

EXAMINING GREEN HRM IMPLEMENTATION AFFECTS VIA ORGANIZATIONAL SUSTAINABILITY. A MEDIATION ANALYSIS

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Abstract

The escalating importance of environmental sustainability has made Green Human Resource Management (GHRM) a strategic shift to sustainable organizational outcomes. This study is based on the Resource-based View (RBV) theory and seeks to understand the effects of GHRM on organizational sustainability as well as explore the mediating effects of employee satisfaction and green job performance. A structured questionnaire was used to collect data from 345 employees of textile industry in Pakistan. The proposed model was tested using the Partial Least Squares Structural Equation Modeling (PLS-SEM) software developed by SmartPLS 4.0. The finding reveals that GHRM has considerable positive effect on organizational sustainability, satisfaction of employees and the performance of green activities. Additionally, employee satisfaction and green job performance partially mediated the association between GHRM and organizational sustainability, demonstrating a complementing partial mediation. Thus, this study does not only add to the vast GHRM literature but also gives empirical evidence in a developing country context and emphasizes the role of employee-centered mechanisms in attaining organizational sustainability. The results have important implications for managers who want to incorporate sustainability goals into HRM.



Introduction

Environmental challenges have escalated global concern about the sustainability of organizations in the last several years (Siagian et al., 2022). Businesses are no longer evaluated solely on financial performance; they are also expected to demonstrate environmental stewardship and social responsibility. Especially, after the industrial revolution which leads in environment degradation. The image of eco-friendly products is an important factor in today's business world, incorporating processes, technology adoption and systems (Abbas et al., 2022; Islam et al., 2019). Green firms have been observed to be more sustainable in their practices than other traditional competitors. The literature reveals that the textile sector has several types of environment-related difficulties in developing nations; hence organization's need to examine, monitor and enhance management related operations (Boeske, 2023).

In the contemporary business arena, eco-friendly products and corporate social responsibility have become an integral part embedded within the processes, technology adoption and systems used in the firm. (Mamun, 2026) discovered that businesses who adopted sustainable practices had a competitive advantage of cost savings and earnings. Adoption of green supply chain strategies for better life might get additional benefits in safeguarding the environment from pollution. The use of green techniques in corporate operations brings benefits to the

public at large. It displays the socially responsible side of the businesses.

As environmental problems are increasing, it is important to promote and adopt green management methods in the textile business. The literature studies suggest that the textile sector in developing countries is experiencing many environments associated challenges and organization's need to be engaged in assessment, monitoring and correction of the management related practices (Ren et al., 2023). Presently the notion of environmental management (EM) is also included other areas of company including operational management, marketing, etc. Business organizations in the industrialized countries have started to launch a revolutionary campaign with the slogan of "green HRM (GHRM)." Furthermore, GHRM methods help to promote environmental efficiency through enhancing the performance and dedication of employees (Naqvi & Siddiqui, 2019) . The GHRM strategy emphasizes the change of HRM culture, structure, strategies, and organizational policies towards protecting the environment. The Green HRM Approach is related to changing HRM culture, structure, tactics and organizational policies for protecting environment. So GHRM plays an important contributory role in the sustainable growth of the organization's (Opoku Mensah et al., 2021) GHRM is designed to help organization's in for the improvement environmental performance (EP) (Rizvi & Garg, 2021) . Different organizations are adopting GHRM at a fast pace to establish an environment friendly organizational culture



that will help to reduce the environmental consequences in this advanced period of industrial development. It is not the employees of one organizational department that embrace green behavior, but all departments have the same responsibility for the ecological environment of the business. There are limited research studies at the Asian Countries which have investigated the relationship between GHRM and organizational performance (S. R. Chowdhury et al., 2023) . Currently, the Pakistani industry is suffering serious environmental concerns and hence the Pakistani textile export industry is encountering problems. Research on the influence of GHRM practices on environmental performance of the Pakistani textile sector is few and more research is needed to bridge this gap. In most industrialized economies, rising pollution did not prevent the adoption of environmental restrictions. However, underdeveloped countries like Pakistan confront obstacles in implementation of environmental legislation such as inadequate capacity, lack of resources and lack of permission by officials. The biggest problem that the human society will face in the twenty-first century is the sustainability of the environment on the globe (Anshima et al., 2025) . It also covers the environment for human living. All nations should try to protect the quality of natural resources, ecosystems and various animal and plant species in the long and short term.

Over the past few decades, research in the behavioral and social sciences has examined environmental degradation, human well-being

and environmental behavior (Ren et al., 2023) However, the academics believe that very few studies explore the importance of GHRM systems in business organizations, trying to achieve the environmental sustainability. Therefore, there is a necessity to connect GHRM techniques with management of environment. GHRM practices are simply the application of HRM policies to promote sustainable use of organizational resources for business reasons and more crucially to promote environment sustainability concerns (Rizvi & Garg, 2021). GHRM practices became widely adopted in today business environment. More generally, buyers are more attractive towards enhanced safe products. Therefore, promoting and accepting sound practices became backbone of Pakistan economy. Likely, Pakistan textile sector is second largest contributor to their export income.

Textile and Garment sector is playing a key role in the Pakistani economy in terms of exports, jobs and industrial development (Kwerawarni, 2023) . In recent years, however, there has been a growing awareness of environmental sustainability in the world, and international buyers have begun to look more closely at the environmental sustainability of suppliers' production processes. Therefore, there is a growing pressure on Pakistani textile companies to enhance their environmental performance and meet international standards on sustainability (Anshima et al., 2025) . Pollution, waste generation and inefficient resources usage also are known as environmental problems that impact the competitiveness of the sector in international



markets. Accordingly, Green Human Resource Management (GHRM) practices can be a suitable tool for building environmental consciousness, motivating sustainable behavior from employees and facilitating environmentally responsible operations (Boeske, 2023; Demastus & Landrum, 2024). Thus, it is crucial to study the practices of GHRM in the textile industry in Pakistan to improve the sustainability of organizations and support the country's environmental objectives.

