sustainable performance is a

relatively new phenomenon in the domain of HRM. The mediation effect of OCB on GHRM and sustainable performance in the manufacturing sector is found to be significant in the study of Jayabalan et al. (2020). GHRM practices form a background that encourages organizational citizenship behavior among workers. Organizational citizenship behavior is preferred as a way of translating GHRM practices for the enhancement of sustainable performance. Sustainable activities that are covered by OCB include carbon saving, occupational waste management, electronic filing, recycling, and empowering workers to adopt more friendly environmental behavior. Providing green training incentives increases employee engagement, motivation, and commitment toward environmental responsibility.

H8. Organizational citizenship behavior mediates the relationship between GHRM bundles and sustainable performance.

GREEN HRM PRACTICE AND GREEN VALUE

The relationship between green GHRM and GV is found positive in this study. This hypothesis is supported by research that GHRM has a significant impact on GC. Green HRM modifies the attitudes and behavior of staff by rewarding green behaviors and green ideas in the workplace and making it more pro-environmental. The study found that employees of such organizations will recognize their self-image, respect, and worth in the workplace. They will come up with creative and environmentally friendly ideas that will reduce the ecological issues of the organization and enhance the GC among them (Al-Ghazali and Afsar, 2020). The study of Chen and Cheng. (2013) also supports (H9) by defining that GHRM policies and practices motivate employees to create more green or environmental ideas.

H9. GHRM bundles have a significant impact on green creativity.

A MODERATION EFFECT OF GREEN VALUE ON THE RELATIONSHIP BETWEEN GHRM PRACTICES AND GREEN CREATIVITY

The result found that an employee's green value insignificantly moderates the relationship between green HRM and green creativity. This result is supported by the findings of Chaudhary (2020) by

explaining insignificant duration that there is a low variance observed in the environmental value scores ($SD = 0.045$) of the respondents. This indicates that employees have low and similar preferences towards environmental-related social activities. It is suggested that employees who are working in the automobile sector, are well aware of the environmental issues due to industrial operations, and may care for and reduce environmental degradation. Due to the lower variability of sampled employees in environmental orientation, the green value moderator effect was undetectable. Al-Ghazali and Afsar (2020) study found that green value significantly moderates the relationship between GHRM and green creativity.

H10. An employee's green values are not a significant moderator for the effect of Green HRM and his/her green creativity.

VI. RECOMMENDATIONS AND CONCLUSION

RECOMMENDATIONS

The findings and results of this research will assist top management, policymakers, and managers in transforming the ecological behavior of stakeholders (e.g., employees, clients, suppliers, and the government). Top management should include environmental management in the core values of the organization at the time of designing their GHRM policies and procedures. Till the time the change for sustainability is not endorsed by the higher management, change will not come. Secondly, the green hiring policy will ensure that hire and retain talented people to conserve the environment and encourage green values. From the very start of employment, the employee will be well articulated with the idea that the organization has solid values for sustainability. Regular and internal green training programs like providing a group of important information and skills on reduction of wastage, electronic filing of data, efficient energy use, green technology, minimizing emissions & recycling, etc. can reduce an employee's carbon footprint and improve employees' eco behavior with an organization.

Managers should properly appraise and reward the green behavior of employees that will stimulate the discretionary social behavior of employees which will bring sustainable environmental performance for the organization. Managers and policymakers should link the strategic

environmental objectives with the specific bundle of HRM practices (GH, GTI & GPC) to achieve strong sustainable performance in manufacturing organizations. This linkage will also enhance the involvement of employees in ecological practices. Focusing on providing green training to employees will enhance employees' ability to initiate green ideas. The growth of new ideas on green products, processes, practices & services will reduce environmental pollution and achieve sustainable performance for the organization. Managers can enhance green creativity by paying attention to specific GHRM practices.

This study examined that once employees feel valued and recognized in their companies, they start to be more involved in organizational citizenship behavior towards the environment. Managers should focus on employee recognition (non-monetary rewards) in the organization. Some employees have low green values. Due to this, managers need to focus on matching an individual's values with the organization's environmental values. Individuals with green values exhibit green behavior in the workplace. Green values are likely to impact individuals' both in-role and extra-role behaviors.

