MEDIATING ROLE OF PERCEIVED ORGANIZATION SUPPORT ON THE RELATIONSHIP BETWEEN GREEN HRM PRACTICES AND ORGANIZATIONAL SUSTAINABLE PERFORMANCE

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Abstract
This study investigates the relationship between Green Human Resource Management (GHRM) practices and sustainable business performance, with a particular focus on the mediating role of perceived organizational support (POS) within Pakistan's non-banking financial sector. The theoretical justification is provided under the perspective of resource dependence theory. The research encompasses a population of 337 employees across six non-banking financial companies (NBFCs) located in District Vehari, Pakistan. This study employs simple random sampling technique to determine a sample size of 181 based on Krejcie and Morgan's (1970) table. To account for potential data loss due to incomplete responses, 230 questionnaires were distributed. Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS software (Ringle, Wende & Becker, 2015). The findings reveal a significant positive association between GHRM practices and sustainable business performance. Furthermore, POS mediates this relationship, indicating that employees' perceptions of organizational support enhance the effectiveness of GHRM practices in achieving sustainability objectives. These results underscore the importance of fostering a supportive organizational environment to maximize the impact of green HR initiatives on sustainable performance outcomes.
Keywords: Green HRM, Sustainable performance, perceived organizational support environment friendly practices

INTRODUCTION
STUDY BACKGROUND AND RATIONALE
With the growing awareness of the general public about environment sustainability became the concern of corporate stakeholders and policy makers. (Ch'ng. et al., 2021). The concept of sustainable business performance is elaborated as performing business operations while protecting the environment. Sustainable business performance is linked with least harmful residual for the environment and society. Sevensson et al., (2018) highlight that a business performs its operation without spoiling the natural resources and considering the social welfare of society is called green business. Business can achieve sustainable business performance when its human resources are conscious of environment friendly practices. Moreover, sustainability can be achieved when policy makers and the higher officials weigh environmental quality and social welfare more than profit.
GHRM is focusing on the environmentally friendly policies that minimize the environmental degradation, also considering the good-will of the organization (Ramasamy, 2017). Green human resource management could be recognized as an advanced tool for the advanced HRM Practices that are linked with minimization of the environmental concerns and include guidelines, policies and instructions that are directly or indirectly associated with the vision, missions and objectives of a company (Junaid & Nabila, 2022)**.** Green Human Resource Management and environmental concerns attracted massive attention from the researchers all around the world for couple of years (Mohammad Muzahidul Islam, 2019). Green HRM also boosts the organization's

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performance and minimizes the impact on the environment from the side of organization (Mutiati, 2021; Liu & Cai, 2025). Green Human Resource Management is referred to the policies, procedures, guidelines, approaches and actions to endorse the maximum and sustainable use of the organization's resources and avoid the worst effect of the environmental issues within and outside the organization (Mahmood, 2019). The role of the Human Resource department in designing an organization's sustainability culture is crucial. Green HRM, specifically, focuses on leveraging every employee to support sustainable practices, increase employee awareness, and foster commitment to sustainability issues. The term "Green HRM" can have different interpretations depending on individuals (Rani, 2020; Marc et al., 2025). On the other hand, Anjana Nath, Regional Head HR at Fortis Healthcare Ltd, defines Green HRM as environment-friendly HR initiatives that lead to improved efficiency, reduced costs, and increased employee engagement levels. Green HRM involves undertaking various environment-friendly initiatives that contribute to greater efficiency, lower costs, better employee engagement, and higher retention rates. These initiatives can help the organization reduce its carbon emission. Organizations are increasingly recognizing the importance of sustainability and corporate social responsibility. In this context, the HR function has a unique opportunity to contribute to the development and implementation of sustainability strategies (Mishra, 2020). The HR department can serve as a partner in determining what is needed and feasible in creating corporate values and sustainability strategies. According to Harmon, Fairfield, and HR departments have the ability to influence a wide range of issues, including employee wellness, workplace diversity, and occupational health and safety. They are equipped to manage these issues comprehensively. The HR staff is often most capable of influencing the attitudes and behaviors of management, managers, and employees by modifying various HR systems. In many organizations, the HR department is seen as the "Custodian of the culture," responsible for shaping and maintaining the organizational culture (Rani, 2020; Saidi & Makhkhat, 2025). Aligning HR practices with sustainability principles does not necessarily mean completely overhauling the HR function. It means adapting and configuring HR practices to incorporate sustainability considerations. This can include integrating sustainability goals into performance management systems, promoting diversity and inclusion in recruitment and talent management, developing employee wellness programs, and implementing environment friendly practices such as reducing paper usage and energy consumption. By incorporating sustainability into HR practices, organizations can create a culture that supports and reinforces sustainable behaviors and values among employees. This, in turn, can contribute to the organization's overall sustainability strategy and help achieve its environmental and social objectives (Mishra.k, 2020; Haider & Khan, 2025).

Green HRM is focusing on the provision of the neat direction for the employee and organization too. Nowadays it's widely approved that the organization's employee plays a key role in attaining greening of the companies by following the green behavior (Rimi, 2020; Iqbal et al., 2025). Green behavior is a very important factor in the attainment of organization objectives. Green HRM practices are very important for the success, goodwill and sustainability of organization in the world of business (Saeed, 2018; Stavar, 2025; Zahid et al., 2025). It focuses on the development of Human resource management (Islam, 2019; Ebrahim & Karim, 2025). For best mutual way it will be necessary that Green HRM practices must be executed in different the areas of HRM

STATEMENT OF PROBLEM

While Human Resource Management (HRM) practices have been recognized for their potential to foster employee environmental behaviors and contribute to Organizational Sustainable Performance (OSP), the specific role of Green HRM in driving these outcomes remains underexplored—particularly in the context of Pakistan's non-banking financial sector. Although existing research has examined the link between Green HRM and OSP in various international settings, there is a notable paucity of empirical evidence within Pakistan, especially in relation to Non-Banking Financial Companies (NBFCs) operating in District Vehari. Furthermore, the mediating role of Perceived Organizational Support (POS) in this relationship has received limited attention. This study addresses this critical gap by systematically investigating the relationship between Green HRM and OSP, while examining POS as a mediating variable within the NBFC context in District Vehari.