Green Human Resource Management (GHRM) practices is a significant mediation between satisfaction of employees and Organizational sustainability via green job performance. GHRM practices have positive effects on employee satisfaction, as they foster a positive working environment that is congruent with the environmental values and expectations of employees (Kwerawarni, 2023). Although, job satisfaction is associated with GJP, & also defined as

+readiness to engage in green actions and sustainability-related activities (Ramachandaran et al., 2024) By improving the environmental efficiency, social responsibility, and long term organizational performance, enhanced green job performance in turn helps realize the organization's sustainability goals (Newsham et al., 2022). Thus, employee satisfaction is an important mediator that connects the GHRM practices to better green job performance, and in turn, to organizational sustainability. In order to achieve study objective, researcher utilized resource-based view theoretical dimension to explore the topic. Also, the study

was conducted to fulfill the following objectives:

1. To evaluate GHRM practices influence on organizational sustainability.
2. To examine green job performance mediating role between GHRM practices and organizational sustainability.
3. To explore the mediating effects of employee satisfaction between GHRM practices and organizational sustainability.

2. Theoretical Background and Hypothesis Development

2.1 Resource-Based View (RBV) theory

The present study is grounded in the Resource-Based View (RBV) theory, which provides a robust framework for understanding how Green Human Resource Management (GHRM) implementation contributes to organizational sustainability through the development and deployment of valuable organizational resources and capabilities. Originally proposed by Barney (1991) RBV posits that organizations achieve sustained competitive advantage when they possess resources that are valuable, rare, inimitable, and non-substitutable (VRIN). Unlike traditional perspectives that emphasize external market conditions as the primary determinants of organizational success, RBV highlights the strategic importance of internal resources, particularly human capital, organizational knowledge, and capabilities, in generating superior performance outcomes (Barney, 1991). Within the context of environmental



sustainability, GHRM practices such as green recruitment and selection, green training and development, green performance appraisal, green compensation and rewards, and employee involvement in environmental initiatives represent strategic investments that enhance employees' environmental competencies and foster sustainability-oriented behaviors. These practices enable organizations to cultivate a workforce equipped with the knowledge, skills, abilities, and motivation required to address environmental challenges and support sustainable business operations (Carballo-Penela et al., 2024). According to RBV, Individuals with environmental awareness and green capabilities are essential organizational assets because they enable the efficient exploitation of resources, decrease waste, improve environmental performance, and contribute to long-term organizational effectiveness (Hart, 1995). Furthermore, the collective environmental knowledge embedded within an organization's workforce is difficult for competitors to imitate, thereby creating a unique source of competitive advantage that enhances sustainability performance over time. Hart & Dowell (2011) described that Natural Resource-Based View, an extension of RBV, further argues that organizations can achieve sustainable competitive advantage by developing capabilities related to pollution prevention, product stewardship, and sustainable development. In this regard, GHRM serves as a critical mechanism through which organizations

build these environmentally oriented capabilities and integrate sustainability into their strategic operations. The implementation of GHRM practices not only enhances employees' environmental skills but also shapes organizational values, norms, and cultures that support sustainable behavior, thereby strengthening the organization's overall sustainability orientation ((Alenzi et al., 2022). Moreover, RBV suggests that the relationship between GHRM and organizational sustainability is often indirect and operates through specific organizational capabilities or behavioral mechanisms. This perspective provides a strong theoretical rationale for incorporating mediating variables into the research model. For instance, green organizational culture, employee green behavior, environmental commitment, green innovation, and green intellectual capital may function as strategic resources or capabilities that translate GHRM initiatives into improved sustainability outcomes. Through systematic investments in environmental training, employee empowerment, and sustainability-focused performance systems, organizations create internal capabilities that enhance environmental, social, and economic performance simultaneously (Opoku Mensah et al., 2021) . These capabilities contribute to organizational sustainability by promoting responsible resource utilization, reducing environmental impacts, fostering innovation, and improving stakeholder relationships. Consequently, RBV offers a compelling explanation of how GHRM



implementation generates sustainable organizational outcomes by transforming human resources into strategic assets that support long-term competitiveness and sustainability. Thus, the theory is ideal for studying how GHRM adoption affects organizational sustainability and its mediating mechanisms. Consistent with RBV assumptions, this study argues that organizations that effectively implement GHRM practices are more likely to develop sustainability-related capabilities and resources, which subsequently enhance organizational sustainability performance across environmental, social, and economic dimensions (Barney, 1991; Chowdhury et al., 2023).

