

## How Green Psychological Capital and Green HRM Can Lead to Long-Term Sustainability in Organizations

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ARTICLE INFO	ABSTRACT
<p><i>Article History:</i> Received: 01 Oct 2022 Revised: 25 Nov 2022 Accepted: 16 Dec 2022 Available Online: 23 Dec, 2022</p> <p>DOI: <a href="https://doi.org/10.56536/ijmres.v12i4.350">https://doi.org/10.56536/ijmres.v12i4.350</a></p> <p><b>Keywords:</b> Perceived Organizational Support, Green Innovation Green, Transformational Leadership, Green Psychological Capital, Green Human Resource Management, Sustainable Business Performance.</p> <hr/> <p><i>JEL Classification:</i> Q01, O15</p>	<p>The economic catastrophe's effects on the nation's environmental conditions include high resource costs and resource spillover consumption. A universal need for sustainable business performance has emerged, and green initiatives are a key solution. New research and regulators have taken these situations into account; as a result, the current study examined the interactions between green transformational leadership (GTL), human resource management (HRM), and the enhancement of manufacturing enterprises' long-term economic success in Pakistan. It also investigated how perceived organizational support affects the collaboration between GTL, green innovation, green human resource management, and manufacturing firms' sustainable industrial performance in Pakistan. Surveys gathered the information, and smart PLS was used to examine the hypotheses. Items regarding perceived organizational support, green innovation, green human resource management, green psychological capital, green transformational leadership, and sustainable business performance were included in the questionnaire. The study's findings showed that GTL, green innovation, and green human resource management had a substantial and direct relationship with the long-term financial success of Pakistani manufacturing enterprises. As a result, the relationship between GTL green innovation, green HRM, and sustainable industry performance of industrialized enterprises in Pakistan is significantly moderated by organizational hold-up. The currently conducted research aids in regulating policies and provides young thinkers with a point of reference.</p>

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## INTRODUCTION

Companies have been under immense pressure to develop green behavior in all organizational systems for a long time. In fact, from recruiting and talent management to a medium of a channel to communicate with their employees. Economies are pressurized due to the high cost of resources and their usage consequences on the environmental circumstances of the country. Likewise, the hospitality industry counters environmental challenges and tries to cope with them by casually using green innovation implementation with their employees, transforming them into structured green human

resource management in their industry (Chen et al., 2019). For instance, due to enormous industrialization growth, the world has become efficient in terms of products but paid the price in the form of noise pollution, toxic pollution in the environment, beam pollution, and constant genus extermination. The social and economic stability of the world environment is endangered due to industrial manufacturing processes' adverse consequences. This required greater than before community wakefulness of ecological issues such as power management, recycling, and solar energy sources with lunar, airstream, and hydroelectricity energy (Ecer et al., 2021). All over the world, countries are experiencing green challenges, and a significant reason behind this is the worldwide manufacturing industries. Companies need to meet these challenges and be part of an environmentally friendly solution creator (Watson & Tidd, 2018). current years, a high rising environmental issue brings incited pressure on industries to take steps and reduces the reason creating environmental pollution and focus on green innovation(Ahmad et al., 2016). improved use of sturdy and fragile objects, compact concrete and dangerous desecrated creations.

In partnership with numerous educational organizations, the UN Global Compact produced the PRME Principles for Responsible Management Education, encouraging scholars and managers to collaborate on producing new knowledge to promote environmental responsibility (Alcaraz & Thiruvattal, 2010). Accounting, marketing, and supply-chain management researchers are currently examining how managerial techniques in these areas might contribute to environmental management goals. Current studies discovered a deficiency of systematic mechanisms of green human resource management, representing environmentally friendly behavior (Peng et al., 2020). Per the proposed concept of servant leadership is requisite to complement the consequence of green human resource management on staff workers; in fact number of academics projected that emotional empowerment is good for utilizing collision of leadership on the performance outcomes of employees (Newman et al., 2017). one study revealed that some crucial steps need to take to develop green management system in the Organization(Antoni et al., 2020). Another study investigates that employee's environmentally friendly approach helps to make organization management environment management programs more effective and practical (Paillé et al., 2020), the author states that in hospitality industry assimilates green human resource management execution with environmentally friendly behavior and utilization of green intellectual resource.

The finding of this research predicates green training and growth as the solution to the green management system and environmentally friendly attitude of the managers and employees. Also suggest that managers need to get the liberty to practice green management in the company and implement it effectively should be able to penalize employees for sustainability and proficiently practice environmentally friendly practices in Organization (Nisar et al., 2021).To implement the green management system, it is compulsory to communicate its benefits in all types of organizations and elaborate on its contribution to achieving long-term business sustainability and success. Business research highly targets benefit that can be extracted from green HRM, green leadership, green transformation and green leadership significance for the economic prosperity of the companies and their home countries. Researchers are striving hard to present the benefits of green HRM and Green

supply chain management. Researchers focus positively on the green agenda's significance on all organizational systems and procedures (Jabbour et al., 2016). This study also reveals the organization's prominent position of green transformational leadership to execute and forward all the organization's human assets and capital to work for the betterment of the countries and their environment with the help of revised HRM green policies and procedures. Multiple researchers conducted a suitable match between green HRM and green transformational leadership, along with their wide influence on Green Psychological Capital (Singh et al., 2020). Environmental culture change comes from the mind; researchers are working on highlighting the importance of green management practices by the organizational employees in their day to practices and their all procedures of recruitment, training, talent management and all others (Handayani et al., 2022).