PURPOSE OF THE STUDY

In today's Human Resource Management (HRM), there is a concern about the recruitment, training, and retention of potential employees to achieve organizational goals and compete in the global business market. The intention of this research is to probe the influence of Green HRM (GHRM) practices on Sustainable Performance in Non-Banking micro-finance companies, with the aim of identifying how GHRM practices can help the

organizations in attaining and maintaining the sustainable performance. This study aims to assist the stakeholders and policymakers, particularly in the non-banking microfinance sector, in achieving and sustaining organizational sustainability by adopting Green Human Resource Management (GHRM) practices. This study benefits Non-Banking Financial Companies by enabling them to adopt and implement the latest HRM practices, thereby enhancing sustainable performance and reputation.

RESEARCH QUESTIONS
Based on the above discussion following research question has been posed:
- What is the relationship between GHRM Practices and Organizational Sustainable Performance?
- What is the relationship between GHRM Practices and Perceived Organizational Support?
- What is the relationship between Perceived Organization Support and Organizational Sustainable Performance?
- Does Perceived Organization Support mediate the relationship between GHRM Practices and Organizational Sustainable Performance?

RESEARCH OBJECTIVES
This study has following objectives:
- To investigate the relationship between GHRM and Organizational Sustainable Performance of non-banking financial companies in district Vehari.
- To find out empirically does Perceived Organization Support acts as a mediator for the link among GHRM and Organizational Sustainable Performance.

LITERATURE REVIEW
UNDERPINNING THEORIES
RESOURCE BASED VIEW
Wernerfelt (1948) defines the resource as the strength or weakness of a firm that includes tangible assets that are semi-permanently tied to the organization. Barney (1991) expands on this definition to define a resource based view of HRM and include assets, capabilities, processes, information, knowledge, etc. that are controlled by a firm and enable it to develop and implement strategies that improve its effectiveness and efficiency. The author categorizes resources into three types: physical capital resources, human capital resources, and organizational capital resources. Physical capital resources consist of the firm's equipment, technology, and location. Human capital resources include the knowledge, experience, and judgment of the managers and workers in the firm. Organizational capital resources comprise the structure, planning, coordination, and control systems of the firm, as well as the informal relationships that exist both within the firm and between the firm and other organizations in its environment. Resource-based view of the firm argue that firms can achieve competitive advantage by attaining resource heterogeneity and immobility of these resources and these suppositions differentiate the resource-based model from the traditional strategic management model.

The resource-based view theory states that a sustained competitive advantage is different from competitive advantage and it exists only when other firms are incapable of duplicating the benefits of a competitive advantage. Thus, a competitive advantage is not considered sustained until all efforts by competitors to duplicate the advantage have ceased (S. Zhao, 2017).

SOCIAL COGNITIVE THEORY (SCT)
The theory of social cognitive theory (SCT) suggests that individuals acquire knowledge through various means such as observing social interactions, personal experiences, education, and exposure to media. These external factors influence a person's ability to make intentional choices, take actions, and manage their behavior to achieve desired outcomes. From a socio-cognitive perspective, people not only respond differently to external influences but also possess the ability to adapt and adjust. When employees possess a deeper understanding of their environment, recognizing its significance for the well-being of all living beings, and understanding their crucial role in protecting it, they can actively engage in environmental issues. According to SCT, green human resource management (HRM) does not directly impact employees' engagement with the environment, but it enhances their environmental awareness (Darvishmotevali, 2022). Green HRM is the process of informing and encouraging all staff members to improve their environmental skills, enabling them to contribute more effectively towards achieving organizational goals. Through an environmental awareness-focused training program, employees develop the necessary skills to protect the environment and become emotionally invested in

improving their company's environmental performance. These activities and programs ensure that environmental consciousness becomes ingrained in employees' behaviors, practices, and habits, reinforcing their commitment to performing environmentally responsible tasks that enhance their company's environmental performance (Altinay, 2022)

GREEN HUMAN RESOURCE MANAGEMENT

Green HRM is related to perform the actions of Human Resource management by considering the other environmental aspects that is related to perform HRM functions that have not harm impact on the society as well as the employees or organization itself too. Green Human Resource management includes that Green Recruitment, Green Hiring, Green Selection, Green Training and development, Green Reward and compensation and other benefits, green appraisal and also green promotion etc. International HRM is anxious for the potential human resource that how they can attract, trained and retain them for those employees for achievement of organizational goal and they can compete in the international business market (Anh, 2020). Green HRM enables personnel of organization to minimize the uncertainty in the social environment by adopting their green attitude, green behavior through sharing the green knowledge among their colleagues. The scope of HRM practices varies because each organization chooses the ones that fit its needs. While all HRM functions are usually performed in varying capacities (Akhtar et al., 2022). Researcher has identified set of HRM practices that are most vital for an organization and can have significant impact on organizational performance when shifted to green practices. These practices are: Green Recruitment, Green Training & Development, Green Performance &Reward

GREEN RECRUITMENT

Green Recruitment and selection are referred to that it is a formal procedure, in this organization attracts the peoples and then short list the potential and capable people for their organization and chose them. By following the green recruitment and selection policies organization can hire and select the most suitable, skilled ad potential candidate for their organization that leads to the sustainable and successful organization. (Mashala, Yusuph Lameck, 2018). These practices involve hiring individuals who are environmentally conscious, regardless of their immigration status. Employment registrations can be efficiently managed through the organization's website, allowing individuals to apply for positions online. To minimize environmental impact, interviews can be conducted over the phone or via the internet, reducing the need for travel and paper usage. This aligns with the organization's green initiatives and helps in selecting candidates who are committed to environmental sustainability. The initiation of green recruiting supports long-term job performance assessment and educates employees about the organization's efforts to reduce waste and environmental damage. By hiring environmentally conscious individuals, the organization demonstrates its commitment to sustainable practices and aims to improve its overall environmental performance (Kaewsaeng, 2022).