2.2 Green HRM and Organizational Sustainability

GHRM integrates environmental sustainability into HR functions, aligning employee capabilities and motivations with corporate ecological goals (Doghan et al., 2022). Organizations implementing GHRM report improved resource efficiency, reduced carbon footprints, and stronger stakeholder trust (HUSSAIN et al., 2023). Sustainability, conceptualized as the integration of environmental, economic, and social performance, is increasingly driven by internal capabilities rather than external compliance alone (Beasy & Gale, 2020). Empirical studies confirm that GHRM practices enhance sustainability performance by institutionalizing green norms and aligning workforce behaviors with ecological objectives (Ali et al., 2024). Green HRM contributes to organizational sustainability by fostering a workplace culture

where environmental responsibility becomes embedded in daily activities and decision-making processes. Through the integration of environmental considerations into recruitment, selection, training, performance appraisal, compensation, and employee participation, organizations can encourage employees to adopt behaviors that support long-term sustainability goals (Sedana, 2023). Employees who receive environmental training and development opportunities are more likely to understand the importance of resource conservation, waste reduction, and environmentally responsible practices, thereby contributing to enhanced sustainability outcomes (Carballo-Penela et al., 2024). Furthermore, organizations that incorporate environmental criteria into performance management and reward systems create stronger incentives for employees to engage in green behaviors and actively support environmental initiatives. Hence, the RBV theory argues that competitive advantage stems from valuable, rare, inimitable, and non-substitutable resources, among which environmentally skilled and committed employees represent a critical organizational asset (Armstrong et al., 1991). By developing green competencies and environmental awareness among employees, GHRM strengthens organizational capabilities and enhances the firm's ability to achieve superior sustainability performance. Furthermore, GHRM assists organizations in meeting these expectations by aligning employee values and behaviors with sustainability objectives, thereby enhancing corporate reputation, stakeholder

trust, and organizational legitimacy (Hussain & Huang, 2022). Previous empirical research consistently highlights a positive association between GHRM and organizational sustainability. Green recruitment practices enable organizations to attract individuals who share environmental values, while green training enhances employees' environmental knowledge and competencies. Similarly, green reward systems motivate employees to participate in sustainability initiatives and environmental improvement activities, collectively contributing to better environmental, social, and economic performance (Carballo-Penela et al., 2024; Sedana, 2023). Moreover, GHRM promotes employee engagement, organizational commitment, and a shared sense of responsibility toward sustainability, which further strengthens organizational efforts to achieve long-term sustainable development goals (Naqvi & Siddiqui, 2019). Consequently, GHRM can be viewed as a strategic organizational capability that facilitates the integration of sustainability principles into business operations and supports the achievement of triple-bottom-line outcomes encompassing environmental protection, economic prosperity, and social well-being (Alenzi et al., 2022). Accordingly, we propose:

H1: GHRM implementation positively affects organizational sustainability.

2.2 GHRM and Employee Satisfaction

Job satisfaction is one of the essential organizational outcomes and is related to the global emotional and cognitive assessment of one's experiences and environment at work.

Santillan et al. (2023) stated that job satisfaction is the degree of positive or negative feeling that an employee has toward a job and is related to such things as the conditions of his/her job, the support received by the organization, the recognition, and the opportunity for growth. In today's organizations, environmental sustainability is being incorporated into HR management and is becoming an important factor that influences employee attitudes and behaviors. Green Human Resource Management (GHRM) involves putting in place and integrating environmentally friendly policies and practices in HR practices such as recruitment, training, performance evaluation, compensation and engagement of employees (Opoku Mensah et al., 2021). GHRM helps organizations perform well, as well as operate in a responsible and sustainable manner, and ultimately improves the well-being and satisfaction of their employees. RBV theory can be used to explain the relationship between GHRM and Job Satisfaction, which states that positive attitudes and behaviors toward the organization that stems when an employee feels that the organization appreciates and supports the employee (Helfat et al., 2023). If organizations invest in environmentally responsible projects and give their employees a chance to engage in sustainability related projects, employees feel that the organization is demonstrating its support for the broader community and employees' professional growth. This means that employees feel valued, respected and feel a sense of belonging to the organization's values, which results in increased job satisfaction

(Naqvi & Siddiqui, 2019). GHRM practices foster a positive and meaningful work experience as they inspire the employees to participate in setting up environmental sustainability objectives. Green training programs, for instance, improve the environmental expertise and competence of employees, so they can help companies engage in sustainability efforts. These developmental opportunities contribute to employees feeling competent and successful, which are antecedents of job satisfaction (Ramachandaran et al., 2024). Likewise, green performance appraisal systems reward pro-ecological actions, and thus the employees' sense of the recognition of their contribution to the organization. This recognition creates a sense of achievement and makes employees feel good about their job and work environment. Also, GHRM helps to build an ethical value, a social responsibility and an environmental care organization culture. Workers are more likely to want to work for a company that shares their values and beliefs in the environment and sustainability. If employees feel that their personal values are well aligned with the organization's practice, they feel psychologically at ease and identify with the organization, and this positively impacts on their satisfaction with the job (González-Viralta et al., 2023) This alignment contributes to an emotional commitment of employees with the organization and improve their working experience. A positive relationship between GHRM and job satisfaction has been consistently established in different industries and cultural contexts. In

particular, (Nurjannah, 2021) concluded that organizations that had strong green HR practices had higher green HR employee satisfaction because of engagement and involvement of employees in environmental programs. In the same way, (Adrian et al., 2024) found that job satisfaction was improved when employees are trained in green and receive green rewards, and when they are involved in environmental management within the company. These results indicate that the GHRM is not only having an impact on environmental performance, but also on the fulfilment and motivation in the workplace. A key way in which GHRM can affect job satisfaction is by enriching employees' experiences of purpose and meaningfulness in the workplace. Efforts that benefit things other than the organization's bottom line can often make employees feel good. By involving employees in sustainability programs, they feel their actions are contributing to a social good and being sustainable, which enhances their intrinsic motivation and satisfaction (Naseer et al., 2023). Staff who feel their organization makes a positive contribution to society will feel proud of their work, and have higher levels of job satisfaction. Furthermore, the positive effect of GHRM on job satisfaction can be reinforced by using green reward and compensation system. The recognition and rewards for environmentally responsible actions are seen as fair and appreciated by employees, which is essential to employee satisfaction. Rewards indicate that the organization cares about their employees' efforts to achieve the organization's

sustainability objectives, which is an indication of positive attitudes towards the organization and their work (Nurjannah, 2021). Consequently, staff are happier and more dedicated to their jobs. To sum up, GHRM practices create a positive, value-based and eco-friendly work environment which raises employees' perception regarding the organizational support, recognition and meaningfulness. Based on the Social Exchange Theory, the employees return such positive organizational investments in the form of positive attitudes, in this case, job satisfaction is included. The current empirical evidence clearly demonstrates that an organization with green HR practices has a higher probability of developing happy and committed workers.

