



## Examining the Mediating Influence of Green Behavior on the Impact of Green HR Practices on Environmental Sustainability

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### ABSTRACT

It is the main purpose of this research to investigate the mediating role of employees' green behavior in the relationship between green HR practices (including green hiring, green compensation, and green training) and environmental sustainability in organizations. Quantitative poll data provided the basis for this investigation. Questionnaires played a crucial role in this study. The study's sample group consisted of workers from the multinational corporations Nestle, Unilever, Haier, and a number of software development firms in Pakistan. After the events of Covid-19, researchers made an effort to gather 336 responses from participants. The data was gathered from companies doing business in Pakistan using a combination of random and handy sampling techniques. Descriptive statistics (mean, rates, and standard deviation) were calculated in SPSS version 23 and inferential statistics were calculated using Smart PLS version 3.0. In this study, we investigated the relationship between green HR practices and environmental sustainability by testing thirteen hypotheses; ten were found to have substantial support, while the other three did not. This study contributes significantly to the existing body of literature by proposing a paradigm that can play a pivotal part in increasing an organization's commitment to environmental sustainability. This study contributes to the literature by examining how green HRM can change the attitudes and actions of workers to become more environmentally conscious. The context of this research is Pakistani society. This research explores the connection between environmental consciousness and green human resource practices in the Pakistani workforce.



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## 1. Introduction

Both developed and developing nations have increased the importance of environmental issues and sustainable development in recent years. Significant concern for the global climate and the establishment of international environmental management standards have compelled corporations to implement "green practices." In light of these factors, businesses have become more cognizant of the need to integrate environmental and

human resource management, also known as "green HRM" practices. Green Human Resource Management (HRM) is Human Resource Management (HRM) that promotes environmental sustainability (Sharma, 2016).

Sustainability is likely to remain a top priority for executives and organizations in the future. As part of their mission and strategy, organizations are compelled by environmental legislation and societal pressure to implement strategies and practices that efficiently reinforce economic, societal, and environmental supports (Ehnert, Parsa, Roper, Wagner, & Muller-Camen, 2016). Companies' necessary to maintain their integrity and long-term repute. Competitive advantages as well as capital and resource sustainability satisfy both regulators and employees (Guerci, Longoni, & Luzzini, 2016).

As above mention the environmental sustainability the green HR practices is related to sustainability. The "green" human resource management (Green HRM) practices are incorporated into a more sustainable business management strategy. On the way to accomplish the environmental prop of sustainability, businesses must implement a green environment that refocuses not only their entire approach, but also their employees' beliefs, attitudes, and actions. Green HR practices activities are essential in this reconfiguring and organizational transformation because they influence employees' attitudes and behaviors towards the desired environmental outcomes (Guerci et al., 2016). Green HR practices incorporate ecological hiring as a component. Green recruiting is the process of hiring individuals whose knowledge, skills, methodologies, and behaviors align with the environmental management systems of an organization. Recruiting candidates with a green orientation can facilitate the incorporation of experts familiar with sustainable procedures and fundamentals such as repurposing and preservation. Thoughts of green careers, paperless dialogues, and reusing and waste reduction are all beneficial to the cause (Krithika, DivyaPriyadharshini, & GokulaPriya, 2019). Employees are compensated for their performance by compensation and promotion, which is one of the big Green HR practices activities. By linking it to environmental results, a variable pay system was added to the compensation system. Compensation packages are tied to the development of specialised green skills and have a lasting impact (Jerónimo, Henriques, de Lacerda, da Silva, & Vieira, 2020).

A further aspect of green HR practices is green training. It is an important part of HR that pursues to raise employee awareness about environmental issues, provide basic environmental skills to them, and upsurge the organization's side by side of "eco-literacy" to environmental familiarity (Ren, Tang, & E Jackson, 2018). And lastly, the major component of green HR practices is green compensation. Green remuneration is a system of monetary and nonmonetary benefits that is aligned with a strategic reward management approach and tries to attract, retain, and inspire employees to assist achieve environmental goals. Employees have suggested that non-monetary incentives, such as recognition and praise, may inspire them more (Ren et al., 2018). There is a most effective way to improve participation and involvement is to attract entrepreneurs that are attached socially and ecologically oriented. They can shape existing fiscal, human, also natural capital in a method that enhances value to firm's goods or service area which previously didn't happen, employee green behavior is characterized as behavior that is beneficial to the environment and is practiced by employees (Ahmed, Zehou, Raza, Qureshi, & Yousufi, 2020).