GREEN TRAINING & DEVELOPMENT

Green T&D enable the personnel of organization regarding their green attitude and behavior so that those employees can manage the environmental concern, minimize the wastage and provide them an opportunity to involve in the problem-solving issues of environment (Mwita, 2019). Training plays a crucial role in managing waste and reducing its impact on the environment. Organizations often train their front-line employees to conduct waste analysis in their work areas, as these employees are best positioned to identify and address waste-related issues. However, it is essential for these employees to be knowledgeable about data collection methods relevant to waste management (Freitas, 2019).

In the United States, many companies have initiated training initiatives focused on environmental management. For instance, Polaroid has implemented a training program that aligns with their vision for regulatory compliance. By linking training objectives to their regulatory compliance goals, Polaroid aims to ensure that employees are aware of the relevant regulations and equipped with the knowledge and skills to meet compliance requirements. Additionally, job rotation is another practice used in training and development for environmental management (Renwick, 2021). For the best organization it is necessary for organization to encourage environmentally friendly abilities and also it is necessary for organization to conduct training on the environmental issues/ concern so that the employees can understand the aspects that are linked with environments. It provides a valuable opportunity to train executives and potential board members in environmental management practices. Job rotation allows individuals to gain hands-on experience in different roles and functions within the organization, enabling them to understand the environmental challenges faced by

various departments and develop a holistic perspective on environmental programs. This practice about training on environmental issues is very vital and very helpful for the organizational it leads to minimization of environmental issues also for good will and sustainability of organization. It also promotes the process of recycling and waste management (Islam M. M., 2019)

GREEN PERFORMANCE &REWARD

Green Performance &Reward mostly firms evaluate the employee's performance on the basis of their environmentally friendly behavior or good behavior towards environmental concerns. Green compensation and reward is monetarist and no monetarist things that planned to motivate employee that leads to support the organization and environmental sustainability. These are some factors of green compensation and reward: recompenses for cognitive and interpersonal skill, sustainable performance, and rewards for green and sustainable behavior acceptability (Kuo, 2022). Recent study states that firms must set an EMIS environmental management information system & audit about environmental concerns that leads to attain and sustain a best performance. One more recent research states that it is necessary for the managers of organization to set out a green goals, strategies and green duties by considering the environment concerns so that they can perform their duties effectively and efficiently. Assessing the performance of employees is a critical function of green HRM. Better actions of management and Regular feedback can make organization become successful (Islam, Md. Jahidul, 2019). Green performance and appraisal are crucial aspects of green HRM practices. Individual production measurement is evaluated based on how employees contribute to creating a greener environment. This evaluation can include factors such as energy conservation, waste reduction, or adherence to sustainable practices. Measurement techniques in performance management play a significant role in green HRM strategies. They provide employees with immediate feedback on their environmental practices, allowing them to assess their effectiveness in achieving the expected environmental performance. Timely information on environmental performances can grab employees' attention and motivate them to actively participate in achieving the desired outcomes (Abdullah, 2022).

PERCEIVED ORGANIZATION SUPPORT

Potential, proactive and liable workforces are required end to end with business expenses in lieu of executing green inspiration and green novelty into the business resources. In the today's era environmental issues are much highlighted and affect individual life and also all over the society. Many customers are familiar of the facts of environmental ruin. Organizational suitability is one of the prominent issues in the today's world. Perceived organizational support (POS) may mediate the relationship between green human resource management (GHRM) practices and organizational sustainable performance (OSP). Organizations which adopt GHRM practices, employees perceive their organization as more supportive of their environmental concerns and initiatives. This perception of support leads to increased engagement in pro-environmental behaviors, which ultimately improves OSP. Additionally, organizational performance measures that encompass environmental, economic, and social sustainability could be used to assess OSP (Khan, 2022). Perceived organizational support (POS) pertains to the way employees perceive the organization's appreciation for their contributions and concern for their well-being. The concept of POS originated thirty years ago during discussions between the first author and their graduate students, who recognized that existing research on employees' commitment to the organization failed to consider the reciprocal commitment from the organization towards its employees (Eisenberger, 2020). It was hypothesized that POS could positively impact employees' commitment to the organization, as well as their overall attitudes and behaviors. The extensive research on POS is due to its clearly identifiable factors and significant outcomes, which include positive employee attitudes, performance, and well-being. Studies suggest that POS from staffing agencies is linked to contingent employees' commitment to the staffing agencies, while POS from client organizations is associated with their commitment to the client organizations. Additionally, it was discovered that the POS received from the client organization positively influenced contracted employees' affective commitment and continuance commitment towards both the staffing agency and the client organization. This indicates that employees attribute favorable treatment from the client organization not only to the organization itself but also to the staffing agency. Consequently, the effects of POS from one organization can extend and contribute to the development of commitment towards the other organization. The degree of this spillover effect may be influenced by organizational embodiment, which reflects

the extent to which employees perceive the staffing agency and client organization as a unified entity (Shanock, 2020).

