Impact of Green Human Resource Management Practices on Sustainable Performance and Employee Performance: Empirical Evidence from Pakistani Telecom sector

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Abstract

This research focuses on GHRM strategies and particularly their effects on the employees and their sustainable performance in the Pakistan telecommunication sector. Data gathered from 210 respondents was analyzed using Smart-PLS 3.0 software. The research outcomes can be of interest to the management in telecom sector through advocating strategies should be made that enhance their environmental awareness and contribution to performance. The result represented a robust positive correlation between green HRM practices like green recruitment, green training and development, green rewards and compensation with sustainable performance as well as employee's performance in Telecom sector of Pakistan. The study also helps in gaining understanding about how green HRM practices work to mitigate environmental challenges within the telecom sector.

Introduction

Organizations in this competitive globalized world strive to have a competitive edge by relying upon green human resource management, especially the emerging economies (Al-Abbadi & Abu Rumman, 2023). The term "Green HRM" is an approach of human resource management that gives priority to effective use of resources to have a sustainable environment. As a practicing field of HRM, "Green Human Resource Management (GHRM) assumes direct accountability for the recruitment, cultivation, and advancement of an environmentally conscious workforce that comprehends, appreciates, and actively endorses green initiatives and objectives (Faeni. D, 2024). Organizations' competitiveness today relies more on their ecological strategies as more

organizations become environmentally conscious (Ha & Nguyen, 2022). The corporate globalization is such that, a Newer capacity based economic structure has come up replacing the traditional capacity model which has been in existence for long (Aggarwal et al., 2023). "Job performance is defined as behavior linked to particular goals that are anticipated to meet organizational goals" (Yener et al., 2021). Several variables play a role in sustainable performance, one of which is Green HRM Practices. To develop a workforce that knows how to understand, embrace, and practice green concepts, while at the same time, enhancing the organization's Green HRM strategies (Aggarwal et al., 2023; Li et al., 2023). Socially responsible activities are those that positively contribute to society and as a result, there is external pressure from various quarters for businesses to incorporate these practices. The majority of individuals in the institution, community, surrounding, and the company, are all likely to profit from the enforcement of policies, strategies, and procedures that encourage their employees to engage in environmentally responsible behavior (Eccles, 2020).

Research studies have found an undeniable relationship between the deployment of Green Human Resource Management and performance sustainability of a corporation (Hadi et al., 2023). The application of Green Human Resource Management (GHRM) practices, coupled with the adoption of green techniques, will enhance employees' environmental consciousness and behavior (Akhtar et al., 2023; Fang et al., 2022; Zhao & Huang, 2022). Human Resource Management (HRM) has been actively involved in facilitating the implementation of sustainable business processes within enterprises (Cooke et al., 2022; Ehnert et al., 2020; Macke & Genari, 2019), owing to the fact that organizations, which incorporate green HRM, lessen their carbon footprints (Buller & McEvoy, 2016; Jiang et al., 2022). Environmental concerns capitalized on by organizations do not only help the society, the environment, and the organization, rather it is a benefit for each and every member of the organization (Eccles, 2020). Planning and management for the environment in a business has been appreciated and accepted by many in the last 20 years (Hieu, 2023; Zhu et al., 2023). The implementation of green management practices such as green recruitment, training and development, and compensation is recent challenge for companies to demonstrate social responsibility towards supporting the sustainable development (Hieu, 2023; Zhu et al., 2023). Research indicates that there are significant gap of the present Green HRM literature especially in the Asian context (Rubel et al., 2023).

GHRM aims to employ a workforce, which understands the importance of environmental conscious programs consisting of activities that help in achieving environmentally friendly goals by integrating these practices into HRM processes of recruitment, training and compensating (Faeni. D, 2024). GHRM focuses on organizations success by having employee involvement, performance management systems, incentive compensation, and training by organizational transformation intended to adapt to the new requirements for firms (Suchart et al., 2022). There is an increasing integration of environmental sustainability with organizations' human resource management (HRM) strategies, known as Green HR Practices (GHRM). Green HR practices promote and favor those practices, which evoke environmental responsibility within organizations. These practices lies not only contribute to environmental sustainability but also in their potential impact on employee performance (Renwick et al., 2013). Employee performance, which is a key indicator of organizational success, having productivity, innovation, and engagement as its factors, can positively be impacted by HR practices that align with employees' values and foster an environmentally conscious workplace (Daily et al., 2009).