H2: GHRM implementation positively influences job satisfaction.

2.3 GHRM and green job performance

Job performance is defined as the extent to which a job employee completes her assigned tasks and makes a contribution to organizational objectives. It is an important metric to evaluate the effectiveness of an organization since the performance of employees translates into productivity, efficiency, and competitiveness. In recent years, the importance of incorporating environmental sustainability into human resource practice in order to improve employee performance and to achieve the goals of sustainability in the long-term has been growing. Green Human Resource Management (GHRM) is the collection of HR practices that are geared towards sustainability in environmental programs (Naqvi & Siddiqui,

2019). These practices foster eco-friendly employee behavior's, but also develop their skills and motivation, with a resulting increase in job performance. GHRM and job performance relationship can be explained by using the Resource Based View (RBV). For the RBV, organizations that have a sustainable competitive advantage rely on their human resources (HR) that are valuable, rare and hard to imitate (Barney, 1991). GHRM supports employee development for environmental knowledge, skills and competency, which helps them to do their job better and efficiently. Thus, companies that adopt green HR management can create a work force that is green and productive. GHRM is one of the main ways that it improves job performance is by improving green training and development. These programs teach staff the skills and knowledge they need to do their jobs in an environmentally responsible, resource efficient manner. Employees who have received environmental training have better opportunities to recognize the opportunities of waste reduction, resource conservation and process improvement opportunities at the individual and organizational level (Naseer et al., 2023). Moreover, green training boosts the confidence and competence of the employees, allowing them to carry out their tasks effectively and contribute to environmental goals. Performance management systems are also largely linked to green performance, and in turn support job performance. The use of environmental criteria in performance appraisal systems send a clear message on sustainable work practices. The employees are



made conscious about the relevance of environmental responsibility in their day-to-day activities and energized to meet operational and environmental objectives. Performance evaluation and feedback mechanisms enable employees to constantly enhance their performance behaviors, which leads to increased productivity and effectiveness (Adrian et al., 2024). Furthermore, reward systems confirmed desired behaviors that reinforced through recognition and employees reward who are working towards the green goals to promote more effort and better performance. Employee engagement is another way in which GHRM impacts on job performance. Green HR methods allow employees to participate in environmental decision-making and sustainability projects. Employees that are actively involved in the organization's sustainability efforts tend to exhibit higher levels of motivation, commitment, and discretionary effort that led to better work performance (Carballo-Penela et al., 2024). Being involved in environmental programs also fosters co-operation, creativity and problem-solving skills which help employees better do their work. Furthermore, GHRM contributes to the employees getting closer to the values and goals of the organization. More and more employees are recognizing environmental sustainability as a key priority and are more likely to join and stay with organizations that actively work to demonstrate sustainability. This value congruence would enhance employees' emotional bonding with the organization and motivate them to put in more effort at work

(Hussain et al., 2023). Staff who are proud of their organization's environmental commitment are more likely to do more than the job requires and to help to deliver positive organizational outcomes. Numerous studies have proven the positive link between GHRM and green job performance. Research indicates that companies which adopt a holistic green HRM approach have enhanced productivity, efficiency and overall work performance. As an added benefit, GHRM boosts environmental responsibility and can also be used as a strategy to make employees more effective and the organization more successful. Empirically, this study also shows that GHRM can be applied to improve the job performance of employees for a company to be sustainable. Hence, proposed that:

H3: GHRM implementation positively influences GJP.

2.4 Mediating Mechanisms

2.4.1 GJP, GHRM practices and OS

Job performance is considered a critical mechanism for changing employee outcomes as a result of organizational practices. Chowdhury et al. (2023) argues that Green Human Resource Management (GHRM) positive impact on employee attitudes and behaviors. HRM practices enhance employees' environmental awareness and understanding of organizational sustainability goals, leading to greater alignment between personal and organizational values. Second, green training, participation, and reward systems foster employees' sense of responsibility and ownership toward environmental initiatives, which increases engagement and commitment.



GHRM signals the organization's concern for social and environmental well-being, strengthening employees' perceptions of organizational support and fairness. GHRM practices like green training, participation in the environment, green rewards and performance management based on sustainability create a positive and meaningful work environment that improves performance. Prior studies also described workers motivation, commitment and ready to give their best to organizational sustainability (Rajiani et al., 2016). However, employees exhibit greater productivity, commitment and performance results. As a result, job performance is an important psychological process which explains the linkage between GHRM and improved organizational sustainability (Ramachandaran et al., 2024). Hence, proposed that:

H4: GJP support mediates positive association among GHRM and OS.