SUSTAINABLE BUSINESS PERFORMANCE

The Green recruitment and training and development affect the organizational performance. This study direct that if organization will use online sources instead of traditional approach and the job applications were collected through online plate-forms and interviews arranged via online sources it will reduce any transportation-related environmental effects (Huang, 2022). Owing to natural disasters, endemics, and our peculiar environmentally destructive practices, green HRM has received the attention it deserves among academics and commercial groups over the past 20 years. Green transformational leadership is most beneficial for organization to lead the personnel to perform tasks for the improvement of organization, when business provides sufficient resources to personals it will leads to a sustainable organizational Sustainability. According to Chaudhary (2020), every type of organization may use green HR practices to help them combat environmental problems by providing their staff with eco-awareness training, eco-friendly hiring processes, eco-friendly performance management, and eco-friendly compensation. There has been limited research on the connection between GHRM activities and environmental efficiency from an employee's perspective, specifically through the lens of perceived organizational support for the environment (Nugraha, 2023) However, existing literature in management suggests that GHRM activities have a positive impact on the perceived organizational support (POS), which in turn has positive effects on individual outcomes such as pro-social actions and extra-role behaviors. Previous studies have hypothesized that HRM activities indirectly influence individual performance through POS. Therefore, it is reasonable to conclude that if managers assure their employees of their genuine commitment to environmental causes, the impact of green human resources activities on personal environmental outcomes would be evident through POS (Ahmad, 2022). The sustainable business performance can accomplish if it embraces the firms forms, capacities or operations so that these commerce exercises don't harm the company's quality of the environment or wellbeing of its clients.

THEORETICAL FRAMEWORK

This section provides theoretical reflections and justification for hypothesized relationships in the research model. Arguments are given to develop statements of hypothesis

RESEARCH MODEL

In this study Perceived Organizational Support has been considered as a mediator variable, Green Human resource management as independent and Sustainable business Performance as a dependent variable.
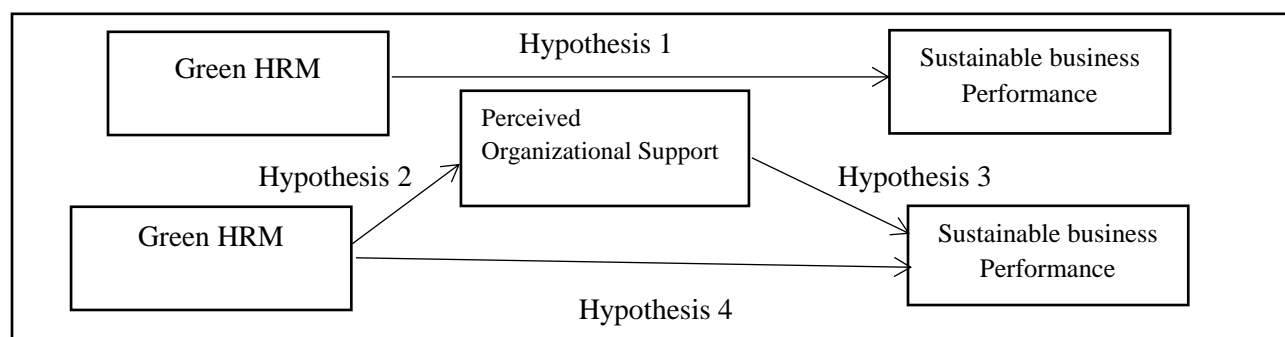
The research model is as follow

Figure 1: HYPOTHESIS

- ➤ Green HRM has a positive impact on Organizational Sustainable Performance.
- ➤ Perceived Organization Support has a positive impact on Green HRM.
- ➤ Perceived Organization Support has a positive impact on Organizational Sustainable Performance.
- ➤ Perceived Organization Support mediates the relationship between Green HRM and organizational sustainable Performance.

METHODOLOGY

This section deals with information about research design, sampling, measures, procedures, data analysis and techniques used in this research. A survey questionnaire design was used to collect data. Hypothetic-deductive approach was used to examine the research question. Partial least structural equation modeling (PLS-SEM) was

used for data analysis. For applying PLS-SEM to data, SmartPLS version 3.0 was used for examining data reliability, validity and hypothetical relationships.

POPULATION AND SAMPLING

This study investigated the relationships between green HRM and Organizational Sustainable Performance with mediation effect of Perceived Organization Support. To collect data for the purpose of study, we considered non-banking sector of Vehari District as population of the study. The reason behind selecting non-banking financial sector is the organized hierarchy of different offices these companies that provide appropriate environment to study relationships. More specifically, the employees are well qualified, understand the value of responses, purpose of study and respond to questionnaire in a responsible way.

A population of the study is referred to it is the whole group of peoples for which your findings of research will be helpful. The sample of the study is related to specified group of people from which researcher will collect the information or data (Bhandari, 2022). For this study, simple random sampling is used. We used krejcie & Morgan (1970) table in determining the sample size. Our population is 337 employees of 06 non-banking financial companies (NBFC's) and according to krejcie & Morgan (1970) table our sample size was 181 employees. However, 230 questionnaires distributed among respondents to compensate the data losses in the form of wrong filled or partially filled questionnaire. In district Vehari, 39 branches & offices of different NBFC's are located. These branches have an average strength of 9 employees that constitutes a population of 337 people.

Table 1: Detail of Population Frame

Name of NBFC	No of Employees
AGAHE Pakistan	93
JWS	51
RCDP	43
DAMEN	21
Akhuwat Islamic Microfinance Company	85
Kashf Foundation	44
Total Population (N)	337

A paper-pencil based questionnaire surveys strategy implemented to gather information, and these questionnaires adapted from Singh et al. (2020) and Eairween (2018). GHRM hones utilized as independent variable with ten things adjusted from Singh et al. (2020). Sustainable business performance (SBP) utilized as the dependent variable with five things modified from Singh et al. (2020). Perceived organizational support (POS) engaged as the mediator with eight things concurring to Eairween (2018).

We used 5-point Likert Scale (1=Strongly Agree, 2=Agree, 3=Neutral, 4= Disagree, 5= Strongly Disagree) for variables counting GHRM, SBP and POS.