Research Question

What is the impact of GHRM practices on sustainable performance and employee performance?

Research Objective

To examine the impact of GHRM practices on sustainable performance and employee performance.

Literature Review

2.1 Green Recruitment

Green recruitment strategy involves the various tactics that are undertaken to attract a pool of applicants that have an environmental and sustainable concern. It has been identified that workers who share these values are committed and performance-oriented more than other types of workers (Kazmi et al., 2022; Dumont et al., 2017). It promotes an eco-friendly organization having green criteria for job descriptions and also creating employees' sense of environmental consciousness (Renwick et al., 2016). Studies suggest that green recruitment can help attract talent that is more engaged and motivated, leading to improved employee performance (Dutta,

2012). Furthermore, organizations having green recruitment practices can achieve their sustainability goals by branding them as green organizations and leading to employee loyalty (Tang et al., 2018).

2.2 Green Training and Development

Green training & development is defined as "Equipping employees with environmentally friendly practices involving knowledge and skills relevant to green practices". This may include training on energy conservation, waste management, and sustainable resource use (Zoogah, 2011). Research shows that employees become mindful in efficient use of resources which not only enhances their productivity but also make their behaviors environmental (Jackson et al., 2011). In addition, it enhances the overall performance in the organization by integrating not only the employee's aspirations in the mission and goals of the organization but also incorporating their motivation, which is towards green practices (Arulrajah et al., 2015). The presence of green training interventions that include 'waste reduction', 'energy efficiency', and 'resource conserving' helps create a conducive environment and encourages work-related behaviors that have been shown to greatly enhance employees' job satisfaction, productivity, and overall workplace stimulation (Ali et al., 2022; Faeni et al., 2023).

2.3 Green Compensation and Rewards

Green compensation and rewards are defined as, when employees are rewarded for showing participation in eco-friendly activities and for promoting such behaviors. These incentives include practices of rewarding on setting green objectives, taking steps to promote green initiatives and also benefitting employees for using eco-friendly transportation options (Prasad, 2013). It has been proved by studies that these behaviors of employees can be reinforced positively by incentivizing them with green incentives, which resultantly enhance the performance and employee's engagement (Mousa & Othman, 2020). Focusing on achieving and rewarding sustainability goals can increase employees' job commitment (Nejati et al., 2017).

These initiatives by organization to promote environmentally friendly behaviors for achieving sustainability goals can lead to employee's encouragement for adopting green practices that

inculcate the values in employees leading to green behaviors (Mousa & Othman, 2020; Jin et al., 2022).

2.4 Linking Green Practices to Employees Performance

These Green HR practices within organizations demonstrates their efforts in attaining Sustainable Development Goals (SDGs) and it helps in the retention of employees in those institutions which are environmentally friendly (Faeni et al., 2023; Lenart et al., 2023). Green HR increases contextual performance of employees consisting of prosocial behaviors, which are eco friendliness (Naz et al., 2021; Ali et al., 2022). Employees feel valuable when their organizations show commitment to environmentally friendly goals and it increases their morale, engagement and performance (Chen et al., 2020; Saeed et al., 2019).

2.5 Linking Green Practices to Sustainable Performance

When an organization strives to achieve its long-term goals that reflect its environmentally friendly commitment by integrating its social, economic and environmental variables of performance it results in achieving the sustainable performance of organization (Al-Abbadi & Abu Rumman, 2023). It too embodies the methods and norms of manufacturing products and rendering services whereby applicable measures of the ecological metric are wielded. Organizational goals rest on these performance measures (Sari et al., 2024; Yener et al., 2021). The green human resource management practices contribute to the organization's sustainable development performance factors considerably by helping in awareness about these aims (Adetoyinbo & Mithöfer, 2023). Organizations apply green practices by green recruitment, training and green rewards that help in developing employees who have a deep understanding of green concepts while carrying out their business operations (Aggarwal et al., 2023; Li et al., 2023). Policies are being developed at national levels in countries around the world to adopt green practices by digitalization, and using green manufacturing methods for sustainability achievement (Yang et al., 2024). Organizations while practicing green HRM face many pressures and problems to make their workforce behave in compliance with green practices (Alnaqbi et al., 2024).

