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Do Green Human Resource Practices Influence Employee Environmental Performance? The Mediating Effect of Proactive Environmental Management Maturity

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ARTICLE INFO	ABSTRACT
	This study investigates the influence of sustainable practices in human resources on employee environmental performance by exploiting environmental maturity and proactiveness. Ability-motivation-opportunity theory was utilized as the theoretical foundation for this endeavour. Social Exchange Theories provide a significant basis for supporting the framework. Data was gathered from employees working in Pakistani private sector banks within the Punjab district Sahiwal. An organized questionnaire was utilized to collect data, while a self-administered survey was administered to gather information. Three hundred questionnaires were distributed among respondents; 254 could be completed for further analysis; 55 surveys were returned as eligible responses. This study helps human resource professionals better appreciate the role played by proactive environmental management. Studies of the effects of green practices in human resource management on employee environmental performance within the banking industry can play an integral part in making decisions about it. Unfortunately, many human resource managers in Pakistani banks don't fully appreciate how green practices impact employee sustainability in this industry.

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1.   Introduction

The industrial revolution deteriorates the environment, which causes nations to gradually worried about environmental challenges (Farooq, Zhang, Talwar, & Dhir, 2022). Organizations have begun focusing on sustainable development. Policymakers and government institutes push organizations to improve their business process following ecological sustainability (Yong, Yusliza, Ramayah, Farooq, & Tanveer, 2022). Environmental concerns have compelled industries to implement ecologically sustainable practices and enhance their environmental performance by reducing waste disposal. Environmental awareness has been initiated during the last decade, and organizations started implementing green procedures to get a competitive advantage, but the policies were not adequately regulated then. With time, the guidelines about environmental protection have been well established (Kodua et al., 2022). As a result of increasing public awareness of environmental challenges and climate change, best green practices become standardized and disseminated, and many sectors accepted corporate sustainability goals.

Green practices play a significant role in management (A. A. Gill, Kazmi, & Ali, 2021). The battle has changed from the organization to the network level as the globe has become a global village. The human resource department plays a vital role in any organization to

implementation of best practices. In the same, green practices are the responsibility of the HR department to establish in the corporate sector. That turns into green human resource practices (GHRP). Green environmental practices are adopted across the system, especially the human resources that connect all of the system's components. Green strategies are now a significant consideration in academia. Scholars are interested in studying the broad phenomena of green business(Mohammed & Fisal, 2023). The authors also highlighted the mediating impact of environmental duty and concerns (Munawar, Yousaf, Ahmed, & Rehman, 2022).

The authors considered pro-environmental psychological capital and environmental values as they examined the effects of green HR practices on employees' pro-environmental behaviour. Included were the elements that support a green workplace environment. Literature highlighted the significance of green HR practices in promoting ecological performance. Nevertheless, the green literature still has significant gaps that require filling (Tanova & Bayighomog, 2022).

The banking sector has developed green banking to support global environmental initiatives. Green banking contributes to green financing in low-carbon and resource-intensive businesses, i.e., the green economy. Environment degradation may pressure business partners to make green investments to save the environment (Lu, Xu, Cai, Yang, & Chen, 2022). HR methods help in environmental affairs by balancing company values, financial objectives, and environmental strategy. Workers consistently follow this balanced plan throughout the firm. HR strategies designed to hire, train, evaluate, and reward banking staff for providing innovative green banking services have become a new area of focus for bank management (Hooi, Liu, & Lin, 2022).

The current study investigates the influence of green HR practices on employee performance through mature approach. Present research empirically reviews how using green HR practices inside an enterprise affects the workforce within that organization. This study clarifies the mediating roles of environmental motivation and proactive environmental management maturity in the relationship between green human resource practices and employees' environmental performance in the banking industry. The value of this study grows since it was conducted in Pakistan, a developing nation with challenging conditions.

