

The Impact of Green Human Resource Management on Green Recovery Performance: A Moderated Mediation Model

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ARTICLE INFO	ABSTRACT
<p><i>Article History:</i> Received: 8 Jul, 2023 Revised: 11 Aug, 2023 Accepted: 2 Sep, 2023 Available Online: 07 Sep, 2023</p> <p>DOI: https://doi.org/10.56536/ijmres.v13i3.517</p> <p>Green human resource management, Pro environmental behaviors, green recovery performance, Ethical leadership style.</p> <p><i>JEL Classification:</i> M120,</p>	<p>The main idea of this paper is to highlight the importance of environmental sustainability along with importance of implementation of green human resource management practices within an organization. Mediating role of pro environmental behaviors between the relationship of green human resource management and green recovery performance is the focus of study. It also looks at the moderating effect of ethical leadership style to achieve enhanced green recovery performance. The approach used for this study is quantitative and deductive. The researcher collected data through an electronic questionnaire and personally administration from 10 industries selected as per convince from PBD. Hayes process was used to analyze the mediating effect. Two hundred and fifty responses used as a sample for this study. The results confirm the findings of previous researches conducted in other cultures. It also confirms that pro environmental behavior mediates the relationship of green human resource management and green recovery performance, and the Ethical leadership style (ELP) not moderate the relationship between GHRM and GRP and between GHRM and PEB respectively. This research provides guidelines for the researchers, policy makers, and managers.</p>

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INTRODUCTION

The rapid decadence in environment results in drastic climatic change which is a downfall and raise concern of global warming and its consequences. For instance, according to National Geographic Magazine, Cape Town is running out of water and that day ‘zero’ is fast approaching (Welch, 2018). Likewise Sönke et al., (2017) published ‘Global Climate Risk Index (CRI)’ under GERMANWATCH and concluded that Pakistan is the 7th most vulnerable country in the world regarding the negative effects of global warming. In order to fight back to this global challenge, there comes multiple debates and discussions to overcome this global concern. One of the outcomes of those heated discussions there comes an agreement named as “Paris Agreement”. According to Paris Agreement, an ambitious long-term goal to limit warming from pre-industrial levels “well below” a 2-°C increment in global mean temperature (GMT), and to pursue efforts to limit it to 1.5 °C (Emori & Takahashi, 2018; SaVaŞan, 2017). Lehman and Geller (2004) argued that most of all unfriendly environmental practices are carried out by human beings due to which

ozone layer is continually depleting and adding up to concerns of climate change. Organizations are constantly adding up to this matter by continuously practicing unfriendly acts which are one major source of carbon emission (Robertson & Barling, 2013). Now a days on the other hand organizations are under tremendous threat and pressure to formulate strategies that will spark up green initiatives that will not only be taken up by management by also by individuals at their own capacity. This pressure will ultimately lead organizations to incorporate green in their HRM practices to promote pro environmental behaviors to devise and formulate policies for environmental sustainability (B. B. Saeed et al., 2019; Tuan, 2022; Wiguna et al., 2023) . In order to thrive in neck-to-neck competitive era, companies have to become more rapidly responsive towards the adaption of environmentally sustainable and ethical business practices.

Earlier researches have highlighted the two main stream industries include manufacturing and service which are more prominently responsible for pollutant emissions and global disasters (Peng & Lee, 2019). Stone, tile and marble manufacturing industry is one of the biggest Pakistani industries and contributing much to economy of Pakistan. Tile manufacturing industry in Pakistan dumped their excessive waste in form of fine granules which is one of the main environmental concern (Mughal et al., 2022). Almost 70 percent of waste that will remain behind during tile production chain is in the form of fragments which is one of major source of carbon emissions which will change the climate drastically (Ahmad et al., 2019; Gazi et al., 2012). Pakistan is on 40th number in the list of the most affected countries, with 566 casualties and a loss of \$47.313 million US dollars to the economy. Overall, Pakistan has lost 10,462 lives to climate-related disasters in the last 20 years, with a loss of 3.8 billion US dollars (Abubakar, 2017). In order to fight back to this challenge, government of Pakistan has started taking green initiatives and encourage manufacturing sectors to deliberately take part in greening activities like billion tree planting drive. Most of the tile manufacturing units of Pakistan are now moving towards greening concept like promoting green HRM practices in organization which includes green recruitment, training to curtail unfriendly practices and appraisal which will instill PEB of employees (Ayaz et al., 2023; Mughal et al., 2022).