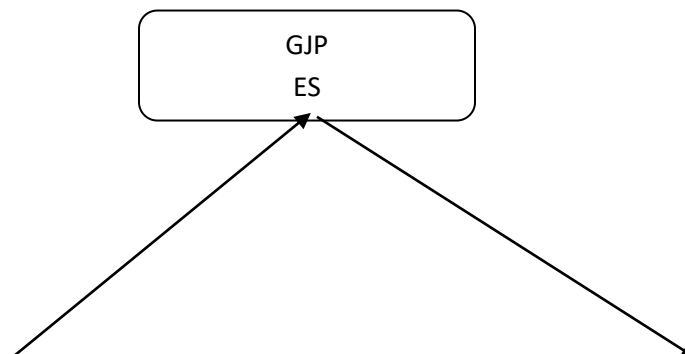
2.4.2 ES, GHRM and Organizational Sustainability

Employee satisfaction is an important element to connect organizational human resource practices with positive organizational outcomes (Desty Febrian, 2025). Previous discussions regarding the results of HRD practices indicate that they contribute to the enhancement of employee confidence, motivation, and satisfaction, which in turn results in a greater

H5: ES support mediates positive association among GHRM and OS.

level of engagement and commitment to their employment. Similarly, Adrian et al. (2024) argued that GHRM practices help build a supportive workplace by fostering employee engagement, green training, the awareness of environment, and reward policies that encourage sustainable practices. These practices increase employees' perceptions of organization support and value congruence, which results in greater satisfaction.

The term "job satisfaction" describes how an individual feels about or rates their work. It reveals how workers feel about and see their jobs (Udin, 2023). Several HRD practices have been implemented by organizations as a result of the recognition of the necessity of ensuring job happiness. Organizations in today's globally competitive market need to use HRD strategies that boost employee happiness on the job in order to survive, as stated in (Din et al., 2024). Previous research has shown that HRD practices are positively correlated with job satisfaction (Adrian et al., 2024; Ali et al., 2024). Similarly, organizational sustainability influence employee organizational sustainability, thus also considered an important psychological mediating mechanism through which the GHRM practices can have an impact on organizational sustainability. Hence, it is proposed that:



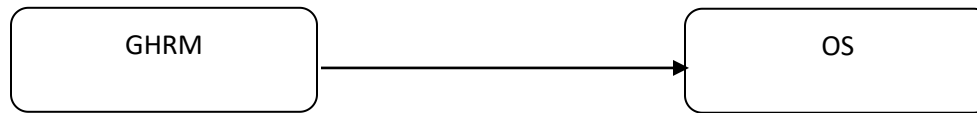


Figure 1: Conceptual Framework

3. Methodology

This study uses quantitative research to examine how Green Human Resource Management (GHRM) affects employee satisfaction, job performance, and textile industry sustainability. A quantitative methodology is suitable because it will allow the collection of numerical data and also will allow for the statistical testing of the proposed hypotheses (Abeza, 2024). The study utilizes cross-sectional survey design because the data is gathered from the respondents once. A frequent design for management research, it allows the researcher to swiftly study variable relationships (Kelly, 2021). The target population consists of workers in textile manufacturing firms adopting and/or implementing green HRM practices. The study is conducted on the personnel in different departments such as human resources, production, operations, quality control, administration, environmental management etc., since they are directly involved in the work flow of the organizations and as such are exposed to sustainability-related initiatives. Employees are chosen as the unit of analysis because they have first-hand information about the implementation of GHRM practices, their level of satisfaction, job performance, and perceptions of organizational sustainability (Fan et al., 2021). The technique used for sampling the respondents is purposive sampling, which will be used to select the

respondents who have enough knowledge and experience in the study variables. The study involved a sample of 350 workers in the textile industry in order to have a large enough sample size for meaningful analysis. Measurement scale items of the questionnaire were developed from the measurement items that have been previously validated in the literature. All variables will be assessed on a five-point Likert-type scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

3.2 Measures

All instruments in this research were constructs which were previously validated in literature. Green Human Resource Management (GHRM) was measured by an 8-item scale adapted from (Perez et al., 2023) that indicates how organizations are implementing human resource practices that focus on the environment. Some of the sample statements include: "Our organization provides environmental sustainability training." Moreover, employee satisfaction was measured from the 4-item scale of Brashear et al. (2003) that measures the overall level of satisfaction of an employee with his job and organizational environment. An item is, "I am happy with my overall job experience." Green Job performance was measured via 6-item scale of (Naseer et al., 2023) was used to measure green job performance, which measures employees'



green working behaviors and its contribution towards the sustainability goals. Scale items: "I actively seek ways to reduce environmental impact of activities. Organizational sustainability was measured through a 7-item scale which is based on the Brashear et al. (2003) sustainability performance scale and incorporated the three elements of sustainability: environmental, economic, and social sustainability. Items on the scale are: "Our organisation is profitable and environmentally responsible." All the measurement items were then adapted to the context of textile industry without losing their conceptual meaning and psychometric properties.

3.3 Data Analysis Technique

PLS-SEM was used to analyze the collected data, which was processed via SmartPLS 4.0 software. It was chosen because the study involved predictive research, complex research models that include mediation effects and behavioral science data which is not necessarily multivariate normally distributed (Hair & Alamer, 2022). This analysis was divided into 2 parts. The initial step was creating a measurement model for the purpose of evaluating the reliability and validity of the measurement. Cronbachs alpha and CR was applied to test the reliability, whereas factor loading and AVE was used to test the convergent validity. The Fornell-Larcker criterion were used to address the issue of discriminant validity. Furthermore, the second stage of the analysis involved the analysis of the structural model, which was done to test the proposed hypotheses and look into the

relationship between GHRM, employee satisfaction, green job performance and organizational sustainability. Researcher understand the model's power to explain and predict, path coefficients, R^2 , f^2 and Q^2 have been evaluated. The importance of the direct and indirect relationships was assessed by means of the bootstrapping procedure with 5,000 resamples, which produced t-values, p-values and confidence intervals for hypothesis testing. Besides, presence of multicollinearity problem was also investigated by VIF and factors with VIF values under 3.0 were considered as no significant problem. Model fit was assessed using standardized Root Mean Square Residual (SRMR) values were < 0.08 , which was regarded as a good model fit (Henseler et al., 2015).