2. Literature Review
2.1. Employee environmental performance
In the opinion of the assessing party, employee environmental performance gauges the degree of accomplishment of the organization's business and societal goals and duties. Employee environmental performance is all workplace conduct that can contribute to organizational objectives. Previous studies and research have shown that EP environmental performance impacts green commodities, green firms, and outstanding growth (A. Gill, Ahmad, & Kazmi, 2021). It also indicates that HR practices are based on an organization's operational effectiveness. Another significant previous study revealed that green creativeness is linked with business strategies and improves environmental performance. Also, by minimizing material waste, green products-making activities upgrading lower an organization's negative environmental impact and enhance the firm's economic and individual employee performance (Kuo et al., 2022).

Employee environment increases their interest in job performance and also increases employee efficiency and effectiveness. HR managers' commitments construct green practices in organizations and enhance employee performance and productivity. Hence employee environmental performance is a crucial element at the organizational level to prove the organization's competitive advantages (Tanova & Bayighomog, 2022).

2.2. Green Human Resource Practices and Proactive Environmental Management Maturity
Management provides workers with the knowledge, conducting seminars and meetings about nature required to think and decide on green HR practices; training is essential for their environment (A. A. Gill, Ansari, & Tufail, 2021). They should be inspired and implement HR green practices, and green HR training and upgrading system is another vital pillar of green HR practices (Vázquez-Brust et al., 2022). HR green management admittance involves every employee in critical essential pieces of training, basic competencies plus teaching them how we can collect

waste junks details and how to uplift the firm's productivity and environmental capability, including guiding them standard ecological training is necessary if efficiency and environmental competency standard (Famiyeh, Adaku, Amoako-Gyampah, Asante-Darko, & Amoatey, 2018).

Green nature training is essential if workers prefer to holdup ecologically eco-friendly initiatives. Through training, people can learn about the challenges and changes that come with their job, develop and improve their skills and become more motivated to complete the task (Ali et al., 2022).

H1: Green Human Resource practices significantly influence proactive environmental management maturity.

2.3. Proactive Environmental Management Maturity and Employee Environmental Performance

HR practices management continuously focuses on each member of the organization. Management uses different approaches, whether directly or indirectly, to encourage employees using psychological ways. The process through which proactive management block holders are often considered to impact environmental performance is firms' HR management practices (i.e., workers' instructions, pieces of training, teaching, progress, and development), All composing part of an organization's workforce capital, affect the organization performances usually and environmental performance specifically (Farrukh, Ansari, Raza, Wu, & Wang, 2022). The strategic point of view of HR management always accentuates the impacts of HR practices on workers' workforce progress and abilities. Training and development department habits that they cultivate and cherish workers' commands, abilities, and talents from this time forth, modifying aggregate measurement of firm human resources capability and enhancing the organization's ability to compete successfully in all areas of operations. Professional development must be improved, boosting environmental sustainability performance for its goals because it improves workers' ability to run business morality, commitments, and work control (Singh, Del Giudice, Chierici, & Graziano, 2020).

H2: Proactive environmental management maturity significantly influences employee environmental performance.

2.4. Mediating Role of Proactive Environmental Management Maturity

Successful firms' performance depends on workers' passion and employees' attitudes. A firm's HR management provides a green platform to employees for understanding the capability and appreciation from time to time for future achievements (Anwar et al., 2020). Management trains employees to run independently whole environmental performance by using their new creative ideas and creating solutions to reduce workplace impacts on their daily professional activities. HR management boosts workers' compatibility to achieve green organization goals efficiently. Management plays dynamic and proactive roles. They recommend every member to the next position who has purely positive professional vitality and is willing to connect with a firm of environmental performance (Gilal, Ashraf, Gilal, Gilal, & Channa, 2019). HR's green management environment depends on staff interaction with other team members. Management psychologically supports their employees for the stability of environmental performance (Naz, Jamshed, Nisar, & Nasir, 2023). HR green practices impact psychologically on employee's behaviour that improves their performance.