This study's main purpose is to contribute to organizational environmental sustainability by using green HR practices (green hiring, green compensation, and green training), green involvement, and assessing the green behavior of an employee to make the whole environment of the firm green. Currently, a sustained environment is essential for our working environment. There is a problem in our working environment the organization does not develop a green working environment then it ultimately harms the overall environment. Jerónimo et al. (2020) stated that there is a problem with the green environment of the organizations as they cannot include the green HR practices in their mission and vision statement. So, they can't achieve environmental sustainability. Pham, Thanh, Tučková, and Thuy (2020) told that the environmental sustainability of a firm is contingent on the gradation of green employee involvement, staffs that are working within any firm are seemed to be involved in the job but they are not mentally involved in the job duties. So, this leads to a decrease the employee performance and a decrease in overall firm productivity. There is a problem in previous literature that green behaviors and green

involvement are not included by most researchers in the framework of environmental sustainability and green HRM. There is a problem in the working environment that the employee doesn't have any training about the green environment, due to this the overall environment is not green. In literature the framework that the present study wants to investigate is not studied in one study, so to solve these problems the researcher wants on the way to inspect the effect of green HRM, green involvement on environmental sustainability in addition there is a moderator between these variables that is employee green behavior.

Prior studies were conducted in contexts other than Pakistan; the current study replaces this contextual void by conducting its research in the Pakistani context. The researcher investigates the relationship between environmental sustainability and green HR practices among Pakistani employees. Different studies have been conducted on green HRM, environmental sustainability, and employee green behavior. The study addresses this theoretical lacuna by incorporating the mediating relationship between green employee behavior, green HRM, and environmental sustainability. The primary objective of this study is to contribute to organizational environmental sustainability by utilizing green HR practices (green hiring, green compensation, and green training), green involvement, and evaluating an employee's green behavior to make the entire business environment green.

## **2. Literature Review and Hypotheses Development**

### **2.1. Green HR Practices and Environmental Sustainability**

Human resource policies, philosophies, and practices that promote conservation of natural resources and mitigate negative effects on the ecosystem are collectively referred to as "green HR practices" or "green HR" for short. When it comes to human resources, "green" means taking measures that benefit the planet. Businesses should prioritize green HR practices because they take into account all three bottom lines (profit, people, and planet). Given the scale of the issue of environmental degradation and related hazards, "green HR practices" are getting traction in the academic and practitioner communities, and may be considered the next stage of strategic human resource management (Tahir, Safwan, Usman, & Adnan, 2020). "Green HR practices" are defined as "the systematic, planned integration of traditional human resource management tasks with the organization's environmental goals" (Jabbour, 2013).

The term "Green Human Resources Management" (GHRM) was coined by Masri and Jaaron (2017) to describe the application of HR strategies to encourage more eco-friendly business practices and boost staff engagement with green initiatives. "Green HR practices provide companies with environmentally aware, dedicated, and knowledgeable employees who can help the company reduce its carbon footprint by utilizing existing resources, such as telecommunication equipment, fewer paper prints, work sharing, and video conferencing," write Nejati, Rabiei, and Jabbour (2017). In addition, businesses that want to achieve sustainability must hire candidates who demonstrate pro-environmental attitudes and actions, as they will depend on these workers to help them implement environmentally sound practices (Guerci et al., 2016). Employee morale and engagement are boosted thanks to "green-collar recruitment," which Renwick, Redman, and Maguire (2013) describe as "a match between employees' and employers' ideals and worries about environmental preservation" (Jyoti, 2019). Human resource practices that are good for the environment often include green pay plans. It is recommended that incentive structures be created to encourage, award, and reinforce pro-environmental accomplishment and education (see, for example, Govindarajulu and Daily (2004); Jackson, Renwick, Jabbour, and Muller-Camen (2011). Compensation and perks for going green can take many shapes and sizes. There are monetary (e.g., cash, bonuses, premiums, and incentives for employees to purchase green products like hybrid cars or bikes) and nonmonetary (e.g., sabbaticals, time off, and gift certificates) forms of motivation, as well as recognition-based (e.g., awards on excellence, annual award dinners, daily praise), motivations (2013). The importance of rewards in encouraging workers to take part in ecologically sound practices has been highlighted by previous studies (Tahir et al., 2020).

Green training is a powerful resource for the sustainability cause. Its power comes from its ability to achieve a variety of goals at varying stages, such as (1) raising ecological

awareness by engaging staff in green "best practices" like reprocessing, waste control, energy competence, and proper source usage; and (2) educating employees on the company's green strategies, initiatives, and ingenuity, such as the mission/vision statement Mandip, Ali, Barkha, Godulika, and Kamna (2012):Govindarajulu and Daily (2004).