Manufacturing sector of is one of the biggest markets and contributing a significant portion to boost GDPs of Pakistan (Ritchie, Roser, & Rosado, 2020). According to Centobelli et al., (2020) harmful emissions are at record breaking level from manufacturing sector. In under developed and developing nations, the concept of green HRM practices and green recovery performance is not explored much but in developed nations, they are continually trying their best to take best possible green initiatives in order to survive and thrive in this highly competitive era in order to preserve the resource depletion and to satisfy their customers by showing them green initiatives taken by their organizations (Kularatne et al., 2019; Yu et al., 2020).

The main purpose of the research to is to investigate the impact of green human resource practices on green recovery performance specifically in tile manufacturing industries of Pakistan and the mediation role of pro environmental behaviour and moderating role of ethical leadership between the relationships. The primary scope of this research revolves around environmental sustainability

in order to survive in this competitive era. This study adds much to existing literature on GHRM and its significance in order to address the global warming issue which arises mainly due to tile manufacturing sector of Pakistan, organizations have started taking green steps in order to make organizations environmentally responsible. Manufacturing industries have started promoting green HRM practices within organizations to create environmentally aware employee team, thus these practices are helping in provoking PEB of employees which is backed by ethical leadership. Employees work confidently and give loud suggestions regarding organization unfriendly practices in presence of ethical conduct by management that will ultimately train employees with abilities who would interact with customers on daily basis to resolve their complaints regarding organization unfriendly practice or any failure regarding their product in order to satisfy customer as well as gain customer loyalty and hence result in environmental sustainability from tile manufacturing industry of Pakistan perspective.

LITERATURE REVIEW

In this chapter researcher tries to lighten up variables with theoretical support, own point of view as well as empirical studies:

The Social Identity Theory

This research is corroborated on social identity theory. The theory of social identity is given by (Tajfel et al., 1979). “Social identity theory refers to the ways that people’s self-concepts are based on their membership in social groups” (Tajfel et al., 1979). This theory basically highlights the fact that how employees feel more confident when working in socially responsible organization where green practices are encouraged by successful implementation of green HRM practices, they feel more empowered which will ultimately enhance their work engagement and build their own image. This impact can be enhanced when employees receive organizational support from ethical leaders who encourage the ideas and actions of employees to enable them to understand not their but also their actions worth for the entire organization (Farooq et al., 2014) . This theory is best fitted to encompass the entire concept of underlying framework in which green HRM practices ignite PEBs in presence of ethical leadership style and will ultimately enhance green recover performance.

Green HRM

Green HRM is incorporation of organization’s environmentally sustainable goals to human resource day to day management practices and process in order to turn the tables of organizations from non-green organizations to green organizations (Tuan, 2022). According to Opatha (2013); Yu et al., (2020), “All the activities involved in development, implementation and ongoing maintenance of a system that aims at making employees of an organization green. Just like the concept given by Shah (2019); Wiguna et al. (2023) “The incorporation of green management elements into job design, staffing, training and development, motivation, and maintenance functions of human resource management (HRM) to improve employee pro-environmental behavior, meet employee expectations, and achieve organizational objectives”. This concept

provides great support to current viewpoint of researcher for framework given below. One of the most comprehensive concepts given in this definition. The study delves into the ways in which Green HRM has helped to spread environmentally conscious company practices. Green human resource management (HRM) and its practices, such as green performance, green T & D, green recruitment & selection, green compensation & remuneration system, etc., allow businesses to boost productivity and earnings without jeopardizing the health of the planet (Khan et al., 2022). Prior empirical study has been conducted that develop the understanding of relationship of green intellectual capital and green HRM (Ayaz et al., 2023; Yong et al., 2020). The above-mentioned literature efforts are remarkable, but every research has some short comings like in above mentioned. This study provides great support to existing framework by studying the green HRM impact on employee individual activities which will enable employees to attain better green recovery performance in tile manufacturing sector of Pakistan to overcome the short comings existed previously.