H3: Proactive environmental management maturity mediates the relationship between green human resource practices and employee environmental performance.

3. Theoretical Framework

The ability-motivation-opportunity (AMO) theory was introduced by Bailey (1993) and divided into three components. The interpretation of the AMO framework, employees will perform well when they are capable of doing. The AMO model improves the three critical elements of the model and can be classified along three dimensions: practices that increase ability, motivation, and opportunities that increase opportunities. AMO theory holds that HRM practices and success are related.

This research also uses social exchange theory as a supportive theory. Social exchange theory is a comprehensive conceptual paradigm. Management, social psychology, and

ethnography are just a few of the social science fields that fall under the umbrella of social exchange theory. Despite its name, it is a collection of conceptual models rather than a singular theory. In this sense, all social trade theories have a few things in common. All social exchange theories view social interaction as consisting of a string of sequential exchanges between two or more people. Resources are traded through reciprocity; one party usually pays another party back for their good (or occasionally negative) actions. The connection between the actor and the target can sometimes impact how well these interactions turn out.
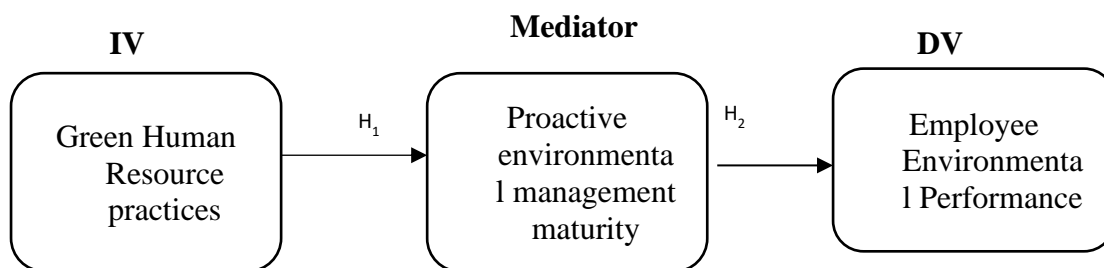

Figure 1: Research Model

3. Methodology
3.1. Population and Sampling
A survey method will be conducted by close-ended instrument for data collection from the banking sector in Pakistan. Information will collect by using of qualitative research method. This research is based on a designed instrument. Surveys will be developed attentively selected scales. A pilot test will be executed. The cover letter will describe the primary purpose of the study. The data used for this study were collected from the employees in the banking sector. Questionnaires were filled out by the respondents using a self-administered survey method. Respondents submitted 300 questionnaires; only 254 were filled and eligible for further analysis. While respondents partially filled out nine questionnaires. A convenience sampling method will be applied. Participants were selected randomly. Five-point Likert scale was used to analyze all items.

3.2. Data Analysis
The partial Least Square Structure Modeling (PLS-SEM) technique was employed to analyze data for statistical significance with SmartPLS 4.0 software.

4. Analysis And Findings
4.1. Response Rate
The data used for this study were collected from the employees in the banking sector. Questionnaires were filled out by the respondents using a self-administered survey method. Respondents submitted 300 questionnaires; only 245 were filled and eligible for further analysis. While respondents partially filled out 55 questionnaires.

4.2. Data Screening
The significance of screening data for data analysis, specifically when it comes to quantitative research, is an ideal foundation for substantial results. Ringle, Da Silva, and Bido (2015) also stated that the quality of analysis has to be determined by the quality of the initial screening. To manage the data that is not complete, the determination of incomplete and missing questions was made. Of the 300 received questionnaires, nine were ineligible because of insufficient responses. Furthermore, as per Lowry and Gaskin (2014), the questionnaires that were not completed were not included in further data analysis. After the screening, 245 questionnaires were left for further investigation, and this response total is acceptable for further data investigation. The miss value study was conducted to analyze and generate an entire data set for subsequent model estimation.