Table 2: Questionnaires and Previously Reported α

Details	Variables		
	GHRM Practices	Sustainable business performance	Perceived Organizational Support
No. of items	10	5	8
Author/s	Singh et al. (2020)	Singh et al. (2020)	Eairween (2018)
Previously reported Cronbach Alpha	0.978	0.827	0.959

RESEARCH DESIGN
OPERATIONALIZATION OF PROPOSED MODEL:
Evaluation of the Measurement Model

To evaluate the consistency and soundness of a reflective measurement model, Internal Consistency and Reliability *is ensured through Cronbach's alpha and Composite reliability (CR).* Convergent validity is ensured and *average variance extracted (AVE)* is calculated. Discriminant validity is measured through Cross loadings of the indicators.

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EVALUATION OF STRUCTURAL MODEL

An orderly methodology utilized to assess the basic models comes about after looking the construct's reliability and validity. Basically, this involves assessing the model's prescient capacities and the association between different structures. Tolerance and VIF values measured at the primary arrange of the method in order to assess the structural model for collinearity issues. It is satisfactory to require a resistance level of less than 0.20 (VIF greater than 5.00) as a sign for indicator construct collinearity. The moment stage basically analyzes the association between the basic model's constructs. The PLS-SEM calculation is utilized to create the way coefficients, which reflect the proposed connection between the constructs. The range of the values of coefficient is from -1 to +1 with esteem closet to 1 being best. Values that are closer to 0 illustrate the categories of frail relationship. The standard error of a coefficient, which is inferred through bootstrapping, to a great extent decides its centrality. It is simple to decide the observational number utilizing bootstrap stranded blunder. As it were when a coefficient's observational t-value surpasses the basic esteem it'll be considered vital (1.96). The suitability of the associations must be decided after the importance of the connection has been measured. Analyzing the relative significance of structural model coefficients is crucial for coming to a conclusion and deciphering the discoveries. These relationships illustrate that one unit change with in the exogenous construct causes the expected change in the endogenous construct. In case the path coefficient is critical, its value uncovers the strength of the association between the exogenous concept and the variable. The structural model is measured using the coefficient of assurance (R2) in third stage. It builds up the sum of varieties with in the endogenous construct that is clarified by all of the outer constructs associated to it. This estimation ranges from 0 to 1, with a number closer to 1 demonstrating more prominent precision.

MEDIATION TEST

A mediator is a variable that clarifies the relationship between an autonomous variable and a subordinate variable. It is a major variable that determines the relationship between two variables. The concept of a mediator was first introduced by Baron and Kenny in 1986. Following Baron and Kenny (1986) to demonstrate the mediation we estimated the following model.

$$GHRM = \beta_{10} + \beta_{11}(SBP) + \epsilon_0 \tag{1}$$
$$POS = \beta_{20} + \beta_{21}(SBP) + \epsilon_0 \tag{2}$$
$$GHRM = \beta_{30} + \beta_{31}(POS) + \epsilon_0 \tag{3}$$
$$GHRM = \beta_{40} + \beta_{41}(SBP) + \beta_{32}(POS) + \epsilon_0 \tag{4}$$

Where GHRM= Green Human Resource Management, SBP= Sustainable Business Performance, POS=Perceived Organization Support

Baron and Kenny (1986) propose that four conditions must be met for a variable to operate as an arbiter. The primary condition is that there must be a critical relationship between the autonomous and subordinate factors. The moment condition proposes that there must be a significant relationship between the autonomous and mediator variable. The third condition is that the mediator (POS) must essentially influence the subordinate variable (SBP) controlling for the impact of the autonomous variable (GHRM). The fourth condition is that the already critical path coefficient between the autonomous and subordinate variable (GHRM to SBP) must be diminished and ended up non-significant within the nearness of the mediator.

SOFTWARE FOR DATA ANALYSIS

The Smart PLS software (Ringle, Wende & Becker, 2015) is used to analyze data through Partial Least Squares Structural Equation Modeling (PLS-SEM). PLS-SEM is suitable for predictive applications and theory development (Hair et al., 2016). The analysis process involves two steps: validating the data in the measurement model, and estimating path coefficients and their significance in the structural model. Smart PLS is a powerful tool for latent variable modeling, utilizing the PLS algorithm and resampling technique (bootstrapping) to provide beta coefficients and t-values (p-values) for testing relationship significance. Its user-friendly graphical interface combines advanced methods with ease of use.

EMPIRICAL RESULTS

DEMOGRAPHIC ANALYSIS

The demographic profile included the gender, age, education, and experience of survey respondents. In the current survey, 105(50.9%) of respondents were male, while 101(49.0%) were female. There were 86 responses between the ages of 20 and 30, 42 between the ages of 31 and 40, 43 between the ages of 40 and 50, and 35

between the age of 50 and 60. The bulk of respondents were between the ages of 20 and 30 and 40 and 50. In terms of experience, 90 respondents has experience less than 5 years, 43 respondents has experience of 10 years, 44 with 15 years and 23 with 20 or more than 20 years.

Table 3: Demographic Summary of Survey Respondents

Variables	Frequency	Percentage (%)
Gender		
Male	105	50.9%
Female	101	49.0%
Age Group		
20-30 years	86	41.7%
30-40 years	42	20.3%
40-50 years	43	20.8%
50-60 years	35	16.9%
Experience Level		
Below 5 years	91	44.1%
10 years	44	20.8%
15 years	43	21.3%
20 & Above years	28	13.5%

Sample size (N)=2

MEASUREMENT MODEL ASSESSMENT
INTERNAL CONSISTENCY RELIABILITY

Two rules of thumb were used in this study to measure internal consistency dependability. Coronbach's Alpha is the most commonly used measure, while Composite Reliability (CR) is the most important. While 0.70 is an acceptable value for Cronbach's Alpha and 0.60 is an acceptable value for Composite dependability in an exploratory study, values between 0.70 and 0.90 indicate significant internal consistency dependability as a construct in more advanced research. Cronbach's Alpha and Composite Reliability values are shown in Table 5.2 (Construct Reliability). Empirical threshold values are used to meet the standards for internal consistency and dependability.