Research Model
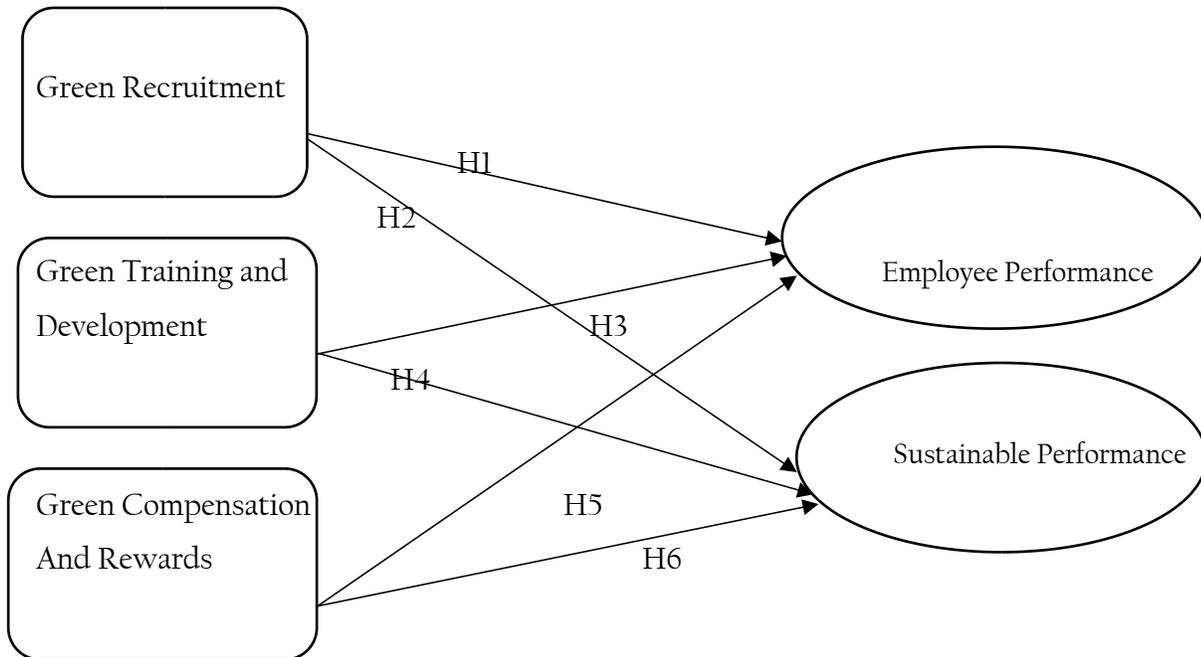
H1: There is a positive relationship between green recruitment and employee performance.

H2: There is a positive relationship of green recruitment and sustainable performance.

 H3: There is a positive relationship between green training and development and employee performance.

H4: There is a positive relationship between green training and development and sustainable performance.

H5: There is a positive relationship between green compensation and rewards and employee performance.

H6: There is a positive relationship between green compensation and rewards and sustainable performance.

3. Research Methodology

The sample for the extant study was from the banking sector of Islamabad and Rawalpindi (twin cities of Pakistan. Initially the questionnaire was distributed to 300 employees, but the received data was of 237, final usable data was 210 after discarding missing data. Study is based on quantitative research design. Convenience sampling technique was employed to collect data from the respondents. Proper permission from the managers of different branches of the sampled banks

was taken and consent of respondents was also taken. It was ensured to maintain the confidentiality of data and anonymity of respondents. Questionnaire consist on 20 items, as shown in Table 2, Green recruitment was measured using an instrument having five items previously created by academics (Randall & Gibson, 1990). The measurement of green training and development consisted of five items and green reward and compensation included three items, as which is previously used by Masri (2016). Employee performance consisted of five items, adopted from a previous study Masri (2016) and sustainable performance was measured using a scale of 2 items developed by (Almemari et al., 2021)). Each variable response was measured using a five-point Likert scale.