4.2.1. Treatment of Missing Data
Following the recommendations by Sekaran and Bogie (2010), the imputation of missing data was deemed a suitable method for first-hand research findings. In the present study, from 300 questionnaires, 55 were omitted due to a large ratio of missing values. In addition, the researchers used 245 questionnaires that were filled out and completed correctly. Thus, by

adopting this approach, this data is more reliable and reliable when conducting additional analysis.

4.2.2. Respondents Profile
The respondent profile demonstrated that more males than females responded to the questionnaires. While the age group depicted employees aged between 28 to 37 years submitted more responses, as shown in Table 4.1 below:

Table 1: Respondents Profile

Demography	Description	Frequency
Gender	Male	170
	Female	75
Age Group	18-27	54
	28-37	118
	38-47	47
	48-57	18
	58 Above	8

4.3. Assessment of Measurement Model
The initial step to begin with PLS-SEM analysis is assessing the measurement model, also known as the outer model. The measurement model demonstrates the reliability and validity of items. The Internal consistency, reliability, and composite reliability measure the individual item's reliability. At the same time, convergent validity is based on assessing the average variance taken (AVE). Discriminant validity uses the Fornell-lacker method and the cross-loading method. According to Hair, Hult, Ringle, Sarstedt, and Thiele (2017), loadings less than 0.40 are not recommended, and loadings above 0.40 are recommended when the AVE value is 0.5 and over. A CR value of 0.70 or higher is needed. In contrast, AVE 0.5 and above is needed to ensure valid convergence.
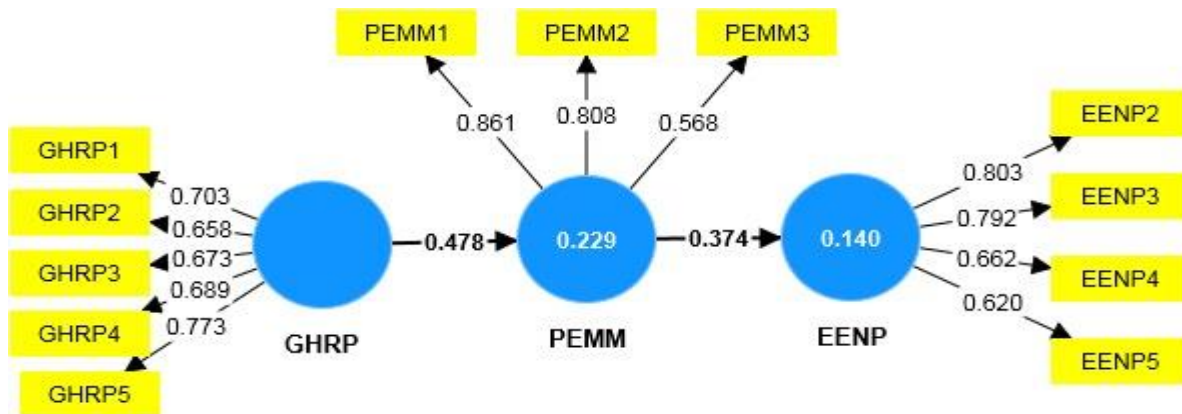

Figure 2: Measurement Model

4.3.1. Individual Items Reliability
Reliability is the "extent to which all items on a particular sub-scale are measuring the same concept." In Table 2, every variable included in the current investigation has an AVE and composite reliability higher than 0.50, which suggests the reliability of the measurement model.

Table 2: Measurement Model Results (Convergent Validity)

Constructs	Items	Loadings	Alpha	CR	AVE
GHRP	GHRP1	0.703	0.748	0.786	0.500
	GHRP2	0.658			
	GHRP3	0.673			
	GHRP4	0.689			
	GHRP5	0.773			
PEMM	PEMM1	0.861	0.635	0.710	0.572
	PEMM2	0.808			
	PEMM3	0.566			
EENP	EENP2	0.803	0.702	0.708	0.524
	EENP3	0.792			
	EENP4	0.662			

EENP5	0.620	

4.3.2. Discriminant Validity

Table 3 describes that the square roots of the AVE are larger than that of the latent variables, which indicates the acceptable validity of discrimination (Fornell & Larcker, 1981). At the beginning of this study, the authors provided the framework's explanation. They outlined the relationships between the variables based on the information discovered in previous research that likely needs to be revised and modified in light of the confirmatory factor analysis conducted during this research.