Table 4: Convergent Validity

Constructs	Cronbach's Alpha	Composite Reliability
Green HRM	0.927	0.938
Perceived Organizational Support	0.921	0.938
Sustainable Business Performance	0.912	0.914

CONVERGENT VALIDITY

First, convergent validity is evaluated, which is defined as a measure that is positively related to another measure of a similar construct. The average variance extracted (AVE) and indicator reliability are examined to test convergent validity. The factor/outer loading of the indicator is utilized to validate its dependability (Wang, 2020). All indicators must have a significant factor/outer loading, and the indicator reliability threshold is 0.70. Table 4 (Indicator Reliability) displays the factor/outer loading values of items used in route analysis, and figure 1 (measurement model with factor loading) displays the construct's outer-loading. According to (al, 2016), items with outer loadings between 0.40 and 0.70 should be eliminated from path analysis.

INDICATOR RELIABILITY

The extracted average variance is another metric for verifying convergent validity. As mentioned in the previous chapter, an AVE larger than 0.50 threshold explains more than half of the variance in the indicator. The extracted average variance (AVE) values are shown in Table 5.5. All AVE values are acceptable when using the set threshold.

DISCRIMINANT VALIDITY

The next stage in evaluating the measurement model is to test the discriminant validity, which requires that a connected construct be significantly different from other constructs, as demonstrated. Cross loading of constructs and the Claes Fornell and Larcker (1981) criterion are used to test discriminant validity. The empirical values are shown in Table 5.6 (Cross Loading). describe the cross-loading threshold as an indicator outer loading on the

associated construct that is greater than all of its loading on other constructs. All of the values are more than the threshold and correspond to the parameters showing that the indicator's outer loading on the connected construct is bigger.

Table 5: Indicator Reliability

Constructs	Items	Green HRM	Perceived Organization Support	Sustainable Business Performance
Green HRM	GHRM-ITEM-01	0.749		
	GHRM-ITEM-02	0.766		
	GHRM-ITEM-03	0.772		
	GHRM-ITEM-04	0.816		
	GHRM-ITEM-05	0.832		
	GHRM-ITEM-06	0.837		
	GHRM-ITEM-07	0.816		
	GHRM-ITEM-08	0.826		
	GHRM-ITEM-09	0.725		
	GHRM-ITEM-10	0.591		
Perceived Organization Support	POS-ITEM-01		0.797	
	POS-ITEM-02		0.786	
	POS-ITEM-03		0.826	
	POS-ITEM-04		0.830	
	POS-ITEM-05		0.816	
	POS-ITEM-06		0.800	
	POS-ITEM-07		0.772	
	POS-ITEM-08		0.749	
Sustainable Business Performance	SBP-ITEM-01			**0.853**
	SBP-ITEM-02			0.**855**
	SBP-ITEM-03			0.**847**
	SBP-ITEM-04			0.**875**
	SBP-ITEM-05			0.**897**

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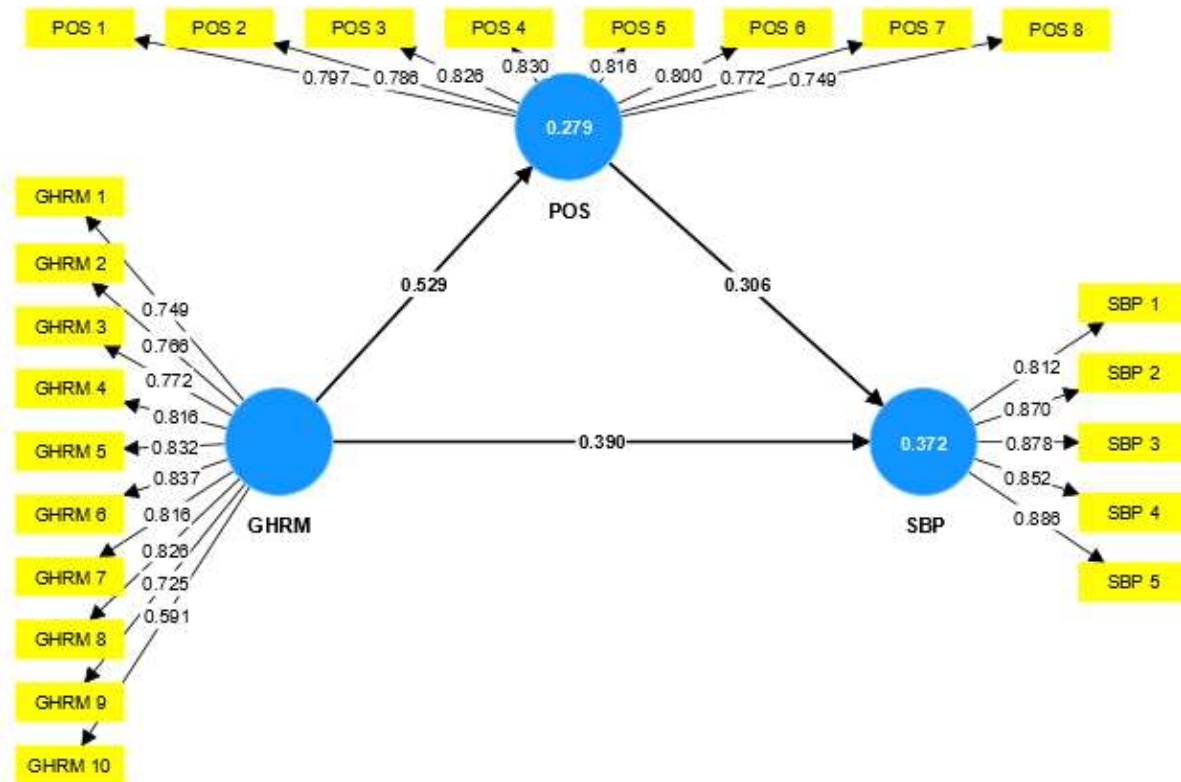
Figure

Table 6: Values of Average value extracted (AVE)

Constructs	Average Variance Extracted (AVE)
Green HRM	0.603
Perceived Organization Support	0.636
Sustainable Business Performance	0.740

The Fornell and Larcker criterion (1981), which compares AVE's square root to construct correlations, is another way for testing discriminant validity. According to (Geng, 2019) the square root AVE of each notion must be bigger in construct correlations. Table 7 (Fornell and Larcker Criteria for Latent Variable Correlations) displays the square root values of each construct and correlation, suggesting that all values are significant and meet the required threshold.