3.1 Data Analyses

An analysis of the demographic information from respondents as presented in Table 1 indicates a wide spread toward gender, employability, and age. In the sample, 70% (147 individuals) were male, while 30% (63 individuals) were female. Data collection was spread to different managerial levels to collect responses cutting across such high levels that impact perceptions towards organizational practices and decisions within the study. Regarding the stratification of age, 38 percent of respondents fall within the age bracket of 21-30 years, 33 percent fall between 31-40 years, and 29 percent aged 41 and above. The varied composition of age in this kind contributes diversity in perspectives and experiences that can be used to enrich the findings of the study.
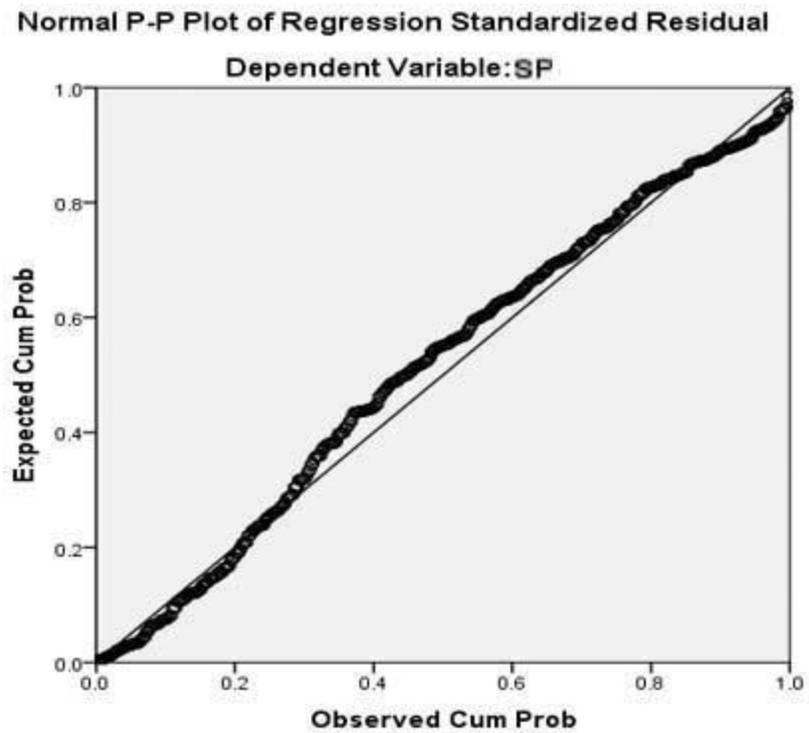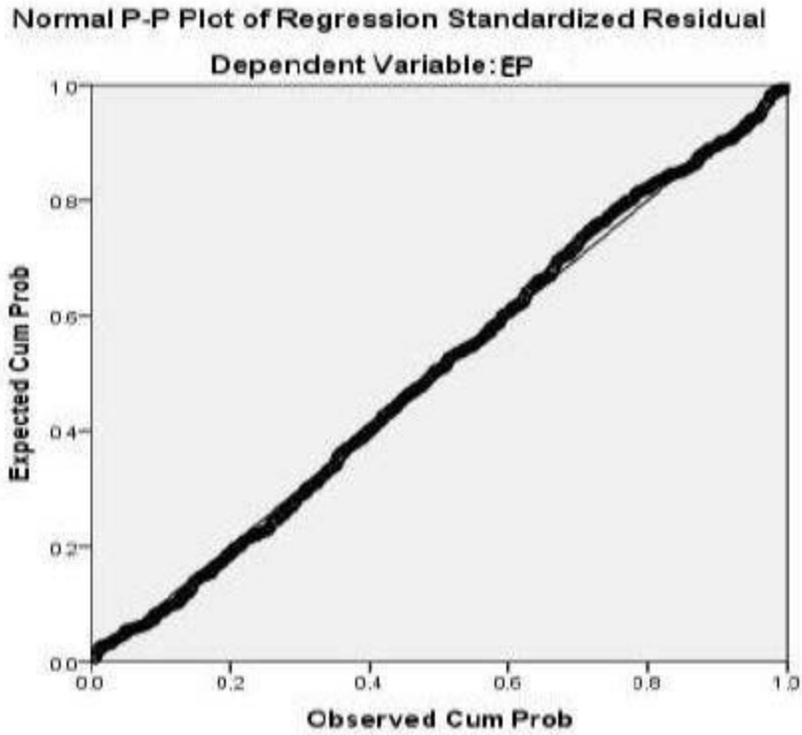
3.1.1 Demographics