The flip side of that is... The capacity to provide for present needs without compromising those of future generations is a common definition of sustainability (Uddin & Islam, 2015; WCED, 1987). In the environmental literature, "green management for sustainable development" can refer to a number of different things, but they all share a common goal of making clear the connection between a flourishing economy and a healthy environment for the benefit of future generations (Daily & Huang, 2001). Sustainability is defined in a similar vein by Paillé and Boiral (2013) and Rani and Mishra (2014) as an organization's ability to provide long-term strategies that better the societal and economic context while maintaining current levels of employment and economic prosperity. Variable relationships, such as the one between green HR practices and environmental viability, are stated in the literature (Ahmed et al., 2020; Ansari, Farrukh, & Raza, 2021) (Tazim Jamal & Higham, 2021; Kaur, Sarma, Jha, & Gera, 2020). The researcher formulates hypotheses to investigate the interplay of different factors based on the available data.

- H1. There is a positive and significant between green compensation and environmental sustainability.
- H2. There is a positive and significant between green hiring and environmental sustainability.
- H3. There is a positive and significant between green training and environmental sustainability.

## **2.2. Green Involvement and Sustainability**

Employees who are interested in environmental issues will have opportunities to participate in environmental management, which will hopefully encourage them to contribute to issues like pollution prevention and waste reduction (Renwick et al., 2013). The elimination of waste and emissions in workplaces and the maximization of available resources make green involvement essential for enhancing electrical and energy efficiency (Florida & Davison, 2001). (Renwick et al., 2013) provided an overview, from which a number of worker green involvement methods were illustrated. Following Renwick et al. (2013)'s lead, we clearly specified the following five factors for GI calculation: A greener outlook, greener education, greener culture, and greener engagement. Sustainable methods. The term "clear green views" refers to ideas and symbols that encourage workers to take an active role in protecting the ecosystem and the community (Harris & Crane, 2002; Renwick et al., 2013). Similarly, Tazim Jamal and Higham (2021) reported that green projects saw significant participation from staff. Employees who take part in green projects are more likely to be motivated to work towards a reduction in pollution and garbage. The results of a meta-analysis lend credence to the assertion that GI is a crucial factor in boosting business results achieved by green initiatives involving employees (For example, waste reduction, pollution, and the full utilization of resources at work). As part of their transition to green practices, businesses should encourage and reward employees for taking part in environmental protection and conservation efforts. Worker empowerment is the key to this goal's realization.

In the workplace, "sustainability at the macro level starts with individual action," as stated by Ciocirlan (2017), which implies that organizational environmental performance can be extracted on or after the amount of separate environmental performance (Wells, Taheri, Gregory-Smith, & Manika, 2016). Environmental performance metrics have risen in importance over the past few decades as a result of the rapid depletion of natural resources in developed countries and the image of social responsibility in the workplace to gain a small advantage (Dao, Langella, & Carbo, 2011). Incorporating environmental presentation efforts hooked into their business tactics will instigate action to improved company achievements, so most practitioners and researchers should look into why businesses react to environmental problems (Melville, 2010). Researchers also looked at published works to learn more about the connection between ecological participation and outcomes (Boiral, 2005; Renwick et al., 2013; Srivastava & Shree, 2018).

- H4. There is a positive and significant between green involvement and environmental sustainability.
- H5. There is a positive and significant between green involvement and employee green behavior.

### 2.3. Green HR Practices and Employee Green Behavior

In this context, "green HR practices" refers to "GHR can be characterized as a phenomenon that pertains to the knowledge of relationships between organizational actions that affect the natural environment and HR system design, evolution, implementation, and influence" (Ren et al., 2018). Kim, Kim, Choi, and Phetvaroon (2019) "Top management communication of the environmental strategy, plan, and other pertinent information to staff, educating employees to consider modern environmental practices, encouraging employees to participate in environmental initiatives, and rewarding employees for being environmentally conscious are all examples of GHRM". Wikhamn (2019) Global human resource management (GHRM) is the practice of employing HR strategies and practices that help an organization achieve financial, social, and ecological goals that have an internal and external influence over time and with minimal negative feedback.