4. Results

4.1 Demographic Analysis

Table 1 suggests that demographic analysis revealed that the sample was comprised of a wide variety of employees with respect to the characteristics such as gender, age, educational attainment, work experience and job position. The majority of respondents were male (61.7%) with 38.3% being female. The majority of the respondents fell in the age group 31 - 40 (39.3%) followed by 20 - 30 years (30.7%) indicating that the majority of participants were in the phase of active and productive career. The majority of the respondents have a Master's degree (49.3%), followed by those holders of a Bachelor's degree (32.0%), suggesting a well-educated workforce that is able to grasp and contribute to organizational sustainability projects. As to work experience,



the majority of the respondents (37.3%) had 5–10 years of experience, which indicates acceptable level of exposure to organizations to assess GHRM practices and their results. In addition, there is representation from different organizational levels, with the largest number of respondents being junior level employees (41.3%), followed by those in the middle level

(34.3%) and then senior level (24.4%). Overall, the demographic profile was a well-balanced and diverse sample, which further added to the credibility and generalizability of the study results for GHRM, employee satisfaction, green job performance, and organizational sustainability.

Table 1 Demographic analysis

Demographic Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	185	61.7
	Female	115	38.3
Age	20–30 years	92	30.7
	31–40 years	118	39.3
	41–50 years	65	21.7
	Above 50 years	25	8.3
Education Level	Bachelor's Degree	96	32.0
	Master's Degree	148	49.3
	MPhil/MS	42	14.0
	PhD	14	4.7
Work Experience	Less than 5 years	74	24.7
	5–10 years	112	37.3
	11–15 years	69	23.0
	More than 15 years	45	15.0
Job Position	Junior-Level Employee	124	41.3
	Middle-Level Management	103	34.3
	Senior-Level Management	73	24.4

4.2 Measurement Model Assessment

To evaluate the reliability and validity of the constructs of the study, the measurement model was evaluated, which includes GHRM, employee satisfaction, green job performance and organizational sustainability. Cronbach's alpha and CR were used to assess the reliability. The results showed good internal consistency for all constructs (Cronbach's alpha ranged

from 0.84 to 0.91, and Composite Reliability ranged from 0.87 to 0.93, which is above the threshold of 0.70 recommended by Hair et al., 2017) . To measure convergent validity, Average Variance Extracted (AVE) was used, and the values of all constructs ranged from 0.52 to 0.68, which is higher than the minimum acceptable value of 0.50. The results show that the measurement items adequately



reflect their corresponding latent constructs. Also, Fornell-Larcker criterion were used to assess discriminant validity. Variance Inflation Factor (VIF) values were checked to determine the potential multicollinearity problems. The VIF values were between 1.18 and 2.64, which are significantly less than the maximum VIF

value of 3.0, suggesting no problems with multicollinearity among the predictor variables. The measurement model was found to be reliable, convergent, discriminant, and the collinearity diagnostics were satisfactory, thus indicating that the model was appropriate for further evaluation of the structural model.

Table 2. CR, AVE and Cronbach Alpha

Construct	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
Green Human Resource Management (GHRM)	0.91	0.93	0.68
Employee Satisfaction (ES)	0.88	0.91	0.63
Green Job Performance (GJP)	0.84	0.87	0.52
Organizational Sustainability (OS)	0.89	0.92	0.65

Table 3. Fornell-Larcker Criterion for Discriminant Validity

Constructs	GHRM	ES	GJP	OS
GHRM	0.825			
ES	0.612	0.794		
GJP	0.547	0.583	0.721	
OS	0.674	0.628	0.596	0.806

Table 4. Collinearity Assessment (VIF)

Predictor Construct	VIF
GHRM	1.18
Employee Satisfaction	1.74
Green Job Performance	2.13
Organizational Sustainability	2.64

4.3 Structural Model Assessment

After determining the measurement model's adequacy, the structural model was evaluated to test the hypothesized relationships between constructs. However, R² was used to assess the ability of the model. The results showed that GHRM accounted for 48.3% of the variance for meaningful work (R² = 0.483), 52.1% of the variance for job satisfaction (R² = 0.521),

44.7% of the variance for green job performance (R² = 0.447), and 56.9% of the variance for organizational sustainability (R² = 0.569). The values of these show moderate to substantial level of explanation in the proposed model, which means it can be used to predict the endogenous constructs. Furthermore, Stone-Geisser Q² Statistic was used to determine the predictive relevance of the



model. The model showed enough relevance for predicting the endogenous variables with all Q² values exceeding the recommended value of 0.15. In addition, bootstrapping approach with 5000 replications was used to

assess the importance of the structural pathways. The results showed that all the study variables were significantly and positively correlated with each other.