There is mixed demographic composition as far as gender, employment status and age are concerned in the telecom sector of Pakistan as seen in table 1. From the number of samples, male was 140 and of the employees, female 70 that corresponded to 66.67% and 33.33% respectively. Data collection considered several different job statuses within the telecommunication sector, with fair coverage at the upper limits that could impact how thoughts about organizational practices and organizational decisions are formulated on within the study. Consideration of age stratification: 21.42% of respondents aged within the 21-30 years, 38.58% aged 31-40 years and the rest 40% as 41 years above of age. The age distribution contributes to varied perspectives and experiences for richness in findings from this study.

Table 1 Demographics of the Respondents:

Demographic Characteristics	Category	Frequency	Percentage
Gender	Male	140	66.67
	Female	70	33.33
Job Status	Most Senior	85	40.48
	Senior	99	47.14
	Fresh	26	12.38
Age	21-30	45	21.42
	31-40	81	38.58
	41 and Above	84	40.00

3.1.2. Normality of Data

The normality assumption is required in a structure equation model; however, this normality assumption is relaxed in PLS-SEM for larger sample size (sample ≥ 200), but it is still essential to check whether the data are not away from normality. The non-normality can impact significantly on the validity and reliability of findings (Hair et al., 2010). And according to the normal PP plots for Regression, the data was found normal.

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: EP

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: SP

3.1.3. Multicollinearity Diagnosis

In addition, in regards to the multicollinearity, its existence caused unstable beta values that could impact the entire model. According to Streukens & Leroi-Werelds (2023), the variance inflation factor must be less than 5. And as can be seen from table 2, the VIF values ranged between 1.2 and 3.1 for all variables, and as these values were below 5 there was no sign of multicollinearity.

Table 2. Multicollinearity Diagnosis

Independent Variables	Tolerance (>.10)	VIF (<05)
Green Recruitment	0.333	1.9
Green Training and Development	0.431	1.2
Green Compensation and Rewards	0.519	2.3

3.1.4. Measurement Model Results

From the results of the measurement model of Figure 1 and Table 3, it has been noted that internal consistency reliability for all the constructs Green Recruitment, Green Training and Development, Green Compensation and Rewards, Employee Performance, and Sustainable Development are present with Cronbach's alpha and composite reliability being more than the acceptable threshold, being above 0.7. In Green Recruitment, item GR1 is also excluded from the model, as the factor loading has been less than 0.6, thereby compromising the reliability. Other items of this construct, though are within acceptable loadings at a factor value of 0.7 and more. Similarly, Green Training and Development and Green Compensation and Rewards are reliable, composite reliable, and show a great number of the items loaded at 0.7 and above. The items of Employee Performance and Sustainable Development also are very strongly loaded, proving that these constructs are reliable and stable. These results justify the adoption of this model since these measures aptly capture the concept meant and thus help this research in the form of gauging green human resource practice and how it is influenced by sustainable development with the performance of employees. Finally, the average variance extracted for all constructs presented a value of more than 0.50 for the measurement model.
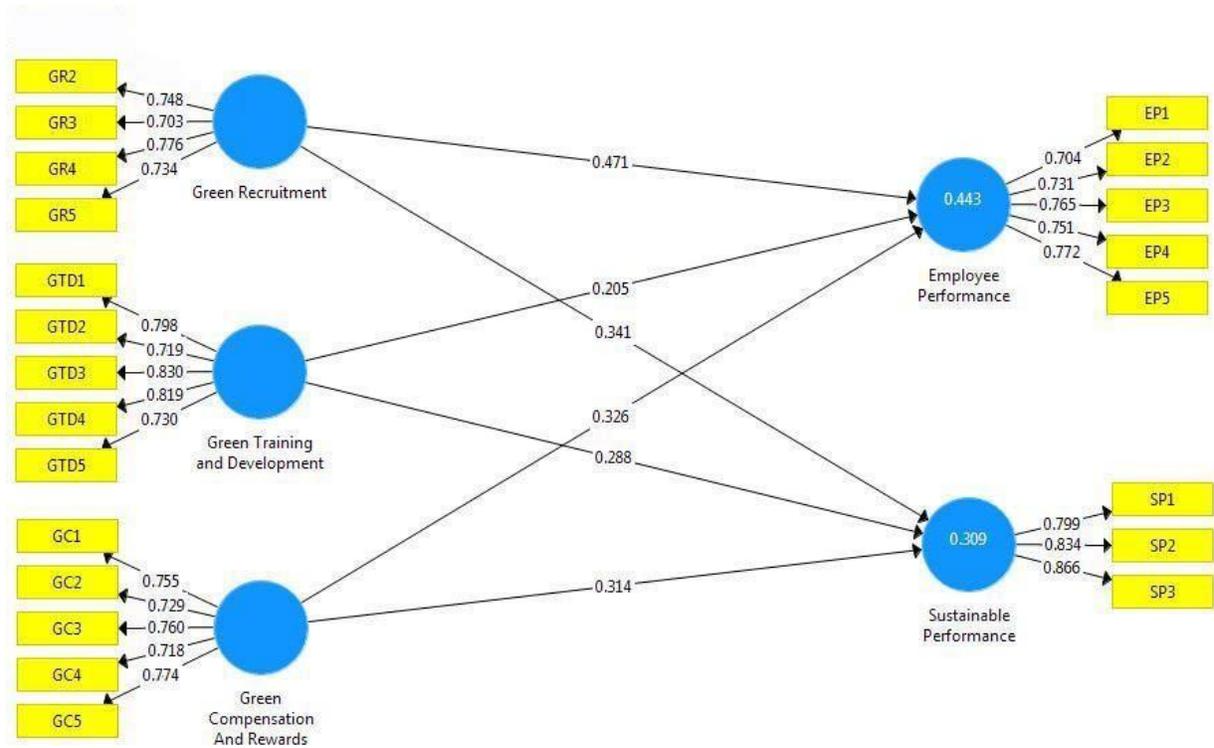
Figure 1. Adjusted Measurement Model