This study aims to explore the deficiency of the coordination between organizational leadership objectives and the implementation of their goals on a timely basis. This study tries to identify the factor that produces the lack of coordination between all the relevant manufacturing industries. Industries could not implement a green inventory management system due to a lack of a well-designed structured program of apparent organizational hold-up and inconsistent GTL existence. Sustainability in the manufacturing industry is related to the green management system and innovation (Yong et al., 2020). Several types of research are conducted on industrial green human resource management with their possible practices. Several research problems are detected regarding the sustainability of green HRM in the manufacturing industry worldwide, including the importance of green leadership for sustainable business performance (Boekhorst, 2015). Evidence shows that green psychological capital needs assistance and support from the leadership side, which is required for sustainable business performance. So, their relationships need to detect. Green innovations with the collaboration of manufacturing organizational transformational leadership bring better results while numbers of production industries are still not presenting positive results, and green innovation is not impacting environmental stability in these particular industries (Singh et al., 2020).

The research aims to distinguish green transformational leadership traits to achieve resonance results of pro-ecological organizational business performance and stability in manufacturing industries operating worldwide. This study's objective is to analyze how much green human resource management supports bringing green innovations effectively and detecting the reasons behind the improper implementation of green staffing, green pieces of training and other green managing tools. The research aims to discover the perceived organizational support system development roadmap to achieve a green management system as the best tool for sustained performance management systems in manufacturing industries.

RQ: How can manufacturing industries implement a green human resource management system effectively?

The paper's structure is in the following ways. The second section discusses the literature review and framework development, while the third section details the study procedure, which includes techniques for evaluating obstacles and prioritizing strategies for overcoming them. Section four

discusses the results and findings with the discussion of the hypothesis of study along. Section five contains a conclusion and policy.

## LITERATURE REVIEW

Corporations can effectively achieve sustainable performances in their businesses once they bring changes to all of their system, procedures, policies and way of doing work as well to focus on the activities that can be harmful to the health of their employees, customers and, overall, the natural environment. Businesses can create positive changes by coordinating with relevant stakeholders, including employees, customers, suppliers, distributors, regulatory entities, the public and the community, for better environmental-related initiatives. Zhao et al. (2022) point out that reputable companies worldwide are realizing the importance of business profitability and high-quality, environment-friendly practices that will benefit society and the general public. In the current business, world companies are not willing to profit at the cost of compromising on environmental aspects (Vandenbrande, 2021).

### Green Transformational and Sustainable Business Performance

The study pays attention to the involvement of green HRM, green innovation, and GTL to attain sustainable performance of businesses and detects the function of green psychological capital as a moderator and organizational support. At the same time, intermediaries amongst green HRM, GI, green transformational leadership, and sustainable business performance (Chen & Wu, 2022). As several researchers analyze, the interaction of GHRM, GOS, and sustainable trade has a leading position within the research world. The research demonstrated aspects of GHRM, green transformational leadership, organizational support, green innovation, green psychological capital and sustainable business performance preference help from precedent research influence. (Li, Bhutto, Xuhui, 2020) The research study searched the relationship between Greens intrinsic, Transformational Leadership, Extrinsic motivation and sustainable performance of Business; An examine study was conducted on China's IT industry, and 298 respondents were analyzed based on Variance based modeling equation. The research explored both extrinsic and intrinsic motivation can develop with the help of green transformational management and green inspiration (Zhao & Huang, 2022). The study revealed that companies could move towards manufacturing environmentally friendly products and services by forwarding green motivation to them and achieving sustainable business performance. Yong et al. (2020) illustrated that for business sustainability and performance, green transformational leadership is the most significant aspect for business sustainability and business performance. GTL supports individual employees and makes their teams for the collective organizational task achievement of a green revolution. Leaders persuade followers and employees to come up with innovative ideas to bring green management and improve performance sustainability in the Organization. Moreover, the author believed that:

*H<sub>1</sub>: Green Transformational Leadership is optimistically related to sustainable Business Performance.*

## **Green Human Resource Management and Sustainable Business Performance**

The research examines Green human resource management's contribution to expanding business strategies aligned for the environment's betterment (Singh et al., 2020). Research is based on the collection of 112 manufacturing firms' cross-sectional data from Malaysia; the results scrutinize the impact of green training, green recruitment and the effectiveness of green HRM for business growth in environmentally friendly practices. The research found that the green recruitment and selection process done in the companies by using online technology, telephone, and video interviews contributes to reducing transportation costs and air pollution. The research study examined business sustainability's implications by shaping and designing green human resource management in the firm (Paulet et al., 2021). Research collected data from 5 firms in the United Kingdom and ten firms in Egypt, and responses were taken from 190 human resource managers. The conclusion and outcome of the study discovered that multiple GHRM practices like green training, green rewards, and green recruitment & selection lead to increased financial and social performance of the company and increased business sustainability. Bose and Gupta (2017) Research state that green HRM and its practices like green performance, green T & D, green recruitment & selection, green compensation and remuneration system etc., facilitate the Organization to increase their performance and profit margin without compromising on clean environmental sustainability and create green awareness among employees. On the foundation of the above opinion given below hypothesis is derived.

*H<sub>2</sub>: Green Human Resource management is optimistic about sustainable Business Performance.*

## **Green Innovation Creates Positive and Sustainable Business Performance**

An investigated study detected a connection between ecologically friendly innovation and the success of the business's sustainable performance (Yusliza et al., 2019). A practical examination and conceptual framework were implemented. One study examination was conducted on 95 companies belonging to Malaysia and working on developing green technology. Data is collected through online portal methods and analyzed by using smart PLS-SEM. The study detected that companies could modify and upgrade their policies and develop strategies to work technologically effectively; technology can work as a facilitator for environment-friendly working and steady business performance.