Pro-environmental habits are behaviors that improve environmental conditions. These practices are also referred to as green or eco-friendly ones. This means that being environmentally friendly is associated with "green" behavior (Osbaldiston & Schott, 2012; Wang, 2016). In addition to defining EGB, we also provide a definition for any independently visible action taken by an organization to improve environmental sustainability in the workplace (Andersson, Jackson, & Russell, 2013; Norton, Parker, Zacher, & Ashkanasy, 2015; Ones & Dilchert, 2012). Researchers concerned with environmental sustainability, including (Norton et al., 2015; Ones & Dilchert, 2012; Paillé & Boiral, 2013), have recently emphasized the significance of fostering environmentally conscious practices in the workplace (Bissing-Olson, Iyer, Fielding, & Zacher, 2013; Lee, De Young, & Marans, 1995; Siero, Bakker, Dekker, & Van Den Burg, 1996). According to Kirkwood and Walton, some examples of "green processes" in organizations are recycling programmers, environmental legislation, reusing materials, cutting down on waste, increasing energy efficiency through technological upgrades, instituting action plans to lower energy consumption, limiting water use, reducing carbon dioxide emissions, and conducting life-cycle assessments (2014). Positive green mannerisms are also defined as the extent to which employees go above and beyond in their efforts to protect the environment (Bissing-Olson et al., 2013; Frese, 2001; Frese, Kring, Soose, & Zempel, 1996).

(Ahmed et al., 2020; Al-Ghazali & Afsar, 2021) investigated how to motivate workers to adopt environmentally friendly practices. Al-Ghazali and Afsar (2021) found a strong correlation between environmentally conscious actions by employees and long-term environmental viability. Below, you'll find the research hypotheses that were derived from the available data.

- H6. There is a positive and significant between green compensation and employee green behavior.
- H7. There is a positive and significant between green hiring and employee green behavior.
- H8. There is a positive and significant between green training and employee green behavior.
- H9. There is a positive and significant between green employee behavior and environmental sustainability. The mediating role of employee green behavior

A definition of "green behavior" in the workplace was created by Smith and O'Sullivan (2012), who classified different types of behavior into two groups based on two main characteristics. The first type of behavior is either direct (focused on one's own actions, like recycling), or indirect (focused on collective actions) (actions to influence others, such as signing an environmental application). The second facet compares the effects on individuals (like switching off lights at work) to the effects on the larger community (like implementing new environmental management practices) (Robertson & Barling, 2015). Numerous authors,

including (Enander & Pannullo, 1990), (Hart, 1995), Kornbluh, Crowfoot, and Cohen-Rosenthal (1985); May, Hao, and Carter (2021), and Antonio Ruiz-Quintanilla, Bunge, Freeman-Gallant, and Cohen-Rosenthal (1996), have emphasized the importance of individual action in creating an organization that is environmentally responsive. It has been shown that when workers are encouraged to participate in recycling and pollution-reduction systems, an organization's environmental performance improves (Boiral, 2005; Paillé & Boiral, 2013; Ramus, 2001; Roy, Boiral, & Paillé, 2013).

Human resources may play a supporting part in establishing core values and a long-term vision for the company. Human resources divisions have considerable sway over how an organization's sustainability network is shaped (Harmon, Fairfield, & Wirtenberg, 2010). In today's progressive business environment, "green" management and strategies are essential. Businesses can save money with green HR initiatives like furloughs, part-time work, and more without having to worry about losing their best employees. The incorporation of environmental management into HR, also known as strategic Green HR practices, is gaining traction as a crucial HR strategy. Human resources experts ranked encouraging employees to be more eco-conscious at work as their top tactic (Sharma, 2016).

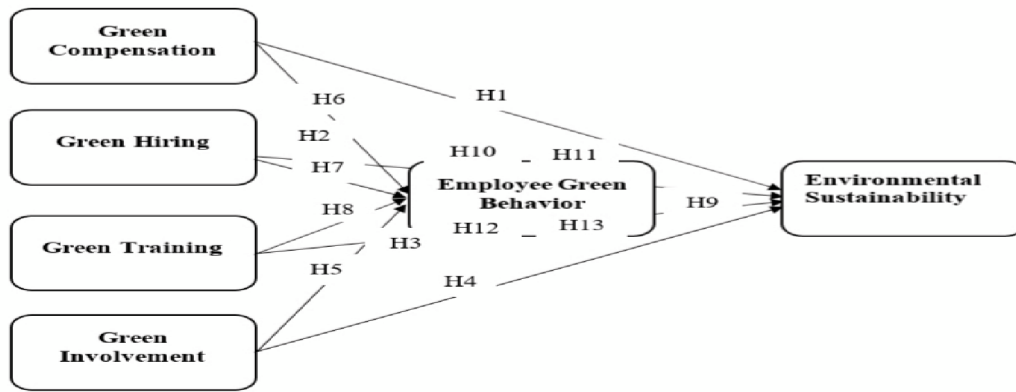
When we talk about a business being sustainable, we mean that not only do we consider financial metrics like profit and return on investment, but also ecological and societal ones (Gardberg & Fombrun, 2006). Having a focus on intergenerational equity, sustainability means providing for current requirements without jeopardizing those of future generations. This helps guarantee that future generations will have adequate supplies (Brundtland et al., 1987). Variable relationships, such as the one between green HR practices and environmental viability, are stated in the literature (Ahmad, 2015; Ansari et al., 2021; Tazim Jamal & Higham, 2021; Kaur et al., 2020). Researchers looked at existing literature to learn more about the connection between ecological engagement and other variables (Boiral, 2005; Renwick et al., 2013; Srivastava & Shree, 2018). Ahmed et al. (2020); Al-Ghazali and Afsar (2021) investigated how to motivate workers to adopt environmentally friendly practices. Researchers have not conducted a single study to examine the mediating function of employee green. For this reason, the study's assumptions were designed to examine the role of green HR practices in influencing employee behavior towards a more sustainable workplace culture.