Table. 3 Measurement Model Results

Constructs	Indicators	Factor Loading	Cronbach Alpha	Composite Reliability	Average variance Extracted
Green Recruitment	GR2	0.748	0.787	0.809	0.621
	GR 3	0.703			
	GR 4	0.776			
	GR 5	0.734			
Green Training and Development	GTD1	0.798	0.817	0.833	0.631
	GTD 2	0.719			
	GTD 3	0.830			
	GTD 4	0.819			
	GTD 5	0.730			
	GC1	0.755	0.762	0.795	0.567

Green Compensation and Rewards	GC 2	0.729			
	GC 3	0.760			
	GC 4	0.718			
	GC 5	0.774			
Employee Performance	EP1	0.704	0.822	0.811	0.588
	EP2	0.731			
	EP3	0.765			
	EP4	0.751			
	EP5	0.772			
Sustainable Development	SD1	0.799	0.788	0.817	0.622
	SD2	0.834			
	SD3	0.866			

3.1.5. Discriminant Validity

Discriminant validity is crucial to ascertain if a construct is indeed distinct from other constructs in a model of research, ensuring what is measured is indeed a reflection of the dimension sought (Hair et al., 2021). To assess this validity, researchers use both the Heterotrait-Monotrait (HTMT) ratio and the Fornell-Larcker criterion. The HTMT ratio of the correlation ratio within constructs versus between constructs should be less than 0.90 to confirm discriminant validity (Hair et al., 2021; Dirgiatmo, 2023). Following the Fornell-Larcker criterion, for each construct, the square root of average variance extracted should be greater than correlations with other constructs, such that it captures more variance from its indicators than from other latent variables (Afthanorhan et al., 2021). The Fornell-Larcker Criterion in Table 4 indicates discriminant validity because the square root of AVE values on the diagonal for each construct is larger than its correlations with other constructs. For example, Green Recruitment's square root AVE is 0.702 bigger than its highest correlation is with Green Training and Development at 0.555. Table 5 shows HTMT Criterion all constructs have results with HTMT values of less than the threshold of 0.85 value and therefore indicating significant discriminant validity. Therefore, this study establishes

discriminant validity through both HTMT and the Fornell-Larcker methods (Henseler et al., 2015).