Table 5. R² and Q²

Endogenous Construct	R ²	Interpretation	Q ²	Predictive Relevance
Meaningful Work (MW)	0.483	Moderate	0.321	Strong
Job Satisfaction (JS)	0.521	Moderate-Substantial	0.348	Strong
Green Job Performance (GJP)	0.447	Moderate	0.287	Moderate
Organizational Sustainability (OS)	0.569	Substantial	0.392	Strong

Table 7 showed the findings reveal positive relationship among GHRM and OS ($\beta = 0.28$, $t = 4.12$, $p < 0.001$) thereby confirming Hypothesis 1. Similarly, GHRM showed a significant positive relationship with JS ($\beta =$

0.31, $t = 4.93$, $p < 0.001$) which supports Hypothesis 2. The relationship between GHRM and GJP was also found significant ($\beta = 0.39$, $t = 6.21$, $p < 0.001$) and thus confirmed Hypothesis 3.

Table 6. Hypothesis Testing Results

Hypothesis	Relationship	Path Coefficient (β)	t-value	p-value	Decision
H1	GHRM → Organizational Sustainability	0.28	4.12	<0.001	Supported
H2	GHRM → Job Satisfaction	0.31	4.93	<0.001	Supported
H3	GHRM → Green Job Performance	0.39	6.21	<0.001	Supported

4.3 Mediation Analysis

To explore the mediating role of JS and GJP between GHRM and OS, it has been investigated through the bootstrapping procedure. The indirect effects were considered significant when the 95% confidence intervals did not include zero. The results for Hypothesis 4 show that job satisfaction was found to significantly mediate the relationship between GHRM and organizational sustainability ($\beta = 0.071$, 95% CI [0.028, 0.119]). The fact that this finding

indicates that job satisfaction is positively related to employees' efforts to achieve sustainability outcomes in their workplaces is promising. In addition, green job performance was an important mediator between GHRM and organizational sustainability ($\beta = 0.129$, 95% CI [0.076, 0.187]) and Hypothesis 5 was supported. The indirect effect was the greatest for the mediator 'green job performance', indicating that green job performance is an important link between green HR initiatives and green outcomes. An additional test of



mediation effects, the Variance Accounted For (VAF), was also calculated to further examine the magnitude of mediation effects. The results showed that the performance had an effect of 28.4%, meaningful job had an effect of 18.5%, and job satisfaction had an effect of 15.6% in the organizational sustainability through GHRM. Both direct and indirect effects were large, suggesting that the mediation effects can be described as complementary partial mediation (Hair & Alamer, 2022). The results

in this study support the idea that GHRM can play a positive role in organizational sustainability indirectly as well as directly by the positive effect of GHRM on the job satisfaction and job performance that is environmentally responsible. As a result, the results confirm the theoretical structure proposed and the role of employee centered mechanisms in achieving sustainable outcomes in an organization.

Table 7. Summary of Structural Model Assessment

Mediation Path	Indirect Effect (%)	VAF (%)	Mediation Type
GHRM → Green Job Performance → Organizational Sustainability	28.4	28.4%	Complementary Partial Mediation
GHRM → Job Satisfaction → Organizational Sustainability	15.6	15.6%	Complementary Partial Mediation

5.1 Discussion

The effect of GHRM on OS was investigated, while ES and GJP were used as mediators in the textile sector. The results of the study present significant empirical evidence of the role of GHRM as a strategic tool in improving sustainability outcomes through influencing attitudes and behaviors of employees. The findings imply that companies that integrate environment-related human resource practices have greater chances of organizational sustainability and that they can also promote employee positive outcomes. The results support the trend in the GHRM literature that having environmental values embedded in human resource policies and practices is more effective in achieving sustainability goals, thus H1 accepted. H2 also reported a positive correlation between the GHRM and the employee satisfaction, which implies that the green HR practices are also associated with

developing a positive HR value-based environment. This is in line with Udin (2023) who suggests that positive attitudes and behaviors are caused by employees having favorable treatment from the organization. But, when the organizations invest in green recruitment, environmental training, green performance management, and green reward systems, the employees feel more supported and committed, which in turn leads to higher job satisfaction. The results of this research support earlier studies which suggested that the employee satisfaction is one of the important results of the implementation of GHRM (Perez et al., 2023). Further evidence also indicates that a HR strategy that is sustainable in environment also positively impacts employees' psychological health and job commitment which ultimately boosts job satisfaction (Naseer et al., 2023). Based on H3 results, it was found



that GHRM also has a significant positive effect on the performance of green jobs which corresponds to the results of the previous study (Perez et al., 2023). This discovery suggests that green HR activities help employees take part in sustainable activities and enable them to act responsibly towards the environment. The green training programs, environmental awareness campaigns and systems of performance evaluation provide employees with the knowledge, motivation and opportunities to do their work in a green way. As for Hypothesis 3, the results revealed that the results were significant and positive for indicating GHRM ($\beta = 0.31$, $t = 4.93$, $p < 0.001$). This indicates that it is more beneficial for organizations to adopt HR practices that have environmental responsibility. The findings is in line with Chowdhury et al. (2023) and Kim & Yoon (2025) who found that GHRM is associated with promoting employee satisfaction by fostering a supportive and sustainability-oriented work environment. Hypothesis 4 results support this hypothesis, as the relationship between them is partially mediated, with a variance accounted for (VAF) of 28.4%. The result indicates that GHRM plays a part in sustaining the sustainability of the organization by improving the environmental responsibility of employees. This finding is supported by the research conducted by Ismail et al. (2022) and Chowdhury et al. (2023), which suggested that green HR practices promote green behaviors among employees as an effective measure towards achieving sustainable goals. Both direct and indirect effects are significant, so the

mediation is called complementary partial mediation. In the case of the findings from the Hypothesis 5, the findings confirmed the hypothesis, which shows that the job satisfaction partially mediates the relationship and 15.6% of the total effect (VAF = 15.6%). This implies that through job satisfaction, the employees' experiences of GHRM contribute to organizational sustainability, which in turn leads to positive organizational outcomes. The result is in line with Shuaib Ahmed et al., (2023); Ismail et al., (2022) who found that GHRM has a positive effect on employee satisfaction and organization effectiveness. The direct and indirect effects were significant, suggesting partial mediation, with job satisfaction being an important pathway affecting how GHRM impacts organizational sustainability.