- H10. Green employees' behavior plays mediating role between green compensation and environmental sustainability.
- H11. Green employees' behavior plays mediating role between green hiring and environmental sustainability.
- H12. Green employees' behavior plays mediating role between green training and environmental sustainability.
- H13. Green employees' behavior plays mediating role between green involvement and environmental sustainability.

### **3. Methods**

#### **3.1. Data and Sample**

The researcher collected data using the quantitative approach and survey method. The structured questionnaire was utilized for data collection. The population selected by the researcher for this study consists of Nestle, Unilever, Haier, and Pakistan's IT industry employees. Keeping in mind the Covid-19 incident, the researcher attempted to compile 336 responses for the study. Using random and convenient sampling techniques, data was collected from enterprises operating on Pakistani soil. After data collection, descriptive statistics (mean, frequencies, and standard deviation) and inferential statistics (SmartPLS 3.0 algorithm, bootstrapping, and blindfolding test) were analyzed using SPSS version 23. The 400-question questionnaire was distributed to the employee, and 336 returned questionnaires were deemed satisfactory for processing with 84% response rate.



**Figure 1: Theoretical Relationship**

The research was collected Using a survey approach and a standardized questionnaire, data were gathered for data collection. The questionnaire of the study consisted of two The first segment contains demographic issues and the second section contain the questions of variables, 12 items of Green recruitment, green training, and green involvement adopted from the study Ren et al. (2018) and 3 items of green compensation adopted from (Al-Ghazali & Afsar, 2021). The 7 items were adopted from the study of (Tosti-Kharas, Lamm, & Thomas, 2017). These items were measured on the 5-point Likert scale whereas "1=strongly agree and 5=strongly disagree".

### 3.2. Data Analysis

The researcher used SPSS 23 for frequency distribution analysis of the respondents. This analysis showed the demographic profile of the respondents. There are two categories of gender in this study. The above table shows that 45.2% of respondents" gender is male, 54.8% gender is female. This shows that the majority of respondents are female.

## 4. Findings

### 4.1. Construct Reliability and Validity

The Cronbach's Alpha test verifies the reliability of all constructs for all factors. Internal reliability is evaluated in the current research using Cronbach's alpha. Employee green behavior has a composite Cronbach's alpha of 0.897, environmental sustainability is 0.907, green pay is 0.841, green participation is 0.915, green hiring is 0.86, and for green training is 0.857. The higher number of 0.50 for Cronbach's alpha includes all constructs. (Nunnally & Bernstein, 1967). According to CR, CR does not consider an exact indicator loading of the build when comparing Cronbach's alpha (Joseph F Hair, Ringle, & Sarstedt, 2013). "0 to 1" is the CR number. No less than 0.60 must be used as the starting position. (Henseler, Ringle, & Sinkovics, 2009), but 0.70 and higher is the preferred number (Joseph F Hair et al., 2013). Good CR values range from 0.6 to 0.7. (Nunnally & Bernstein, 1967).

The CR and Cronbach's alpha have been computed using all of the components. The findings demonstrate that the CR and Cronbach's alpha values exceed the suggested value of 0.70. (Joseph F Hair, Risher, Sarstedt, & Ringle, 2019). This study's CR value, which varies from 0.904 to 0.934, shows that the measurement model is trustworthy. When AVE is 0.50, the convergent validity is adequate. In this research, AVE values were used to assess CV. As a consequence of the experiment, the values range from 0.607 to 0.782. According to Table 4.5, all of the outer loading values are greater than 0.7 and all of them are noteworthy (Joe F Hair, Ringle, & Sarstedt, 2011).