In the same way, that research also examined creativity and novelty for the companies' suitable performance, enabling the companies to make a profit and socially and environmentally responsible performance (Aftab et al., 2022). Studies emphasize the vanishing side effects of the worst effects of business functions and procedures on the atmosphere. The study emphasizes exploiting natural assets to protect the environment for business performance and stability. Ullah et al. (2021) conducted that focus on the use of green business innovation for the long-term sustainability of the business, research focuses on using innovative marketing and production techniques to increase the effectiveness of the business and reduce the harmful effects of all types of pollution spread in the community by any of

the company operations, and firms can perform environmentally friendly and sustain future business performance. So, it reflects that:

*H<sub>3</sub>: Green Innovation creates positive relationships for sustainable business performance*

### **Green Psychological Capital as Mediator**

Psychological capital talks about an optimistic and constructive mental state allied with improved self-development and performance in the workplace. Per the conception of affirmative psychology, "Do good once feel good" is related to performance with a happy state of mind and eventually improving eminence in life. In past studies, it is forever connected to work alteration (Hazan Liran & Miller, 2020), job commitment (Xu et al., 2022), and staff modernization (Gopinath, 2021). the study anticipated an innovative concept of Green Psychological Capital, moreover elaborates on sanguine psychological assets in green behavior.

Moreover, add on four perspectives: green hope, green optimism, green flexibility and green self-efficacy, even though intellectual capital is often used to research employee behavior & attitudes and innovative performance. Multiple studies originate psychological behavior impact on a company's environmental effort (Zaman et al., 2021). Research states that transformational leadership and developed human resource management process increase the logic of social responsibility and better employee attitudes. Zardasht et al. (2020) recommended that GHRM works to prepare employees for pro-environment and improve psychological capital in the company. Gooty et al. (2009) detected that transformational leadership affects the optimistic psychological capital of the firm and increases the firm's innovation and creative capabilities. Employees well developed green psychological capital increases and create green hope, green resilience, and green optimism among s in term of employees, which leads to better results in creating an environmentally friendly company. Still, no study discovered the relationship between GHRM, GPC, SBP and GTL in manufacturing industries (Aggarwal et al., 2020). The assumption is based on GPC as a string variable in SMEs; while no study has exposed the association between GHRM, GTL, GPC, and SBP in small industries, we implicit that GPC is a possible mediating variable in small firms. In companies with well-developed GHRM & GTL, employee efficiency increases, and employees are proud of their company. As per mentioned explanation, we suggest the below hypotheses mentioned.

*H<sub>4</sub>: Green Psychological Capital mediates the relationship between green transformational leadership and sustainable business performance.*

*H<sub>5</sub>: Green Psychological Capital mediates the relationship between green Human Resource relationship and sustainable business performance.*

*H<sub>6</sub>: Green Psychological Capital mediates the relationship between green innovation and sustainable business performance.*

## **Perceived Organizational Support as Moderator**

The study examines and detects scenery connection between green transformational leadership, OS and SIP. The research recommended that once employees receive economic and social support from the organizational side and the Organization supports them and practices transformational leadership behavior naturally (Mubarik, Naghavi, et al., 2021). employees prone and listen to their leader's instructions and start practicing green renovation in their workplace while performing different tasks. Similarly (Caldera et al., 2019)) presented that for the best performance growth of the organization, transformational leadership is the most effective method to influence employees' performance, and employees in better way respond to green requirements of regulatory bodies and the demands of the customers; that way an organization can prove themselves environmentally and socially responsible as well as can maximize the profitability of the business effectively and sustainably. Based on these points, the below-mentioned hypothesis is generated (Islam et al., 2021).

*H<sub>7</sub>: Perceived Organizational Support moderates the relationship between green transformational leadership and sustainable business performance.*

The purpose of the GHRM is to look into all relevant matters of the companies' workforce, social interaction, and environmental quality can be improved, and better decisions can be taken with the collaboration of stakeholders. Research detected and identified the connection between employees with the Organization (Imran & Aldaas, 2020). Another study identified the connection of organizational support with the execution of GHRM for the sustainable performance of businesses. Employees try to produce the best for their firms once they are emotionally devoted and strive to do their best for the betterment of the Organization (Zafar et al., 2022). So employees with a high commitment level try their best to participate in green training, innovative green ideas and collection of knowledge to maximize company performance for the acceptance of green human resource management and environmental sustainability (Gopinath, 2021). The study researched the moderating effect of the support extended by the companies on the alliance of GHRM and sustainable business performance. Under the head of green HRM, along with organizational support, employee records and other processes of the HRM department can maintain a record per aspects of green HRM. They can research, develop, and compensate employees using innovative, green, ecologically friendly methods. From the source of these arguments below given hypothesis is derived.

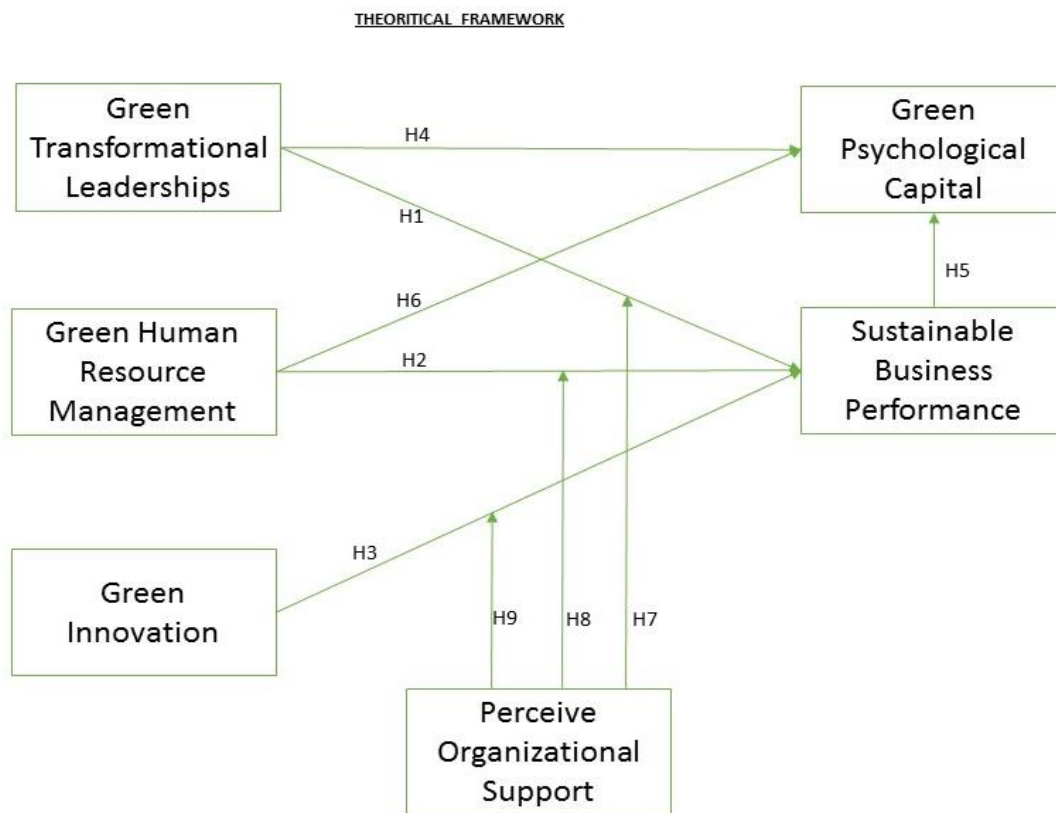
*H<sub>8</sub>: Perceived Organizational Support Moderates Green Human Resource Management and Sustainability of Business Performance.*