Table 3: Discriminant Validity Matrix using Fornell and Lacker Criterion

	EENP	GHRP	PEMM
EENP	0.724		
GHRP	0.399	0.700	
PEMM	0.374	0.478	0.757

4.4. Structural Model
4.4.1. Assessment of direct hypotheses

The structural model investigates the hypothesized connections between variables through the inner model. In the current research, three hypotheses were tested, and all were supported.
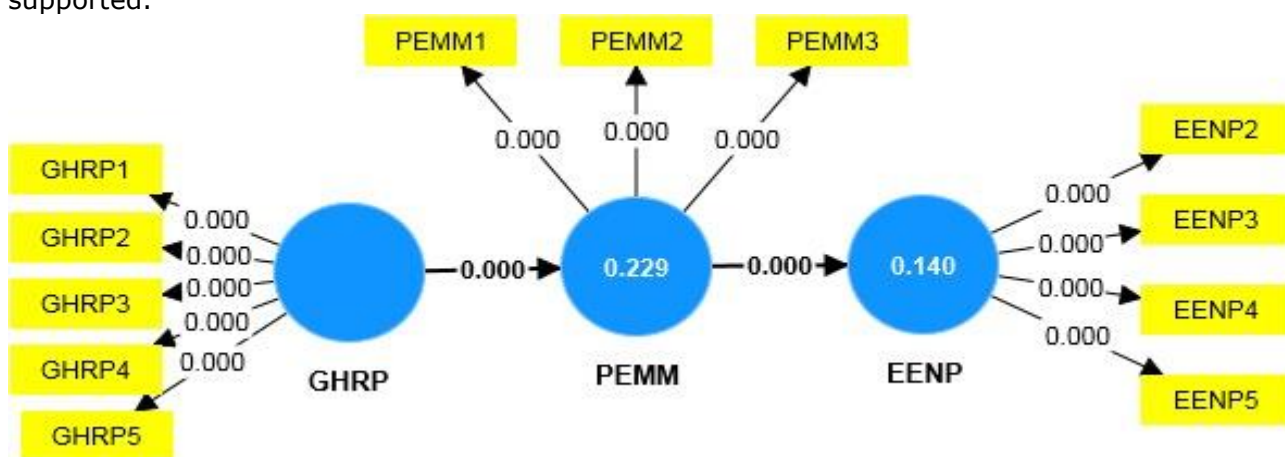

Figure 3: Structural Model

Table 4: Hypothesis Results

Hypothesis	Relationships	Std. Beta	Std. Error	T-Value	P-Value	2.50%	97.50%	Decision
H1	GHRP -> PEMM	0.478	0.069	6.929	0.000	0.342	0.611	Supported
H2	PEMM -> EENP	0.374	0.052	7.250	0.000	0.285	0.486	Supported

Table 4 shows that the H1 and H2 hypotheses supported by this research are supported by a p-value lower than 0.05.

4.4.2. Mediation Analysis

Mediating hypotheses were tested in Table 4.5. The results show that hypotheses H3 was supported due to a higher T-value than 1.645 and P-Value lower than 0.05.

Table 5: Test of Mediation Analysis

Hypothesis	Relationships	Std. Beta	Std. Error	T-Value	P-Value	2.50%	97.50%	Decision
H3	GRP->PEMM->EENP	0.179	0.044	4.064	0.000	0.109	0.280	Supported

5. Discussion and Conclusion

5.1. Discussion

This section highlights the insights into the overall study findings in line with the research objectives. The AMO theory was utilized to underpin the theoretical framework. This research also uses social exchange theory as a supportive theory. The current study, therefore, provides a theoretical framework to measure green human resource practices in the banking sector by combining them based on the AMO theory. Data have been collected from employees working in Pakistani private banking sectors located in Punjab district Sahiwal.