A technique for estimating the model's precision is the R-Square. It indicates the amount of the endogenous construct's variance that can be accounted for by every associated exogenous construct. R-square values vary from 0 to 1, with higher numbers denoting more accurate model prediction. 2019 (Joseph F. Hair, Risher, Sarstedt, & Ringle).

**Table 1**  
**Measurement Model**

<b>Variables</b>	<b>Outer loadings</b>	<b>Cronbach Alpha</b>	<b>CR</b>	<b>AVE</b>
EG1	0.856			
EG2	0.787			
EG3	0.802	0.897	0.921	0.661
EG4	0.807			
EG5	0.834			
EG6	0.792			
GC1	0.875			
GC2	0.877	0.842	0.904	0.759
GC3	0.861			
GI1	0.858			
GI2	0.856			
GI3	0.837	0.915	0.934	0.702
GI4	0.836			
GI5	0.819			
GI6	0.821			
GR1	0.861			
GR2	0.891	0.86	0.915	0.782
GR3	0.901			
GT1	0.898			
GT2	0.866	0.857	0.913	0.778
GT3	0.881			
Sus1	0.764			
Sus2	0.726			
Sus3	0.79			
Sus4	0.777	0.907	0.925	0.607
Sus5	0.798			
Sus6	0.787			
Sus7	0.788			
Sus8	0.797			

**Table 2**  
**R-Square**

<b>Variables</b>	<b>R Square</b>	<b>R Square Adjusted</b>
Employee green behavior	0.784	0.781
Environmental sustainability	0.709	0.708

**Table 3**  
**F square**

<b>Variables</b>	<b>Employee green behavior</b>	<b>Environmental sustainability</b>
Employee green behavior		2.44
Green compensation	0.052	
Green involvement	0.071	
Green recruitment	0.09	
Green training	0.029	



The strength of each predictor variable in explaining endogenous variables is measured by F-square. F-square values of 0.02 indicate a weak influence, 0.15 a moderate effect, and 0.35 a considerable effect insignificant independent variable. It demonstrates that the greater the value, the greater the relevance level (Joseph F Hair, Ringle, & Sarstedt, 2012). The outcomes of the current study are shown in the Table 4.

**Table 4**  
**Model Strength Test**

	Saturated Model	Estimated Model
SRMR	0.058	0.058

The saturated model's SRMR value is 0.058, while the estimated model's SRMR value is 0.06. Because the saturated model's an estimated model's SRMR values are both less than 0.10, this PLS model is judged fit and acceptable for testing the study hypothesis.

**Table 5**  
**Discriminant Validity**

Variables	Employee green behavior	Environmental sustainability	Green compensation	Green involvement	Green recruitment	Green training
Employee Green Behavior	<b>0.848</b>					
Environmental Sustainability	0.842	<b>0.819</b>				
Green Compensation	0.817	0.717	<b>0.860</b>			
Green Involvement	0.845	0.763	0.858	<b>0.859</b>		
Green Recruitment	0.82	0.733	0.783	0.826	<b>0.884</b>	
Green Training	0.812	0.753	0.809	0.846	0.815	<b>0.882</b>

**4.2. Structural Model**

**Table 6**  
**Path Coefficient Direct Relations**

Hypotheses	Relationship	S. Beta	S. D	T-value	P-values
H1	Green compensation -> Environmental sustainability	-0.033	0.083	0.553	0.29
H2	Green recruitment -> Environmental sustainability	0.027	0.062	0.512	0.304
H3	Green training -> Environmental sustainability	0.168	0.094	1.762	0.039
H4	Green involvement -> Environmental sustainability	0.091	0.094	1.071	0.142
H5	Green involvement -> Employee green behavior	0.29	0.058	5.096	0.000
H6	Green compensation -> Employee green behavior	0.223	0.056	3.908	0.000
H7	Green recruitment -> Employee green behavior	0.272	0.068	3.972	0.000
H8	Green training -> Employee green behavior	0.164	0.061	2.694	0.004
H9	Employee green behavior -> Environmental sustainability	0.632	0.097	6.521	0.000

Discriminant validity refers to the situation in which one construct differs from the other. In other words, measuring entities that aren't technically related to one another isn't actually related. Joseph F Hair et al. (2012), Churchill Jr (1979) The Fornell-Larcker criterion is a widely used method for evaluating discriminant validity (Joseph F Hair et al., 2012).