Table 4. Fornell-Larcker Criterion

Constructs	Green Recruitment	Green Training and Development	Green Compensation and Rewards	Employee Performance	Sustainable Development
Green Recruitment	**0.702***				
Green Training and Development	0.555	**0.715***			
Green Compensation and Rewards	0.431	0.530	**0.711***		
Employee Performance	0.410	0.521	0.601	**0.709***	
Sustainable Development	0.333	0.456	0.567	0.589	**0.722***

Table 5. HTMT Criterion Results

Constructs	Green Recruitment	Green Training and Development	Green Compensation and Rewards	Employee Performance	Sustainable Development
Green Recruitment	**0.731***				
Green Training and Development	0.567	**0.741***			
Green Compensation and Rewards	0.521	0.611	**0.811***		
Employee Performance	0.433	0.578	0.655	**0.751***	
Sustainable Development	0.419	0.522	0.531	0.613	**0.704***

3.1.6. Structural Model and Direct Hypothesis Results

Results of the direct hypothesis test shown in Table 6 and Figure 2, there are positive and significant correlations between green HRM and employee performance as well as between green HRM and sustainable performance. The significant influence of green recruitment on employee performance and sustainable performance was found (path coefficient = 0.549 and 0.637, t-value= 9.020 and 2.404, p < 0.05) respectively. Green training & development is also positively related to employee performance and sustainable performance (path coefficient = 0.541 and 0.601, t-value = 4.950 and 5.579, p < 0.05). Additionally, green compensation and reward has highly positive impacts both on employee performance and sustainable performance (path coefficient = 0.544 and 0.633, t-value = 16.853 and 6.186, p < 0.05). The findings indicate full support to the postulate that green HRM practices directly contribute to improvements in employee and sustainable performance.
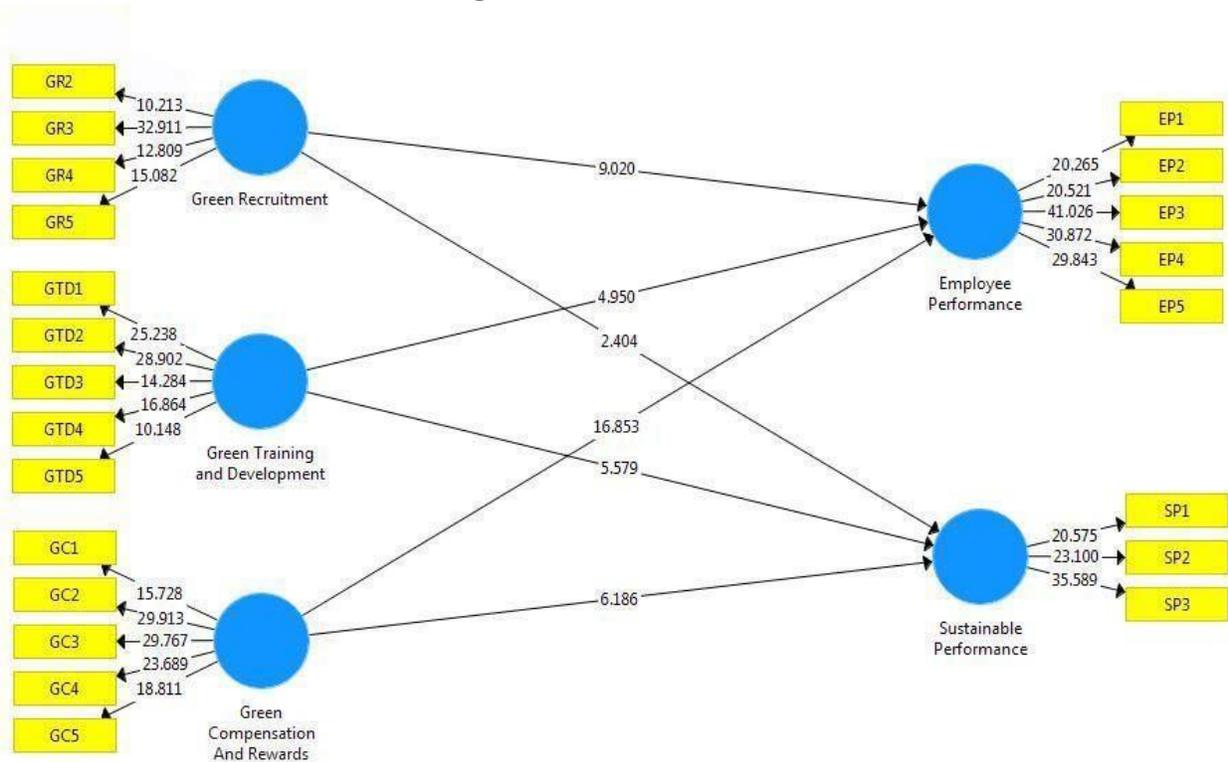
Figure 2. Structural Model