Three hypotheses were formulated under the quantitative strand to achieve the study's objectives and tested accordingly. Two were direct hypotheses, and one was a mediating hypothesis. All hypotheses have been supported. The following section discusses hypotheses testing and the achievement of study objectives.

H1 postulated that Green Human Resource practices influence proactive environmental management maturity. The statistical analysis supported the H1 hypothesis by confirming that Green Human Resource practices significantly affect proactive environmental management maturity (β= 0.478, T= 6.929, p-value< 0.05).

H2 postulated that Proactive environmental management maturity influences the employee's environmental performance. The results show a significant impact of proactive environmental management maturity on environmental performance in banking sectors (β= 0.374, T= 7.250, p-value< 0.05). The result is consistent with past literature (Gilal et al., 2019).

H3 posited that proactive environmental management maturity (PEMM) mediates the relationship between green human resources (GHRP) and environmental performance (EEP) in banking sectors. While the results of the current study also depicted that PEMM significantly mediates the relationship between GHRP and EEP in banking sectors (β= 0.179, T= 4.064, p-value< 0.05). Therefore, H3 has been supported statistically.

5.2. Implications of the Study

The present study's findings can help practitioners, government officials, HR managers in banking sectors, and academic researchers in e-commerce adoption. Furthermore, the current study employed a quantitative approach to identify and examine the impacts of green HR practices on Employee Environmental performance.

5.2.1. Theoretical Implications

The present study provides several theoretical contributions by developing a research framework based on the AMO theory, ability, motivation, and opportunity factors, including green HR practices and employee environmental performance in banking sectors in Pakistan. One of the significant theoretical implications of the present study includes the mediating role of PEMM between GHRP and EEM in Pakistani banking sectors. That provides new insights into existing literature and extends the AMO theory by analyzing the mediating effect of proactive environmental management maturity in the banking sectors in Pakistan.

5.2.2. Practical Implications

Several practical recommendations can be drawn logically from the statistical findings to examine the impacts of green HR practices on Employee Environmental performance in the Pakistan context, such as perceived relative advantage, top management support, and competitive advantage. These factors help HR managers in banking sectors to improve their employee environmental performance adoption level in Pakistan.

A further contribution of the study is helping HR managers better understand how important it is to consider the mediating function of proactive environmental management maturity in deciding to investigate the effects of green HR practices on employee ecological efficiency in the banking industry. Many HR managers fail to comprehend the significance of green HR practices for the environmental performance of their employees in the banking industry, particularly for Pakistani banks. It is not clear what importance is given the importance of green HR methods. This study has practical recommendations to emphasize the role of the proactive environment management capability in green HR practice and environmental performance in the Pakistani banking and financial sectors.

5.3. Limitations and Predictions

The first limitation is that it only utilized the quantitative study, while in the future mixed method can be employed using a qualitative approach, and interviews can be with employees in private banking sectors. At the same time, another limitation is that the current study only examined the AMO theory to examine the impacts of green HR practices on Employee Environmental performance in the future; the RBV theory and other theories also can use. Another limitation is that the current study only examined the private banks in Pakistan. In the end, cross-country studies can explore in different countries.

5.4. Conclusion

The AMO theory was utilized to underpin the theoretical framework. This research also uses social exchange theory as a supportive theory. The current study, therefore, provides a theoretical framework to measure green human resource practices in the banking sector by combining them based on the AMO theory. Data have been collected from employees working in Pakistani private banking sectors located in Punjab district Sahiwal. This study facilitates HR managers to understand better the importance of management maturity about the environment while examining the impacts of green human resource practices on environmental performance in the banking sector.

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