Green Recovery Performance

Customer contact or front-line employees are basically front-line organizational warriors who will defend their organizations by promoting organizations socially responsible initiatives. According to Zeithaml et al., (2010) GRP can be defined as “Actions taken by an organization in response to a service failure”. This definition of GRP is well defined but up to some extent quite ambiguous because it does not provide clarity that by whom actions will be taken to resolve customer complaints, so for more clarification following definition proposed by Ari et al., (2020); Babakus et al., (2003); Luu (2018) defined GRP as “Front line workers abilities and actions taken to discard organizational unfriendly practices for gaining customer loyalty and long-term relationship”. GRP also called as green service recovery performance, employees green recovery performance, employees’ green behavior. Prior studies have conducted on multiple recovery performances items in case of any unethical practice like empathy, explanation, replacement (Hinson, 2012; Kuada & Hinson, 2012; Sparks & McColl-Kennedy, 2001; Zeithaml et al., 2006). According to Aşıcı and Bünül (2012); Winston (2010) argued that green recovery performance is major contributor for organizations for achieving sustainable environmental performance. Very rare or almost no study has been conducted with given framework on tile manufacturing sector, since this sector is contributing much towards environmental degradation and pollution and require many efforts for recovery as most of customers got disappointed by their unfriendly practicing and started looking after other available options of tiles. So, to add to existing literature of GRP another purpose is to highlight significance of this topic for tile manufacturing companies of Pakistan.

Pro Environmental Behavior

Pro environmental behaviors among employees can be considered as additional source of getting competitive edge for organization’s survival and sustainability. Kollmuss and Agyeman (2002); Lange (2023) defined PEBs as “Deliberate attempts by an individual to curtail the negative impacts of his/her actions on the environment”. The understanding of the said variable has great significance which is evident from the fact that employees devote 1/3rd of their time in their

workplaces (Blok et al., 2015; Mughal et al., 2022). Different researchers have used variety of terms to explain this set of behaviors namely “responsible environmental behaviors” Cottrell (2003); Kaiser et al., (1999) “environmentally responsible behaviors” (De Young, 2000; Fatoki, 2019; Thøgersen, 2006), “conservation behaviors” (Berenguer et al., 2005; Gosling & Williams, 2010), “environmentally supportive behaviors” (Nordlund & Garvill, 2002), “environmentally significant behaviors” (Stern, 2000). Ramus and Killmer (2007) proposed in extant literature that pro environmental behavior is not ordinary study of behavior rather it is special type of PEB (e.g., a behavior that is directed toward and performed with the intention of promoting the welfare of an individual, group, or organization). The last mentioned prior provide comprehensive viewpoint also consistent with current underlying mechanism but only few points which left behind is to study this concept or framework in tile manufacturing sector of Pakistan along with other green outcome which will be addressed in current study.

Ethical Leadership Style

ELS can be considered as most important leadership style in order to sustain the business in long run because ethics, norms, moral values consider as integral part of leadership style. ELS can be defined as “the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to the followers through two-way communication, reinforcement, and decision-making” (Brown et al., 2005). ELS proposed as “A leader would be considered ethical whose do not intent to harm others and always respects all the affected party’s rights” (Becker, 2009). Enormous attention has been paid to the concept of ethical leadership style (Treviño et al., 2003; Treviño et al., 2000). Prior studies have shown that practicing ELS across different organizational culture helps to generate positive outcomes in terms of employees motivated and more committed behaviors which will ultimately reduce those chances of employee’s workplace deviant behaviors like ostracism Bedi et al., (2016); Chen and Hou (2016); A. Chughtai et al., (2015); Demirtas and Akdogan (2015). The leaders of many public organizations, according to recent data on leadership, are notoriously bad at enforcing their desired ethical norms. According to studies, employees who feel appreciated at work are more likely to go above and beyond their normal duties (Mahmood & Ejaz, 2019). True leadership epitomizes the convergence of constructive organizational practices. Authentic leadership is a process in the business world that results in leaders and followers experiencing greater levels of self-awareness, mastery, and connection. The authentic leader is assertive, enthusiastic, self-assured, resilient, open, virtuous, and future-oriented, with a focus on growing subordinates into leaders. A true leader is committed to their followers, and their actions inspire others to become leaders themselves (Younas et al., 2023). Existing literature provide support that ELS will lead to better job attitudes, employee’s citizenship behavior and discourage unethical practices which makes organizations socially responsible organizations (Ren & Chadee, 2017; Tu & Lu, 2016; Wang & Chan, 2020). All the previously conducted research on the variable ELS provides very refine conceptualization but rare studies have been conducted on ELS on tile manufacturing sector of Pakistan along with this new current framework.