Research and reports show that business finances and employee vigilance are needed to execute green innovation and green creativity in the company's day-to-day operations, techniques and technologies. Amjad et al. (2021) studied and identified that companies supporting their employees socially, financially and emotionally could achieve better employee satisfaction levels, which helps to increase employee engagement and alertness towards practicing green innovation in the firm for its sustainable performance. In that way, employees move toward more green innovative ideas to save natural

resources and reduce the unconstructive business impact on society and community for the future and the long-term stability of the business and its performance. Another study revealed a correlation between organizational support, green novelty and sustainable business performance (Shakeel et al., 2020) . To take advantage of more profit, employees must put more effort into satisfying their customers and other stakeholders with the company's environmentally friendly approach. Usually, employees work hard to create eco-friendly products and services if they are used to receiving encouragement and reward from their organizational side. Moreover, organizational performance and its sustainability are strongly related to the conservative attitude of their employees towards environmental stability (Jamil et al., 2022). So it can be stated that:

*H9: Perceived Organizational Support as a moderator among Green Innovation and Sustainable business performance.*

**Theoretical Framework**



*Figure 1.Theoretical Framework*



## **Supporting Theory**

As a holistic approach, organization legitimacy theory supports the complete framework as the common explanations for managerial motivation to share social knowledge have the same desired objective, ultimately improving organizational performance. All the manufacturing industries need to move towards environmentally friendly initiatives to reduce side effects accessible because of the mature procedures and policies. It is needed to drive employees as a green psychological capital with the motivation from green transformational leadership. A perspective is proposed connected to GTL with green psychological capital and sustain business performance; it is critically needed to detect that Green HRM effectiveness needs to get perceived organizational support to achieve tangible benefits of the green revolution in the manufacturing industries worldwide, Perceive organizational support creates green innovation which required the involvement of employees, includes their psychological readiness to implement and understand the concept behind the realization of benefits exists for the manufacturing industries. The theoretical framework analyzes the coordination magnitude between perceived organizational support and green HRM to achieve sustainable business progress. In contrast, green innovation needs to be analyzed by the measures taken by revolutionary transformational leadership along with the help of a green management system to which extent can lead to the sustainable performance of manufacturing business.

## **RESEARCH METHODOLOGY**

### **Research Approach and data collection**

This study follows the post-positivism theory and deductive approach. Data was collected through questionnaires composed by researchers mentioned in Table 01. The questionnaire consists of 6 variables, namely Green Transformational Leadership (GTL); green psychological capital (GPC), Green Human Resource Management (GHRM); Green Innovation (GIN); perceived organizational support (POS); sustainable business performance (SBP).

### **Analysis Method**

The research uses Structure Equational Modeling (SEM) to these the interactive impact of the independent variables on the dependent variable while testing the mediating and moderation effect of the variables. Smart PLS 4 was used to run the analysis as it is a robust software based on robust statistics that is more tolerant to data fluctuations and issues.

### **Reliability and Validity**

The SEM was done using Smart PLS software which ensured that a large variety of reliability and validity checks were done to ensure the data was reliable and valid. The data were tested for reliability by checking Cronbach's Alpha, RhoA, Composite Reliability, Average Variance, Convergent validity, Cross-loadings HTMT and Fornell Larcker criteria.

**Table: I**

S.no	Variables	Items	Author
1-	Green HRM	3	Mark R.Brauchamp & Julian Barling
2-	Green Innovation	3	Study Lib
3-	Perceived Organizational Support	4	Mohammad, Tasir & Anika
4-	Green Psychological Capital	3	Mahuaksu, King Fahad
5-	Sustainable Business Performance	3	Seok, Hokey & Hye
6-	Green Transformational Leadership	3	Mark R.Brauchamp & Julian Barling

The research questionnaires were disseminated between the respondents through emails, online, and one-to-one personal interaction. Consequently, to choose respondents, the firm's purposive sampling was used. The research respondents are team leaders of the company departments, and around 1300 team leaders are engaged in these companies. Hence, 525 questionnaires are circulated. Almost 280 replies were received within 15 days; an examination shows a 56.19% reply rate. Furthermore, to analyze the hypotheses, Smart-PLS was run due to data complications and a vast data set.

## RESULT AND DISCUSSION

The research findings have taken out the solution of some of the mentioned issues and found some new aspects, therefore exploring environmental actions and their consequences on the business's sustainability.

### Reliability analysis

Convergent validity shows the internal consistency between the items of the variables. It supports the technique that all items truly represent the concept of the variable.