SUGGESTIONS

Following green HRM practices suggested to reduce the carbon footprint of employees for sustainable performance (a) Preference should be given to maximum walking and bicycling instead of pollutant vehicles while going to work or home. (b) Implement 5S activity (Japanese lean management tool) at the workplace for improvement in the overall work environment and reduction in wastage. (c) Do plantation at office premises or home for absorption of pollution. (d) Installation of timers to save power by automatically turning off lights. (e) Lesser usage of paperwork such as online job application forms, virtual interviews, video conferences, electronic filing of data, online training sessions & telecommuting, etc. can be done (f) Usage of natural light at daytime during work should be encouraged (g) Use energy efficient bulbs and environment-friendly gadgets should be commonly used (h) Increase use of buying organic foods for the office canteen should be practiced (i) promote the habit to reuse of products such as bags, bottles, and cans, etc. (j) Switching off the lights, air conditioner and other devices when no working activity was performed (k) Develop a proper standardized

process for disposal of wastage and recycling (l) Try to lower the discharge of noxious chemicals to save our air and water from pollution (m) Do practice of giving non-financial rewards (e.g., recognition) for green behavior of employees (n) Use of energy efficient vehicles for traveling to office or home.

LIMITATIONS AND FUTURE RESEARCH

In this study, there are some limitations. Future researchers can use these limitations as the foundation of further study. Firstly, this study was conducted in the manufacturing companies' context, especially automotive companies. It is recommended that future researchers apply this study in other industries like tourism, hospitality, leisure, and education institutions and industries that are damaging our environment like steel and chemical factories. Second, the respondents from whom conducted data collection were all from Pakistan. Therefore, this study may have restricted generalizability for any other countries. In future lines of research, similar studies may be repeated in other countries. Finally, this study defined only green outcomes like green creativity or sustainable performance. As per Dumont et al. (2017), future studies may be conducted on non-green outcomes. Future researchers may contribute to recognizing the effect of GHRM on non-green outcomes such as attitudes, beliefs, and behaviors of exempt and nonexempt employees.

CONCLUSION

This study explored that a set of defined GHRM practices include (GH, GTI, and GPC) has a crucial role in the development of an organization's performance which is called sustainable performance. The foundational hypothesis of this study is that the GHRM practices (GH, GTI & GPC) are positively influenced by three bottom lines of sustainable performance (EP, Ec. P & SP). As per Zaid et al. (2018), avoiding the relationship between GHRM practices and sustainable performance was at the expense of the organizations. GHRM is a valid mechanism to enhance the sustainable performance of organizations. The key responsibility of manufacturing companies is to make a balance between the three bottom lines of sustainability.

This study affirms that GHRM practices have a significant impact on organizational citizenship behavior. GHRM practices help to motivate

employees to willingly participate to reduce environmental issues. Also, makes able to employees adopt friendly environmental behavior for sustainable performance of the organization. OCB towards the environment mediates the relationship between green HRM practices and sustainable performance (EP, Ec. P & SP). This study examined whether there is a positive relationship between organizational citizenship behavior and sustainable performance. Sustainable performance would be enhanced by creating engaged, competent, and inspired employees within an organization.

This study found that there is a positive relationship between GHRM practices and green creativity. In fact, green HRM policies and practices motivate the employees to generate greener and environmentally friendly ideas about the problems that will affect the overall performance of the organization. This study identified that green value is an insignificant moderator on the relationship between green HRM practices and green creativity, thus means hypothesis (H10) has been rejected. This result is supported by the findings of Chaudhary (2020) explaining insignificant moderation that there is low variance observed in the environmental value scores ($SD = 0.045$) of the respondents. Due to the lower variability of sampled employees in environmental orientation, the green value moderator effect was undetectable. This study also supports other research that examined the influence of GHRM practices on sustainable performance in manufacturing companies (Zaid et al., 2018; Yong et al., 2020). These studies validate the impact of GHRM practices on manufacturing companies and examine how they can link their GHRM practices for improvement in sustainable performance. The GHRM policies and practices implemented by the human resource department will impact the business practices and helps organizations to gain a competitive advantage over their competitors.

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