Relationship between Green HRM and Green Recovery Performance

Practicing green HRM will ultimately result in green outcomes like employees enhanced abilities to resolve or to eradicate unfriendly practices which help to achieve green recovery performance (Dumont et al., 2017). Babakus et al. (2003) explained green recovery performance as green service recovery performance, employee's green recovery which is abilities of employees to take actions for customer satisfaction against odd unfriendly environmental practices. organizations management plays vital role in successful implementation of GHRM (green recruitment, green selection, green training, green appraisal and green compensation) practices provides strong linkage of GHRM and green recovery performance (Erdogan et al., 2015). Existing literature explains relationship between GHRM and GRP on different sectors, but very little or rare literature exists on this relationship on tile manufacturing sector of Pakistan. Due to increase pressure on organizations to fight back the global challenge of drastic climatic deterioration and its detrimental influence on natural resources scarcity, so every organization instead of applying HR functions relaced with GHRM in order to develop employees' team who are environmentally aware and possess ability to proposed back to customer dissatisfaction regarding organizations practices, so this belief led to propose the following hypothesis.

H1. Green HRM practices of front-line employees of tile manufacturing sector of Pakistan associated with green recovery performance.

PEB Mediates the Relationship Between GHRM And GRP

For many years scholars are in constant search to determine the factors that can sparks up the employees PEBs in business organizations (Blok et al., 2015; Lange, 2023). Prior studies have given name workplace a second home to their employees as they spend much of their time of a day at workplace (Blok et al., 2015). Implementation of GHRM speeds up in order provoke PEBs among employees and foster the employees abilities to keep customers engage with them by providing complete details of company's green initiatives to behave environmentally responsible (Tang et al., 2018). Earlier research has provided rationale of alignment in which PEBs act as mediator between GHRM and GRP in order to improve organizations environmental performance by applying sustainable strategies (Renwick et al., 2016; Tang et al., 2018). Naz et al., (2023); Nishii et al., (2008) argued that employee's behavioral response will totally related with the intention of organizations management for implementation of GHRM practices that intention will ultimately be responsible for organizations environmentally sustainable performance. All the existent literature provides support to current framework, but very rare attention paid to Pakistani tile manufacturing sector for underlying mechanism. Adoption of GHRM by organizations helps to portray the image of leadership which follows norm and ethics to boost PEBs among employee, so from concluding the above discussion following hypothesis proposed.

H2. PEBs of front-line employees of tile manufacturing sector of Pakistan will mediate the relationship between green HRM and green recovery performance.

Ethical Leadership Style as Moderator

Ethical leadership style is one of the most appropriate behaviors of organizational leaders to keep employees motivated, engaged, and generate citizenship behavior among employees. Scholars gain momentum on research on ethical leadership after identification of mega scandals came out on front view in which leadership was totally involved in unethical practices (Den Hartog, 2015; Mirkamali et al., 2023). Prior studies provide great support in favor of application of ELS which will ultimately generate positive employee and organizational outcomes like enhanced employees welfare by A. A. Chughtai (2015), academic citizenship behavior by Arain et al., (2017), employees extra role performance by I. Ahmad et al., (2019), employees performance by (Walumbwa et al., 2011). These studies provide strong background of the concept of above variables, but somehow as these variables are interrelated so there must exist a framework that study combine effect of above said terms. Rare studies have been conducted that explains the moderating role of ELS Philipp and Lopez (2013), so to tackle this issue current framework is designed. According to I. Ahmad and Umrani (2019); Guan et al., (2023) GHRM considered as sub branch of CSR and totally spins around ethical considerations and moral values of leadership, from this study it deduces that supervisors ELS have great power to influence the relationship between GHRM that trigger PEBs and enhanced PEBs will ultimately results in improved green recovery performance. gaining support from social identity theory, employees become more contented and committed when they received enough support from ethical supervisors without the fear of repercussions and receive appreciation on PEBs and green recovery performance through best integration of GHRM practices, concluding the above discussion with formulation of following hypothesis;