**Table: II Convergent validity**

	Cronbach's Alpha	RhoA	Composite Reliability	Average Variance Extracted (AVE)
GHRM	-0.027	0.083	0.397	0.502
GI	0.667	0.706	0.815	0.599
GPC	0.598	0.599	0.789	0.555
GTL	0.757	0.78	0.859	0.671
POS	0.616	0.632	0.775	0.466
POS Mods SBP and GHRM	1	1	1	1
POS Mods SBP and GI	1	1	1	1
POS Mods SBP and GTL	1	1	1	1
SBP	0.776	0.796	0.87	0.691

The correlation of the items is being examined in terms of convergent validity. Figure statistics reflect 0.70 as the crossing limit of Alpha, whereas 0.50 is the cross limit of factor loadings. In short, findings indicates that the cross-loading value seems higher than a number 0.50, while composite reliability is

more than 0.70. This data reflects a high correlation among valid convergent validity and items. The Table shows statistics of convergent validity.

The variable which shows the correlation is examined by its discriminate validity. The current study is checking the variable using Fornell Larcker to check correlation. Results reflect that the variable value is higher, which represents the relationship.

**Table III: composite reliability**

	<b>GHRM</b>	<b>GI</b>	<b>GPC</b>	<b>GTL</b>	<b>POS</b>	<b>SBP</b>
<b>GHRM * POS</b>	-0.068	-0.097	-0.007	-0.046	-0.094	1
<b>GHRM 2</b>	-0.177	0.085	-0.106	-0.112	-0.097	-0.088
<b>GHRM 3</b>	0.987	0.383	0.32	0.397	0.284	-0.084
<b>GI * POS</b>	-0.092	-0.261	-0.061	-0.13	-0.25	0.386
<b>GI 1</b>	0.419	0.644	0.412	0.373	0.498	-0.153
<b>GI 2</b>	0.282	0.834	0.4	0.34	0.449	-0.121
<b>GI3</b>	0.206	0.828	0.446	0.432	0.436	0.017
<b>GPC 1</b>	0.252	0.401	0.697	0.441	0.426	-0.058
<b>GPC 2</b>	0.285	0.43	0.775	0.472	0.414	0.048
<b>GPC 3</b>	0.202	0.359	0.761	0.431	0.472	-0.009
<b>GTL * POS</b>	-0.046	-0.138	-0.158	-0.344	-0.22	0.363
<b>GTL 1</b>	0.338	0.424	0.542	0.859	0.599	-0.026
<b>GTL 2</b>	0.361	0.376	0.473	0.784	0.439	0.011
<b>GTL 3</b>	0.309	0.391	0.456	0.813	0.519	-0.104
<b>POS 1</b>	0.258	0.469	0.392	0.452	0.621	-0.024
<b>POS 2</b>	0.33	0.318	0.398	0.567	0.688	-0.065
<b>POS 3</b>	0.127	0.448	0.414	0.385	0.804	-0.062
<b>POS 4</b>	0.107	0.378	0.407	0.355	0.601	-0.099
<b>SBP 1</b>	0.235	0.462	0.475	0.452	0.423	-0.027
<b>SBP 2</b>	0.16	0.42	0.437	0.361	0.381	0.034
<b>SBP 3</b>	0.266	0.546	0.504	0.521	0.47	0.017

The variable of the discriminate validity, which represents a correlation, was analyzed; the current for testing the correlation among variables is cross-loadings (Table 4). Findings reveal that the variable value is higher, which shows the relationship.

**Table IV: variance extracted (AVE)**

	<b>GHRM</b>	<b>GI</b>	<b>GPC</b>	<b>GTL</b>	<b>POS</b>	<b>SBP</b>
<b>GHRM</b>	<u>0.709</u>					
<b>GI</b>	0.363	<u>0.774</u>				
<b>GPC</b>	0.332	0.534	<u>0.745</u>			
<b>GTL</b>	0.409	0.486	0.603	<u>0.819</u>		
<b>POS</b>	0.295	0.579	0.586	0.641	<u>0.683</u>	
<b>SBP</b>	0.27	0.577	0.568	0.541	0.513	<u>0.831</u>

Average

The variables that show correlation are analyzed. In Table no 3, Fornell Larcker is used to verify the correlation between variables. Results mentioned that the variable value which represents the relationship itself is higher.

### Direct and indirect Relationships

Direct path analysis presents direct relation between the constructs. Results reflected that GPC<GTL, GL and Pos Mods SBP>SBP, and SBP <GTL, whereas green innovation reflects a direct connection lying on the Sustainable industry performance of the industries within Pakistan while accepting H3, H4, H8 & H10 and reflecting data of direct relationships

**Table V: Direct and Indirect Relation**

	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
<b>GHRM -&gt; GPC</b>	0.103	0.113	0.089	1.156	0.002
<b>GHRM -&gt; SBP</b>	0.013	0.036	0.080	0.163	0.011
<b>GI -&gt; SBP</b>	0.436	0.419	0.098	4.444	0.000
<b>GTL -&gt; GPC</b>	0.560	0.564	0.076	7.353	0.000
<b>GTL -&gt; SBP</b>	0.160	0.154	0.107	1.497	0.005
<b>POS -&gt; SBP</b>	0.167	0.187	0.100	1.676	0.004
<b>Indirect Relationship</b>					
<b>Pos Mods SBP and GHRM -&gt; SBP</b>	0.065	0.070	0.071	0.911	0.001
<b>Pos Mods SBP and GI -&gt; SBP</b>	0.228	0.206	0.092	2.478	0.000
<b>Pos Mods SBP and GTL -&gt; SBP</b>	-0.251	-0.230	0.100	2.517	0.000

### Discussion

Overall results reflect a close relationship between transformational leadership strategies and sustainable business performance, and it is being studied and analyzed that effective Green HRM and green innovation work side by side in an effective way for environmental care and sustained growth of the industries of Pakistan (Jalees et al., 2021). The first hypothesis of our study explores the relationship between GTL and SBP. Scholar agrees that GTL has Staff behavior/attitude, staff engagement, economic performance (Simola et al., 2012), green performance (Ramus & Steger, 2000), and psychological performance all impact SBP. Despite significant advances in knowledge in this subject, no previous research has investigated the relationship between GTL and GTR.