Table 6 shows the results of this research six out of nine hypotheses were significant as the table showed that the t- values of (H3, H5, H6, H7.H8, and H9) higher than 1.64 and

p-values of these hypotheses also lower than 0.05. hence these variables have direct and positive relations among each other. On the other hand, the t-value of (H1, H2, and H4) and p-values were higher than 0.05

### 4.3. Path Coefficients Indirect Effects

**Table 7**  
**Path Coefficient Indirect Relation**

Hypotheses	Relationship	S. Beta	SD	T-value	P-value
H10	Green training -> Employee greer behavior -> Environmental sustainability	0.138	0.052	2.65	0.004
H11	Green involvement -> Employee greer behavior -> Environmental sustainability	0.246	0.05	4.986	0.000
H12	Green compensation -> Employee green behavior -> Environmental sustainability	0.186	0.048	3.845	0.000
H13	Green recruitment -> Employee greer behavior -> Environmental sustainability	0.229	0.058	3.959	0.000

As table 7 showed all the relationships are significant and supported with strong values.

### 4.4. Predictive Relevance Model

Q<sup>2</sup> shows the predictive relevancy which is 0.414 for environmental sustainability and all other values in Table 4.13 are greater than zero which reveals that the model has predictive relevance. As reference of (F. Hair Jr, Sarstedt, Hopkins, & G. Kuppelwieser, 2014) if Q<sup>2</sup> value is > than zero (0).

**Table 8**  
**Q Square**

Variables	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
Employee green behavior	2016	991.432	0.508
Environmental sustainability	2688	1574.003	0.414
Green compensation	1008	1008	
Green involvement	2016	2016	
Green recruitment	1008	1008	
Green training	1008	1008	

## 5. Discussion and Conclusion

The primary goal of this study is to support corporate environmental sustainability through the use of green HR practices (green hiring, green compensation, and green training), green participation, and evaluating an employee's green behavior in order to make the entire workplace green. The issue is investigated analytically. Data were gathered from the employees of the company that operates in Pakistan using the questionnaire. Following data collection, two separate SPSS version 23 datasheets were created, and the frequencies distribution system was investigated using SmartPLS 3.0 software. Using an analysis of descriptive (mean, incidence, and default) and inferential statistics, according to the study's findings, the link is unsupported. It implies that there is little correlation between environmental sustainability and green hiring, participation, or compensation. It follows that increasing involvement, pay, and hiring cannot improve environmental sustainability in any company. The literature also described how these variables related to one another in various situations (Ansari et al., 2021; Tauseef Jamal et al., 2021; Pham et al., 2020). The degree of environmental sustainability might not be altered by better green hiring, to put it simply. The studies (Jerónimo et al., 2020); Kaur et al. (2020); (Tahir et al.) in the literature have comparable findings. The research (Boiral, 2005; Martínez-del-Río, Céspedes-Lorente, & Carmona-Moreno, 2012; Renwick et al., 2013; Srivastava & Shree, 2018) that demonstrated the relationship between involvement in the literature (Ababneh, 2021; Aboramadan, 2022; Dumont, Shen, & Deng, 2017).

According to the study's findings, the relationship is confirmed. This indicates that environmental sustainability and green training have a significant relationship. As a result, it is concluded that increasing green recruitment can improve environmental sustainability in any company. Simply put, more favourable green compensation increases the worth of environmental sustainability. Jerónimo et al. (2020); Kaur et al. (2020); Tahir et al. (2020) are three studies that have comparable findings in the literature. It follows that increasing green HRM can improve environmental sustainability in any type of company. Simply put, implementing better green HR practices eventually adds value to the sustainability of the environment, which raises the value of customers and employees for any company. Green HR practices are thus used to increase the impact of environmental sustainability if someone wishes to improve it. The research that produces comparable outcomes in the literature are (Chaudhary, 2020; Iqbal, Hassan, Akhtar, & Khan, 2018; May et al., 2021).

The study's findings revealed that the H9 is supported, which was created in opposition to the goal. The findings of the research demonstrated a significant and advantageous relationship between green involvement and environmental sustainability. This indicates that environmental sustainability is impacted by green involvement, and that in order to increase environmental sustainability, green training must be improved. As a result, using green involvement will increase the impact of environmental sustainability if someone wishes to improve it. The research with comparable findings in the literature are (Ababneh, 2021; Aboramadan, 2022; Dumont et al., 2017). The outcomes demonstrated that the H10 formed in opposition to the goal was endorsed. It implies that there is a mediator between green pay and environmental sustainability (green employee behavior). Thus, it can be concluded that improving environmental sustainability can improve green compensation for any company, with green employee behavior acting as a mediator. The study's relationship was mentioned in the literature (Ababneh, 2021; Ansari et al., 2021; Bratton, 2017; Kaur et al., 2020). The outcomes demonstrated that the H11 formed in opposition to the goal was endorsed. It implies that there is a mediator between green hiring and environmental sustainability (green employee conduct). As a result, it is stated that increasing environmental sustainability can improve green hiring for any company, with green employee behavior acting as a mediator. The study's relationship was mentioned in the literature (Ababneh, 2021; Ansari et al., 2021; Bratton, 2017; Kaur et al., 2020).