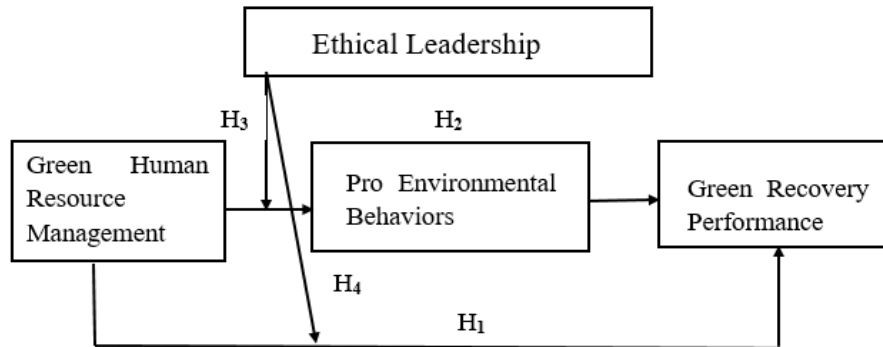
H3: ELS will moderate the relationship between green HRM and PEBs of front-line employees of tile manufacturing sector of Pakistan.

H4: ELS will moderate the relationship between green HRM and GRP of front-line employees of tile manufacturing sector of Pakistan.

Theoretical Framework

Impact of Green HRM practices on Green Recovery Performance:

A moderated-mediation



RESEARCH METHODOLOGY

First onion layer is about research philosophy which is also known as research paradigm. In this study, positivism philosophy was used as this study was fact based and hypothesis testing solely no subjective opinions required. In current study, deductive approach was used. As deductive approach moves from general towards specific and used for testing already formulated theories and then investigate those emerging out hypothesis from the theories. As deductive approach is closely associated with quantitative research. Current study is deeply rooted in quantitative study as its strong theoretical support falls behind the formulation of hypothesis and this helps to get accurate numeric data in order to overcome the issue of biasness that will create further generalizability issues. In order to get data to fulfil current study objective, a structured questionnaire with close ended questions was administrated to get data with high accuracy and then proper analysis performed to reach towards actual results (Hair et al., 2006). This method is one of the most cost and time efficient way to get data ("Designing and Managing a Research Project," 2019). On the basis of time horizon, research categorized as longitudinal study and cross-sectional study. In this study, cross-sectional data was collected in order to get data at one time to analyze the data and due to time limitation given by institute, this was the most suitable way to get data. This research is explanatory in nature as it includes hypothesis testing and beneficiaries of this research are directors, managers and front-line employees of tile manufacturing sector of Pakistan. The population chosen for proposed framework is Tile manufacturing industry of Pakistan. The rationale that falls behind this selected sector is that study is about environmental sustainability and Pakistan is on seven no of most vulnerable country to live and in its vulnerability, tile manufacturing industry is major contributor due to its unfriendly manufacturing environmental practices. The total population for this sector is 55 tile manufacturing industries of Pakistan registered on Pakistan business directory.

Current framework shows GHRM as in dependent variable and its scale adapted by Shen and Benson (2016), PEB as mediator and scale adopted by (Chiang et al., 2019), green recovery performance as dependent variable and scale adapted by (Peter & Tarpey Sr, 1975), ELS as moderator and scale adapted by (He et al., 2019).

The method used method to calculate sample size is use of ratio N:q in which no of items for each variable multiply by 10 proposed by (Bernstein et al., 2006). In this research, this method is used we get the sample size 250 which could be the minimum size suggested, but in order to enhance response rate or to avoid any issue regarding response rate total 320 questionnaires are administrated through online or personal administration. From 55 tile manufacturing industries of Pakistan according to Pakistan business directory, 10 of them are selected as per convenience, time and budget constraints. Name of 10 selected tile manufacturers are Supreme Asis Tiles and Ceramics Gujranwala, Master tiles and Fittings Gujranwala, Sonex Tiles Gujranwala, Tuff Tile (PVT) Lahore, Osaka Ceramics and Tiles Lahore, H and Terra-cotta Tiles Gujranwala, Track Tile (PVT) Lahore, EMCO Tile Industries Lahore, Punjab Tiles Lahore, Ahmad Tuff Tile Gujrat. Reasons fall behind selection of these; they all are doing first green HRM practices in one way or the other as well as these organizations are aware of environmental performance. Data collected through nonprobability sampling and technique used is judgmental sampling as researcher first met with respondents and judge because of their environmental awareness level. Data is collected through five-point Likert scales (Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4, and Strongly Agree=5). Name of the test includes descriptive statistics, test of data normality, regression analysis, reliability of all scales which shows all the values fall within the threshold Cronbach value, validity of scales, correlation analysis and mediation analysis. Hayes (2006) macro model used to conduct mediation analysis. For conducting above mentioned analysis, SPSS-23 has been used to conduct reliability/validity test, correlation, regression analysis and Hayes (2006) mediation analysis.