5.2 Theoretical Implications

This study brings out various theoretical contributions which are important for the growing body of knowledge on Green Human Resource Management (GHRM) and organizational sustainability. This study not only builds upon the body of literature on GHRM but also provides evidence that employee satisfaction and green job performance represent important mechanisms in the relationship of GHRM and organizational sustainability. Previous research has tended to focus on the direct link between GHRM and sustainability outcomes, however the present study provides insight into the psychological and behavioural processes that might be the mechanism behind this link. The results indicate that HR practices that are



environmentally oriented generate value even through their direct impact on sustainability performance, but also by influencing employees' attitudes and behavior that contributes to the achievement of sustainability goals. Secondly, the study adds to the explanatory power of RBV theory by providing the results of how employees used organizational investments in environmental initiatives with positive work-related outcomes. The employees feel the level of support and commitment is high when the organization practices green recruitment, training, green performance assessment and reward system based on sustainability. As a result, they are more satisfied with their jobs and more committed to pro-environmental actions. The results of this study support the idea that, where organizations and their employees are concerned, it is important to have reciprocal relationships for sustainable organizational outcomes. Thirdly, results support the Resource Based View (RBV) theory by identifying human resources as an important strategic resource for attaining sustainable competitive advantage. The findings suggest that fostering employee's environmental knowledge, skills and capabilities can boost the level of sustainability performance of the organizations by implementing GHRM practices. Employee satisfaction and green job performance are found to be useful organizational resources which will lead to the sustainability and effectiveness of the organizations in the long term. This reinforces the case for human capital as a key strategic resource to help deliver sustainable outcomes.

Last but not least, this study is a contribution to the sustainability studies by incorporating the human resource management perspective in the sustainability conversation. Past sustainability research has mainly concerned environmental technologies, operational efficiency and regulatory compliance. The study in this paper, on the other hand, focuses on the human side of sustainability, showing that the employees feature prominently in the process of making sustainability strategies a reality in everyday organizational life. This finding, therefore, contributes to the more comprehensive concept of organizational sustainability that takes into account the environment and human resources.

5.3 Practical Implications

The result of this study is also helpful for the practical point of view of managers, HR practitioners and decision makers in the textile industry. The first and foremost, companies need to embed sustainability into their human resource management practices, from hiring and training to performance assessments and compensation. Recruit staff with high-level environmental values and offer regular training on sustainability-related issues can contribute to having an active workforce that is helping to achieve your organization's sustainability goals. Secondly, organizations need to devise performance measurement and incentive frameworks that explicitly acknowledge and incentivize environmental responsible action. Recognition and reward for their green efforts by employees are key to firms' adoption of green practices. Acknowledging and rewarding employees' environmental contributions is



important for firms' green practices. As a result, integrating sustainability indicators in employee assessment can reinforce green job performance and deliver better sustainability results in the organization. Thirdly, Management needs to foster involvement of employees in environmental activities and in the decisions concerning sustainability. Participation in green groups, environmental initiatives, waste reduction program and resource conserving projects can help build a sense of ownership and involvement amongst employees relating to sustainability objectives. By participating in such measures, green job performance can be improved, and employee satisfaction and engagement can be increased as well. Fourth, organizations should routinely assess employee satisfaction and the performance of green jobs as critical measures of sustainability readiness. The findings of this research clearly indicate that these factors related to employees are important in order to achieve the objectives of sustainability. Periodic employee surveys and sustainability performance assessments can therefore be useful to help organizations find areas for improvement and improve the effectiveness of their sustainability strategies. Lastly, managers should encourage an organizational culture that fosters a commitment to environmental responsibility, collaboration, and continuous improvement. A great green organization culture inspires staff to embrace sustainability values and take up sustainable behaviors in their everyday working activities. In doing so, organizations can also promote employee health and wellbeing, boost organizational

commitment and boost long-term sustainability performance. So, while policies and investments in technology and the environment are critical for achieving sustainability goals, strategic investments in people who bring about sustainable organizational change are also needed.

5.4 Limitations & Future Research

This study did have a few limitations, however, that need to be noted. First, the study is of a cross sectional design, and thus is unable to show causality between the variables. Further research studies can examine the impact of GHRM practices on sustainability outcomes over time using longitudinal methods. Secondly, self-administered questionnaires were used to gather the data, which may lead to common method bias and social desirability effects. Objective organizational information and supervisor assessments could be incorporated into future research to increase the validity of the results. Third, the study included only textile workers, which might mean that the findings are not applicable to other industries. The proposed model is recommended for future studies to be tested in various industries and cultural settings, and evaluated for its generalizability. Furthermore, future studies can explore other mediators and/or moderators such as organizational culture, green leadership, employee environmental commitment, organizational citizenship behavior, and digital transformation capabilities. It may be important to study these factors to gain a fuller understanding of the mechanisms by which GHRM can promote organizational



sustainability. Overall, it can be concluded that this study is an important piece of evidence that shows the importance of Green Human Resource Management in improving employee satisfaction, green job performance and sustainability of the organization. The results underscore the significance of integrating human resource management with sustainability goals to generate sustainable value for your business, its staff and stakeholders.

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