Table 6. Direct Hypothesis Results

HYP	Path	Path Coefficient	SE	Tvalue	P Values
H1	GR EP	0.549	0.034	9.020	0.000
H2	GR SP	0.637	0.055	2.404	0.001
H3	GTD EP	0.541	0.0412	4.950	0.00
H4	GTD SP	0.601	0.037	5.579	0.00
H5	GC EP	0.544	0.039	16.853	0.000
H6	GC SP	0.633	0.040	6.186	0.000

Note: GR= Green Recruitment GTD= Green Training and Development GC= Green Compensation and Rewards   EP= Employee Performance   SP= Sustainable Performance

4. Conclusion

In Pakistan at national level, government encourages organizational to achieve to sustainable developmental goals among which environmental friendliness practices is the main goal. Therefore, the extant study is aimed to find out the impact of green HR practices in the telecom sector of Pakistan. The results indicated that green HR practices significantly affect employee performance as well as sustainable performance of organizations. Our study results are in compliance with previous studies in which green practices were found to affect employees performance in organizations, among which training and development were found to be most significant (Masri & Jaaron,2017; Mishra et al. 2014). This study reflects the importance of green education to employees in all sectors and as telecom is contributing majorly in economy of Pakistan, it needs to foster green practices in their systems to achieve SDGs. Therefore, more investment is needed in this sector for promoting eco-friendly strategies that motivate employees. Organizations can face difficulties in tying rewards to each individuals green behavior, but as the results indicate the significant impact of green HR practices on performance of employees, therefore, businesses need to adopt performance management mechanism based on green contribution. Previously strategic choice theory has been linked in past studies to explain this

phenomenon (Masri & Jaaron, 2017). Empirical studies showed that organizations have to develop their performance appraisals in accordance with their employee's competence in environmental practices (Ahmad, 2015). Organizations should adopt practices which integrate their policies and environmental concerns to have a sustainable performance (Arulrajah et al. 2015). In this regard top management should have a clear vision in their strategic planning for having environmental sustainability by focusing on HR practices that affect employee performance as well as sustainable performance, and these are supported by previous studies (Mousa & Othman, 2019). Responsibility lies on part of organizations to develop goals which integrate with employee's performance based on green HR practices (Caliskan & Esen, 2019). As far as sustainable performance is concerned, our study results show that Green HR practices significantly and positively affect sustainable performance of organizations, which indicate that green practices lead to proper utilization of resources minimizing waste and this ecological resource handling ultimately affects sustainable performance (Hadi et al., 2023). Previous studies also proved the linkage of green HR practices with organizations sustainable performance (Altassan, 2024; Mensah et al., 2023). Employees' mindset regarding green behavior can be changed and reinforced positively by green HR practices (Akhtar et al., 2023; Fang et al., 2022).

5. Theoretical and practical contribution

Research on adoption of green HR practices in context of Pakistan is rare, only few studies investigated the role of green HR in Pakistan service sector. The extant study provides useful guidelines for top as well as middle management of service sector organizations to adopt policies based on green HR to achieve organizational sustainability as well as employee's performance. Organizations need to include green practices, green goals in their strategic planning. This study created a link between green HR practices and employee's performance as well as sustainability which is very important for service sector of Pakistan being a major contributor in GDP of country. All stakeholders need to play their role in devising policies which develop and promote an eco-friendly culture in organizations for achieving sustainable development goals at national level.

Limitations of the study

Firstly, the study is conducted on telecom sector of Pakistan but there are many service providing organizations where the findings of study need to be generalized. Secondly, three green HR

practices, recruitment, green training and development and green compensation and rewards are studied, in future other HR functions can be studied in relevance to green practices. Organizational culture can also be studied as a moderating factor in relation to Green HR with our variables of interest. Researchers can study motivational variables in context of this study.

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