Heenseler et al. (2015) used "the average correlations between indicators in different phenomenon-sized constructs with respect to the average correlations with the same construct" to test discriminant validity. As a strict condition, the HTMT value should be less than 0.85.

COLLINEARITY ASSESSMENT

The initial examination Concerns of collinearity are handled in stages. Determine the situation in which two or more independent variables in the statistical model are related in collinearity. When collinearity is compared to path coefficient, the value of collinearity may be unjust if it is more than the path coefficient. The tolerance value and VIF value are necessary to determine collinearity. (Zarei Matin, 2019) determined that the tolerance level is larger than 0.2 and that the standard value for VIF is less than 5.0. The results are shown in Table 5.8 (Collinearity Assessment).

SIGNIFICANCE AND RELEVANCE OF PATH COEFFICIENT

The structural model route coefficients are computed in the second phase. A path coefficient closer to +1 indicates a strong positive and statistically significant correlation, whereas one closer to -1 indicates a poor relationship.

The PLS Algorithm function was used to test the path coefficient values, and the PLS bootstrapping (5000 samples) function was used to evaluate the path coefficients' significant t-values. The software-assisted

outcomes are depicted in Figure 3. Green HRM has a positive and significant influence on perceived organizational support with path coefficient 0.529(t=12.832), supporting hypothesis H1, green HRM marketing has a positive and significant influence on sustainable business performance with path coefficient 0.552(t=9.795), supporting hypothesis H2, and perceived organizational support has a positive and significant influence on brand equity with path coefficient 0.306(t=4.069), supporting hypothesis H3.

Table 7: Cross-Loading (Confirmatory Factor Analysis)

Items	Green HRM	Perceived Organization Support	Sustainable Business Performance
GHRM-ITEM-01	0.749	0.275	0.395
GHRM-ITEM-02	0.766	0.254	0.387
GHRM-ITEM-03	0.772	0.283	0.328
GHRM-ITEM-04	0.816	0.339	0.374
GHRM-ITEM-05	0.832	0.330	0.424
GHRM-ITEM-06	0.837	0.359	0.390
GHRM-ITEM-07	0.816	0.347	0.453
GHRM-ITEM-08	0.826	0.349	0.351
GHRM-ITEM-09	0.725	0.486	0.414
GHRM-ITEM-10	0.591	0.710	0.556
POS-ITEM-01	0.454	0.797	0.546
POS-ITEM-02	0.497	0.786	0.493
POS-ITEM-03	0.513	0.826	0.570
POS-ITEM-04	0.383	0.830	0.298
POS-ITEM-05	0.364	0.816	0.247
POS-ITEM-06	0.393	0.800	0.337
POS-ITEM-07	0.340	0.772	0.295
POS-ITEM-08	0.299	0.749	0.243
SBP-ITEM-01	0.454	0.394	0.812
SBP-ITEM-02	0.551	0.413	0.870
SBP-ITEM-03	0.467	0.451	0.878
SBP-ITEM-04	0.425	0.450	0.852
SBP-ITEM-05	0.470	0.495	0.886

Table 8: Latent Variable Correlations Fornell-Larcker Criteria

Latent Variable Correlation

Constructs	Green HRM	Perceived Organization Support	Sustainable Business Performance
Green HRM	0.776		
Perceived Organization Support	0.529	0.797	
Sustainable Business Performance	0.552	0.513	0.860

Table 9: Latent Variable Correlations Heterotrait-Monotrait Ratio (HTMT) Criteria

Latent Variable Correlation

Constructs	Green HRM	Perceived organizational support	Sustainable Business Performance
Green HRM			
Perceived organizational support	0.497		
Sustainable Business Performance	0.569	0.515	

COEFFICIENT OF DETERMINATION (R2)

In step three, the coefficient of determination of the structural model assessment is calculated. R2 in the endogenous construct, according to the prior chapter, denotes the percentage of variance explained by all

exogenous constructions. R2 values range between 0 and 1. Better R2 values predict that endogenous constructions will be more accurate. Hair et al. (2011) and Kara, Uysal, Sirgy, and Lee (2013) define 0.75, 0.50, and 0.20 to be common thresholds for R2 values as significant, moderate, and weak, respectively.

Table 10: Collinearity Assessment

Variables	Collinearity Statistics VIF
GHRM →POS	1.000
GHRM→SBP	1.388
POS→SBP	1.388

Table 11: Significance Testing Result of Path Coefficients

Hypotheses	Path Coefficient	STDEV	t-Statistics	Sig. (*p*-value)	Supported
1: GHRM→POS	.0529	0.041	12.832	<0.000	Yes
2: GHRM→SBP	0.552	0.056	9.795	<0.000	Yes
3: POS→SBP	0.306	0.075	4.069	<0.000	Yes

Table 12: Coefficient of determination (R2 Value)

Endogenous Control	R Square	R Square Adjusted
POS	0.279	0.276
SBP	0.372	0.366

MEDIATION ANALYSIS

In this study, there is one indirect effect, as shown in the table below. According to the significance threshold (t>1.96), the path coefficient value of the association between GHRM →POS→SBP is 0.162 and its t-value is 3.796. As a result, there is a substantial mediation impact of perceived organizational support in the relationship between green HRM and sustainable business performance.