The second hypothesis of the study confirms the relationship between GHRM and SBP. The previous study validates the result that GHRM relation with SBPe and the growth of the business for present and future achievements of the organizations economically as well as socially(Zhao et al., 2022). Green HRM commitment of a company is just like an increment and reward for the company, which

results in a high margin of profitability for the company along with a socially responsible attitude and a high good credibility level in the mind of the customers and other stakeholders (Rajput, 2022).

The third hypothesis of our study reflects the idea that green innovation and Sustainable Business performance have a significant relationship. The previous study explores the idea that green innovation has several aspects, from a product, process, and service to a market orientation that leads to SBP (Pichlak & Szromek, 2021). The third definitional feature is the economic or ecological motivation for creating and implementing innovation (Carrillo-Hermosilla et al., 2010). Finally, the last factor is related to the perceived novelty in innovation, and this cycle concludes with the business's long-term requirements (Singh & Misra, 2021).

This study discusses green psychological capital as a mediator of GTL, SBP, and GHRM on the fourth to the sixth hypothesis. These studies reveal that creates an optimistic attitude for the revolution to bring green revolutionized stability to the Organization; as per the science of mind, once employees feel good, it affects employee performance and a satisfying psychological capital in the form of satisfied employees and a pleasing workforce always come up with best innovative ideas and performance which results in organizational sustainable growth and performance (Mubarik, Kazmi, et al., 2021). The importance of green HRM and its brush woods like green assessments, green remuneration, and green learning to empower business growth and the power of stability of environmentally responsible attitude (Ababneh, 2021). Additionally, it is beneficial to focus on green growth and make it a part of a business cycle; it leads to business accomplishment with a blending of the company's social, environmental and financial progression. Investment to do green work promotion and culture in the company is not dissipate due to its long-term social, financial, credibility, and good image (Carrillo-Hermosilla et al., 2010; Corrales-Estrada et al., 2021).

The last Hypothesis of our Study finds out the moderation of GTL and SBP. Mubarik, Naghavi, et al. (2021) conducted a previous study to demonstrate the nature of the relationship between organizational support, green transformational leadership, and business sustainability. According to the findings, when a firm gives economic and social support to its employees, as demonstrated by transformational leader conduct toward followers, employees are more inclined to follow the leader's green reformation directives in their job duties. Employees devoted to the organization or transformational leaders go above and above to bring green improvements in processes, product quality, and customer service so that the firm may have sustainable commercial performance. Similarly, Caldera et al. (2019) reported that when an organization provides adequate economic and social support to employees, green transformational leadership becomes more effective in motivating employees to work for the betterment of the firm while considering the green requirements of customers and state regulatory authorities. As a result, the firm can develop sustainability in its business performance based on environmental and social performance and profitability (Naz et al., 2020).

Overall, the findings and examination of assigned variables demonstrate a strong relationship and connections among multiple moderator variables. After reviewing several studies, the hypothesis and their moderators are designed. After running multiple tests, it presents that GHRM is a very strapping concept alongside green innovation, GTL, GPL, and Perceived organizational support and is extremely helpful for the sustainability of the firm's performance.

## **CONCLUSION AND POLICY IMPLICATION**

Findings verified that green innovation and creativity while running company businesses and trading decrease unconstructive effects on ecological air quality and the health of the people in society. Those lead to enduring corporate achievement. The results of the research exhibit that green transformational leadership persuades and stimulates the workforce in the Organization to perform their assigned tasks and work in the firm without conciliation on the environment. It also demonstrates that society's well-being is the first and the most important thing, and it is the responsibility of the Organization to earn profit without affecting the community and environment. The study pointed out that GHRM manages the employees working within the Organization and performing all the business practices assembled with the community's social, societal, and environmental responsibility. The research also revealed that firms that encourage their employees could effortlessly implement green HRM implications, like green innovation and creativity and green recruitment, under the head of GTL. The overall study focuses on the manufacturing industries and their green HRM practices, along with innovative ideas to bring green implementation to firms working procedures by investing at low cost. The research detected that GTL & GHRM need to be categorized in the manufacturing industries on a timely basis; the study highlighted that, to some extent, GTL and GHRM influence GPC, and GPC could optimistically contribute to GOP. Subsequently, the pragmatic findings are supported by the organization's legitimate theory, which illustrates that GTL and GHRM enhance GOP.

Regarding ecological exceptional insubstantial resources, GHRM & GTL are recognized and identified. The organization's legitimate theory manufacturing industries are receiving endless competitive benefits along with the connection of GTL, GHRM, and GOP. Our study is a continuation of a proceeding work those lodgings out an association among transformational leadership, HRM, and organizational pride for the progress of the ecological environment. The most significant addition is two novel constructs, including "Green Organizational Pride" & "Green Psychological Capital," from the standpoint of constructive psychology literature. On the other hand, GTL & GHRM liaise with PSC & GOP and measure as a conduit conception. Accordingly, our study did the inception and highlighted the concept of sustainability in the research ground of organizational conceit, which gets modest consideration in the initial research.