The outcomes demonstrated that the H12 formed in opposition to the goal was endorsed. It implies that there is a mediator (green employee behavior) between environmental viability and green training. Thus, it can be inferred that improving environmental sustainability can improve green training for any company, with green employee behavior acting as a mediator. The study's relationship was mentioned in the literature (Ababneh, 2021; Ansari et al., 2021; Bratton, 2017; Kaur et al., 2020). The outcomes demonstrated that the H13 formed in opposition to the goal was endorsed. It implies that there is a mediator between green participation and environmental sustainability (green employee behavior). Thus, it can be concluded that increasing environmental sustainability and green employee behavior can both help a company become more environmentally friendly. The study's relationship was mentioned in the literature (Ababneh, 2021; Ansari et al., 2021; Bratton, 2017; Kaur et al., 2020). Based on the findings, it is determined that while green HR practices have a significant connection with employee green behavior, environmental sustainability was not found to be significantly affected. The sustainability of the ecosystem is also strongly correlated with employee green behavior.

## **5.1. Implications of Research**

According to the research, our environment is a significant concern in today's hectic world. Our current era, marked by increased pollution and global warming, has made green HR practices and green branding a hot subject, particularly in Pakistan. Pakistan is one of the ten nations with the greatest climate change impacts, per a World Climate Risk Index (Salam, 2018). Consumers in Pakistan are undoubtedly embracing behaviors to safeguard the environment for their health and to stop nature in order to avoid the effects of climate change and rising temperatures.

The research adds to the body of literature a new framework that, in a way, can assist

organizations in increasing Green HR Practices by implementing a few straightforward behaviors. In this era of global warming, environmental sustainability is the most essential subject. The research emphasizes the significance of environmental sustainability and offers practical suggestions for enhancing environmental sustainability. There has been a lot of prior study on environmentally sustainable HR practices (Jerónimo et al., 2020; Kaur et al., 2020; Tahir et al., 2020). The current research emphasizes the significance of green employee behaviors and green HR practices for enhancing our nation's environment. The researcher chose as the population for this study the workers of Nestle, Uniliver, and Haier. The study also gathered data from a new segment in Pakistan.

Practically speaking, the rapid rise in consumer knowledge of environmental issues has changed consumer behavior and moved the market towards sustainable goods and services. The vast majority of consumers who have switched to eco-friendly products have had a significant effect on HRM. As a result, HR managers have quickly shifted to a "need for green" mentality. While the transition to "green products" may appear expensive in the short run, it will ultimately prove to be advantageous for the climate and more affordable. People with a strong understanding of the green world are now needed. If a business employs environmentally conscious individuals, it is likely that it produces environmentally friendly products and adopts environmental policies. According to the study's findings, green employee behavior and environmental sustainability are well-indicated by green HR practices (green compensation, green hiring, green training, and green participation).

## 5.2. Suggestions and Future Guidelines

Such a significant investigation necessitates sufficient time and resources in order to yield the best results. The study's findings revealed that environmental sustainability is crucial for conserving nature. The researcher suggested conducting longitudinal studies on the topic of green Personnel practices and environmental sustainability for future research. because the consumer and employee perceptions of the green environment are constantly evolving. Therefore, it is necessary to acquire data from respondent's multiple times. It is also suggested that increasing the size of the study's sample can lead to improved results. Pakistan-based businesses are the subject of research. Additional research should also gather information from organizations outside of Pakistan. The researcher also suggested incorporating additional indicators of environmental sustainability, such as other environmental behaviors, into the construct. It is suggested that future studies collect responses from a variety of sources, including self-administered questionnaires.

## 5.3. Limitations

Because the student participated in this investigation, there were restrictions, such as insufficient time and funds. This research was restricted to Pakistan only. Some respondents are to be surveyed, which cannot be done, so an assumed level will be used. Since participation in the research was voluntary, the target population's willingness determined the size and quality of the sample group. The implication is that the generalizability of the study is compromised in some way. Due to the COVID-19, this survey was conducted using Google Docs. It was presumed that respondents would complete the questionnaire truthfully. Thus, it is suggested that future studies collect responses through a variety of mediums, such that instead of collecting all responses online, the researcher could collect responses by visiting the target audiences in person.

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