Table 13: Specific indirect effects

Hypotheses	Original Sample	Sample Mean	Standard Deviation STDEV	T -Statistics	Sig. (*p*-value)	Supported
4: GHRM→POS→SBP	0.162	0.164	0.043	3.796	<0.000	Yes

DISCUSSION

The current study investigates the effects of green HRM on organizational sustainable performance via the mediating function of Perceived organizational support. We used SEM to measure the expected associations. The study's findings demonstrated that the entire premise was valid. In terms of the role of perceived organizational support as a mediator, the high factor loading of this study revealed that green HRM has an impact on sustainable business performance. The findings suggest that green HRM (Human Resource Management) is the incorporation of environment friendly practices and ideas into an organization's human resource activities. Its primary goal is to promote sustainability and reduce the environmental impact of the organization's human resource practices. Our study have highlighted that there is a positive influence of Green HRM on organizational long-term performance in line with findings of Bakhshoodeh (2019) who state that Green HRM practices like as eco-friendly recruiting and selection, sustainability training and development, and performance management connected to environmental goals all contribute to organizational long-term performance. The study emphasizes the need of connecting HRM practices with the organization's sustainability goals and claims that Green HRM can improve employee engagement, innovation, and overall Sustainable business performance.

The results reject the null hypothesis and accept the alternative hypothesis proposed by the study. The discovery that green HRM has a positive impact on organizational sustainable performance supports the alternative hypothesis H1. Green HRM influences positive perceived organizational support, supporting vice versa. 2. Perceived organizational support has a favourable impact on sustainable business performance, supporting the

alternative hypothesis H3, while perceived organizational support mediates the effect of green HRM unsustainable business performance, supporting the alternative hypothesis H4.

Our findings reveal that the association between Green HRM practices and employee proactive environmental behaviors is further mediated by perceived organizational support (POS). Employees that perceive support for environmental efforts are more likely to engage in sustainable behaviors such as energy conservation, waste reduction, and the adoption of environmentally friendly practices. These proactive behaviors, motivated by a sense of support, improve organizational long-term performance.

Secondly, according to (Geng X. &., 2019) perceived organizational support (POS) mediates the association between Green HRM practices and employee engagement and sustainability commitment. Employees who perceive organizational support for environmental activities are more likely to feel appreciated, motivated, and dedicated to contributing to organizational sustainability. This, in turn, leads to better long-term performance outcomes.

Thirdly, Perceived organizational support (POS) acts as a bridge between Green HRM practices and workers' inventive and creative contributions to sustainability. Employees are more likely to feel empowered and motivated to produce innovative ideas and solutions for environmental concerns when they perceive their organization's support for green activities. This, in turn, generates an environment of invention and creativity, resulting in greater organizational long-term performance.

CONCLUSION

The study's findings imply that perceived organizational support has an important moderating role in the relationship between Green HRM practices and organizational long-term success. The study shows that when employees perceive high levels of organizational support for environmentally friendly HR practices, it positively affects their sense of organizational support, which leads to improved organizational long-term performance. This emphasizes the significance of creating a supportive organizational environment in order to maximize the potential benefits of Green HRM efforts. The study presents empirical evidence that organizations should focus not just on implementing Green HRM practices, but also on the importance of perceived organizational support in achieving long-term performance outcomes. Organizations can improve employee perceptions of support and involvement by fostering an atmosphere that appreciates and promotes sustainable efforts, which in turn improves the organization's overall sustainability performance. This indicates that successful Green HRM practice integration necessitates a comprehensive strategy that takes into account not just the practices themselves but also the organizational context in which they are implemented.

In conclusion, the study reveals that perceived organizational support serves as a bridge between Green HRM and organizational long-term success. To improve employee views of organizational support, organizations should prioritize the implementation of supportive practices, policies, and communication channels. This, in turn, can boost the effectiveness of Green HRM programs and contribute to better long-term performance outcomes. Organizations can enhance sustainability and align HR practices with organizational goals by recognizing the mediating effect of perceived organizational support.

PRACTICAL IMPLICATIONS

This study provides an important insight for policy makers and mangers. Employees should be actively involved in the creation and implementation of Green HRM practices and sustainability initiatives by organizations. Employee involvement in decision-making processes, idea generation for sustainable practices, and the formation of cross-functional teams committed to sustainability can all contribute to this involvement. Organizations may improve their employees' perceptions of organizational support and build a sense of ownership and commitment to sustainability by involving them. Organizations must cultivate a culture that values and promotes sustainability. This includes connecting the organization's mission, values, and strategic goals to environmental sustainability goals. Additionally, organizations should provide training and development opportunities for staff to improve their sustainability knowledge and abilities. A supportive organizational culture strengthens employees' perceptions of support and motivates them to implement sustainable practices in their daily work.

LIMITATION OF STUDY

The study's findings are limited in their generalizability. The study could have been done in a specific industry, organization, or geographical region, limiting the results' application to other circumstances. The study could

have used a limited sample size, which could have impacted statistical power and the ability to make reliable results. Furthermore, the sample may not be completely representative of the target community or may have a unique demographic bias. This constraint may have an impact on the findings' external validity. Other potentially important variables that could influence the association between Green HRM, perceived organizational support, and organizational sustainable performance may not have been explored or controlled for in the study.

FUTURE RESEARCH RECOMMENDATIONS

Future research can conduct comparative research to investigate differences in the mediating effect of perceived organizational support across various types of organizations (e.g., small vs. large, public vs. private, profit vs. nonprofit). This would shed light on the relationship's fluctuations and assist in identifying specific aspects that contribute to the mediation process. It can examine other mediators and moderators that may alter the association between Green HRM, perceived organizational support, and long-term performance. Employee engagement, organizational climate, ethical leadership, and technological breakthroughs all have the ability to improve or moderate the relationship. The cross-cultural differences can be investigated in the relationship between Green HRM, perceived organizational support, and organizational long-term performance.

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