### **Practical Implementation**

The implication of the research stated that Green transformational leaders are leaders who inspire positive change, invigorate followers, are passionate about followers, and contribute to bringing

followers together (team) for the group's success. Previous research has also demonstrated that transformative leadership has a favorable influence on groups (Budur & Demir, 2022), which supports our findings. The evaluation of results reflects that GTL has an optimistic connection to manageable business implementation. The outcome is harmonious using the initial examination (Caputo & Evangelista, 2019). This finding revealed practical approaches emphasizing the importance of evaluating the full innovation life cycle, which first includes an analysis of all input and output aspects in the innovation process and secondly suggests reducing resources required. Another examination of the previous study states that green innovation believes in the importance of GTL, which works as a pioneer to bring steady support for environmental sustainability. Green HRM is resulting in a nurturing upheld by organizational growth (Moin et al., 2021). The enduring evaluation has together observational, practical and hypothetical perspectives. It has luminous effects on business performance; the most effective business implementation includes green HRM, GTL and green development. Further, this study reflects a commitment to green revolutionized practices in the firms and their tremendous short and long-term results & accomplishments of economic, community and environmental execution. The enduring evaluation has together observational, practical and hypothetical perspectives. It has luminous effects on business performance; the most effective business implementation includes green HRM, GTL and green development (Chen & Wei, 2020). Further, this study reflects a commitment to green revolutionized practices in the firms and their tremendous short and long-term results & accomplishments of economic, community and environmental execution. Due to a reason that in the current circumstances and environmental changes, the world is facing rising issues of pollution and being corporate citizens, firms need to understand their responsibility to conduct business along with the care of the community and their environment and do business under the perspective of updated. Modified concepts of green management system in the Organization by using the methods to do work under the banner of using information technology to get the work done, and all the other procedures like recruitment, hiring, and selection should be done by using technology and decrease the cost of doing business and increase environmental stability(Aftab et al., 2022).

### **Theoretical implication**

A subject's suitability or alignment within the framework of a social system is referred to as organizational legitimacy (Kuruppu et al., 2019). This theory presupposes how organizations' leaders and authority structures serve as a dividing line between organizational legitimacy and group legitimacy. The study that aligns the organizational structure with the environment in this study includes the variables GTL, GHRM, GI through GPC, and POS on SBP. The study's findings demonstrated that SBP's competitive edge was always attained by including GTL, GHRM, and GI. Organization legitimacy theory also plays a role in explaining how organizations behave when they implement and develop voluntary social and environmental disclosure of information in order to uphold their social contract, which makes it possible for them to achieve their goals and survive in a chaotic and uncertain environment(Silva, 2021).

## **Research Limitations**

Adding together, it is being examined that various factors are not keenly analyzed, like advanced indebt aspects of practicing green HRM perspectives due to limitation of resources and only the research focused on manufacturing industries; it is further analyzed the categories of diverse industries like garment industries, personal care products industries, eatery industries, etc., research is not being evaluated based on the particular sector of the industry. Due to a shortage of time and limited resources, multiple factors remain untapped, and unlimited data was not received from some other industries of Pakistan. The psychological eagerness of employees working in the Organization needs to be analyzed qualitatively because this variable is difficult to analyze using a measurement scale.

## **Future Research**

To look into a future research perspective, some long-term aspects need to be analyzed, like industrial rules, national procedures, etc. Indeed, these aspects can provide better results for future research implications. It is also recommended for the emotional development of GTL and Human Resource Management in different countries and to analyze the diversion of implementation by these countries in their different sectors and industries. An appealing possibility for prospects and research is the demeanor of further continuing study; further research in the future can examine the effects on GOP by GHRM and GTL. Research in the future can reveal some other minor and untapped variables, for instance, green performance appraisal, green individual employee practice, etc. To conduct comparative regional research in Pakistan, we can ably receive further data from services and other manufacturing industries of Pakistan. The study further in debt can evaluate and analyze POS, SBP, GI, GPC, and other aspects of GHRM. Conversely, future research can approach abundant green management horizons like green customer management, green inventiveness, and green purchaser behaviors.



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## Appendix: A

Table 1. Constructs and Items.

Constructs	Items	Questions
Green HRM	GHRM1	Age Group
	GHRM2	Gender
	GHRM3	Do you believe the perception of Green HRM can control the Organization's reputation?
Green Innovation	GI1	Do you think Green HRM control job seekers to pursue job Application?
	GI2	Do you prefer Eco-friendly courier packaging to minimize Environmental costs?
	GI3	Do you think we should develop a Green transportation plan?
Perceived Organizational Support	POS1	If you decide to quit, would your Organization try to persuade you to Stay?
	POS2	Would your Organization try to give you the best possible job for Which you are qualified?
	POS3	Does your Organization keep you well-versed about job Opportunities accessible inside the company?
	POS4	Are the monetary incentives and allowances available to you through the company according to your expectations?
Green Psychological Capital	GPC1	Do you experience particularly analysis enduring trouble in finding a result?
	GPC2	Do you feel confident contacting people outside the Organization? (e.g., suppliers, customers) to discuss problems?
	GPC3	At the current instance, are you actively pursuing your job tasks?
Sustainable Business	SBP1	We should look for opportunities to assemble ecological requirements that consumers are not responsive to?
Performance	SBP2	We should develop green goods more than those created by business Rivals.
	SBP3	Our competitive industry policy should be based on our understanding of consumers' ecological desires.
Green Transformational Leadership	GTL1	Does the representative challenge you to think about the Organization's environmental performance differently?
	GTL2	Do you regularly get feedback about your performance in the Organization?
	GTL3	Does your representative encourage actions that would benefit the Organization's environmental performance?

**Table :01**

S.no	Variables	Items	Author
1-	Green HRM	3	Mark R.Brauchamp & Julian Barling
2-	Green Innovation	3	Study Lib
3-	Perceived Organizational Support	4	Mohammad , Tasir & Anika
4-	Green Psychological Capital	3	Mahuaksu, King Fahad
5-	Sustainable Business Performance	3	Seok, Hokey & Hye
6-	Green Transformational Leadership	3	Mark R.Brauchamp & Julian Barling

**Table: 02 Convergent validity.**

	Cronbach's Alpha	RhoA	Composite Reliability	Average Variance Extracted (AVE)
GHRM	-0.027	0.083	0.397	0.502
GI	0.667	0.706	0.815	0.599
GPC	0.598	0.599	0.789	0.555
GTL	0.757	0.78	0.859	0.671
POS	0.616	0.632	0.775	0.466
POS Mods SBP and GHRM	1	1	1	1
POS Mods SBP and GI	1	1	1	1
POS Mods SBP and GTL	1	1	1	1
SBP	0.776	0.796	0.87	0.691

*Table 01 Convergent validity*

**Table 3. Cross-loadings.**

Table 4. Cross-loadings.