Prior informed consent has been taken from those industries from which data was collected ensuring them for confidential. Respondents were very well aware of purpose and objectives of research in order to avoid any manipulation and biasness. Researcher has also tried best to do every phase with great honesty and fairness.

RESULT AND DISCUSSION

In this chapter the researcher has used the best possible approach of using SPSS software for doing and reporting data analysis with help of tables.

Reliability Analysis

In order to check the reliability of the scale, reliability analysis has been conducted by researcher through SPSS 26. According to Nunnally (1987), there exists a threshold value, if table shows value 0.7 or greater than 0.7 then instrument is reliable. Following table shows all the correlation values are above 0.7, hence reliability of scale is proved (Morgan et al., 2004). Furthermore, validity of the instrument is completely approved by expert researchers of this field.

TABLE-I: INTER ITEMS CONSISTENCY-CRONBACH ALPHA

Sr. No	Variables	Items	Cronbach's alpha
1	GHRM	6	0.857
2	GRP	5	0.881
3	ELS	10	0.757
4	PEB	3	0.836

Descriptive Statistics

This chapter helps to understand whether data collected is normal or not with help of tables done after analysis through SPSS. This table mainly depicts whether values fall within the normal threshold value of normality or not as well as eradicate the chance of data outliers with help of values of minimum and maximum.

Table-II: Descriptive statistics

	N Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Deviation Statistic	Skewness Statistic	Std. Error
GHRM	270	1.00	5.00	3.2586	.99008	-.238	.148
GRP	270	1.00	5.00	3.3622	1.02121	-.419	.148
PEB	270	1.00	5.00	3.4750	1.09539	-.528	.148
ELS	270	1.00	5.00	3.6607	.58279	-.363	.148
VALID(N) (LISTWISE)	270						

In this table, minimum and maximum values represent the data falls within the range of instrument value. All the values of minimum falls within 1 and maximum shows 5 which means there is no chance of existence of outlier in data which is one of the assumptions of regression analysis and is completely fulfilled.

Threshold value of skewness and kurtosis is range -3 to +3, if the values fall between this range, then it means all didn't deviate from path of normality (Sekaran & Bougie, 2003). Hence normality is confirmed from above table.

Correlation Matrix

Correlation analysis table presents the two most fruitful outcomes for the researcher which includes how strong or weak the relationship exists and nature of the relationship.

TABLE-III: CORRELATION MATRIX

	GHRM	PEB	ELS	GRP
GHRM	1.000			
PEB	.532**	1.000		
ELS	.231**	.271**	1.000	
GRP	.616**	.378**	.243**	1.000

** . Correlation is significant at the 0.05 level (2-tailed).

Further table IV shown that relationship exists between dependent and independent variable is of what type means the strength of relationship, so according to table there exists moderate relationship between green human resource management and green recovery performance at significance level of 0.05. the Pearson correlation has certain threshold values range from 0.3 to 0.7 which indicates relationship of moderate level exists between variables and if table shows value greater than this range means strong relationship exists (Morgan et al., 2004).The value of correlation between dependent and independent variable is 0.6, which means relation exists but of moderate level. The value of Pearson correlation for relationship testing between GHRM and PEB is 0.5 which means moderate level relationship exists. The value of Pearson correlation between ELS and GHRM is 0.23 which means weak correlation exists.

Regression Analysis

TABLE-IV: MULTIPLE REGRESSION ANALYSIS-MODEL SUMMARY

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients		
1	(Constant)	2.589	.209		12.398	.000
	GHRM	.677	.061	.616	3.872	.000

a. Dependent Variable: GRP

N = 270, *R* = 0.616, *R SQUARE* = .379, *ADJUSTED R SQUARE* = 0.237; *F STAT*= 14.994; *P*<0.05

In the table of regression analysis, value of R explicitly describes the correlation coefficient. Value of R in this table is 0.616 which means moderate type of relationship exists between dependent and independent variable. Value of R square is explanatory power which depicts explained variation which means explanation of change in dependent variable due to one unit change in independent variable. Value of R square in table is 0.379 which means 37.9 percent change in green recovery performance due to one unit change in green human resource management. Beta from the table presents slope of the graph. Value of t calculated is 3.872 and it is more than t tabulated which is 1.96 which means relationship between GHRM and GRP is significant. Another evidence from above table for significant relationship between dependent and independent variable is value of significance is less than 0.05 which means significant relationship is proved. From above discussion significant relationship is proved and hence H1 is accepted.