	<b>GHRM</b>	<b>GI</b>	<b>GPC</b>	<b>GTL</b>	<b>POS</b>	<b>SBP</b>
<b>GHRM * POS</b>	-0.068	-0.097	-0.007	-0.046	-0.094	1
<b>GHRM 2</b>	-0.177	0.085	-0.106	-0.112	-0.097	-0.088
<b>GHRM 3</b>	0.987	0.383	0.32	0.397	0.284	-0.084
<b>GI * POS</b>	-0.092	-0.261	-0.061	-0.13	-0.25	0.386
<b>GI 1</b>	0.419	0.644	0.412	0.373	0.498	-0.153
<b>GI 2</b>	0.282	0.834	0.4	0.34	0.449	-0.121
<b>GI3</b>	0.206	0.828	0.446	0.432	0.436	0.017
<b>GPC 1</b>	0.252	0.401	0.697	0.441	0.426	-0.058
<b>GPC 2</b>	0.285	0.43	0.775	0.472	0.414	0.048
<b>GPC 3</b>	0.202	0.359	0.761	0.431	0.472	-0.009
<b>GTL * POS</b>	-0.046	-0.138	-0.158	-0.344	-0.22	0.363
<b>GTL 1</b>	0.338	0.424	0.542	0.859	0.599	-0.026
<b>GTL 2</b>	0.361	0.376	0.473	0.784	0.439	0.011
<b>GTL 3</b>	0.309	0.391	0.456	0.813	0.519	-0.104
<b>POS 1</b>	0.258	0.469	0.392	0.452	0.621	-0.024
<b>POS 2</b>	0.33	0.318	0.398	0.567	0.688	-0.065
<b>POS 3</b>	0.127	0.448	0.414	0.385	0.804	-0.062
<b>POS 4</b>	0.107	0.378	0.407	0.355	0.601	-0.099
<b>SBP 1</b>	0.235	0.462	0.475	0.452	0.423	-0.027
<b>SBP 2</b>	0.16	0.42	0.437	0.361	0.381	0.034
<b>SBP 3</b>	0.266	0.546	0.504	0.521	0.47	0.017

Table:03 composite reliability

**Table 4. Fornell Larcker**

	<b>GHRM</b>	<b>GI</b>	<b>GPC</b>	<b>GTL</b>	<b>POS</b>	<b>SBP</b>
<b>GHRM</b>	<u>0.709</u>					
<b>GI</b>	0.363	<u>0.774</u>				
<b>GPC</b>	0.332	0.534	<u>0.745</u>			
<b>GTL</b>	0.409	0.486	0.603	<u>0.819</u>		
<b>POS</b>	0.295	0.579	0.586	0.641	<u>0.683</u>	
<b>SBP</b>	0.27	0.577	0.568	0.541	0.513	<u>0.831</u>

Table:04 Average variance extracted (AVE)



	<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
<b>GHRM -&gt; GPC</b>	0.103	0.113	0.089	1.156	<b>0.002</b>
<b>GHRM -&gt; SBP</b>	0.013	0.036	0.080	0.163	<b>0.011</b>
<b>GI -&gt; SBP</b>	0.436	0.419	0.098	4.444	<b>0.000</b>
<b>GTL -&gt; GPC</b>	0.560	0.564	0.076	7.353	<b>0.000</b>
<b>GTL -&gt; SBP</b>	0.160	0.154	0.107	1.497	<b>0.005</b>
<b>POS -&gt; SBP</b>	0.167	0.187	0.100	1.676	<b>0.004</b>
<b>Indirect Relationship</b>					
<b>Pos Mods SBP and GHRM -&gt; SBP</b>	0.065	0.070	0.071	0.911	<b>0.001</b>
<b>Pos Mods SBP and GI -&gt; SBP</b>	0.228	0.206	0.092	2.478	<b>0.000</b>
<b>Pos Mods SBP and GTL -&gt; SBP</b>	-0.251	-0.230	0.100	2.517	<b>0.000</b>

Table'05 Direct and Indirect Relation

**Table 1. Constructs and Items.**

<b>Constructs</b>	<b>Items</b>	<b>Questions</b>
Green HRM	GHR M1	Age Group
	GHR M2	Gender
	GHR M3	Do you believe the perception of Green HRM can control the Organization's reputation?
Green Innovation	GI1	Do you think Green HRM control job seekers to pursue job Application?
	GI2	Do you prefer Eco-friendly courier packaging to minimize Environmental costs?
	GI3	Do you think we should develop a Green transportation plan?
Perceived Organizational Support	POS1	If you decide to quit, would your Organization try to persuade you to Stay?
	POS2	Would your Organization try to give you the best possible job for Which you are qualified?
	POS3	Does your Organization keep you well-versed about job Opportunities accessible inside the company?
	POS4	Are the monetary incentives and allowances available to you through the company according to your expectations?
Green Psychological Capital	GPC1	Do you experience particularly analysis enduring trouble in finding a result?
	GPC2	Do you feel confident contacting people outside the Organization? (e.g., suppliers, customers) to discuss problems?
	GPC3	At the current instance, are you actively pursuing your job tasks?
Sustainable Business	SBP1	We should look for opportunities to assemble ecological requirements that consumers are not responsive to?
	SBP2	We should develop green goods more than those created by business Rivals.
Performance	SBP3	Our competitive industry policy should be based on our understanding of consumers' ecological desires.
	GTL1	Does the representative challenge you to think about the Organization's environmental performance differently?
Green Transformational Leadership	GTL2	Do you regularly get feedback about your performance in the Organization?
	GTL3	Does your representative encourage actions that would benefit the Organization's environmental performance?