Mediation Analysis (Preacher Hayes 3.5)

Mediation Analysis of Pro Environmental Behaviors

Table-V: Model Summary

Steps	Effect	T value	P value	
Total effect of X on Y	0.2374	3.872	0.0001	
Direct effect of X on Y	0.1322	2.17	0.0305	

Step	Effect	BOOTSE	LLCI	ULCI
Indirect effect of X on Y	0.1053	0.0291	0.0581	0.1773

Step	Effect	P value
Normal theory test for indirect effect	0.1053	0.0001

This table shows total, direct, and indirect effect of the concerned variables. Here total effect value came out to be .2374 which means combined effect of independent variable (GHRM) and mediating variable (PEB) on outcome variable which is green recovery performance and p value is 0.001 which shows significant effect t value also more than 2 which confirms significant relationship. Direct effect value shows effect of dependent variable on independent variable, which is .1322, p value is 0.03 and t value more than 2 which shows significant relationship.

Indirect effect value shows effect of mediating variable effect on dependent variable, which is .1053, which means mediating variable plays significant mediating role with increase of 10.53 percent impact of its own to dependent variable with values of upper and lower limit falls with same positive sign which shows significant relationship. Normal theory test table confirms the mediating role is significant by value which is 0.1053. Hence H2 accepted.

Moderated Mediation Analysis of Ethical Leadership

Table-VI Model Summary: Direct Effect Table

Step	Effect	T value	P value
Direct effect of X on Y	0.1322	2.1757	0.0305

Conditional indirect effect of X on Y

GHRM*ELS → GRP

ELS	Effect	BOOTLLCI	BOOTULCI
3.1	0.08	0.31	0.15
3.7	0.09	0.42	0.15
4.3	0.09	0.03	0.17

Moderator	Index	BOOTLLCI	BOOTULCI
ELS	0.0106	-0.0599	0.0707

From table of model summary of moderated mediation, it is deduced that value of R square has exponential power and it describes the explained variation in presence of moderator ELS whose value 0.004 which means almost no or totally negligible variation exist due to presence of moderator on outcome variable. It is evident from the table that f value is less than 4, t value is less than 2 and alpha value is greater than 0.05, second table shows 1.06 which is negligible as well as upper and lower limit value fall between positive and negative value which shows insignificant impact all the values highlighted here indicate that positive moderated mediation effect is insignificant which ultimately reveals H3 is rejected.

Moderation Analysis of Ethical Leadership Style

Moderation Analysis

Table-V11: Model Summary

Step	R seq	T value	P value	LLCI	ULCI
Ghrm*ELS → GRP	0.0995	-1.2534	0.2112	-0.2636	0.0585

Table of moderation analysis for assessing whether to accept or reject hypothesis 4 by concluding from values present in the table. From table it can be visibly conclusion that all values are ranged from threshold values like value of R square which is very less showing relationship but despite of that f value (0.1221), t value (-0.1025) and alpha values (0.2112) shown that all values are insignificant and H4 is also rejected.

Hypothesis Summary

TABLE-VIII: HYPOTHESIS SUMMARY

Hypotheses	Statement of Hypotheses	Result
Hypothesis 1	Green human resource management has a significant impact on green recovery performance.	Accepted
Hypothesis 2	Pro environmental behaviors have a significant mediating impact on destructive leadership.	Accepted
Hypothesis 3	ELS will moderate the positive relationship between green HRM and PEBs of front-line employees of tile manufacturing sector of Pakistan.	Rejected
Hypothesis 4	ELS will moderate the positive relationship between green HRM and GRP of front-line employees of tile manufacturing sector of Pakistan.	Rejected

Discussion

In this study, researcher first studied the linkage between green human resource management and green recovery performance which acts as independent and dependent variables respectively. This hypothesis also received tremendous support from previously existing literature that implementation of green HRM practices in an organization will ultimately leads towards enhanced employee's capabilities to tackle customers complains regarding company unfriendly practices and employees better able to proposed solution to turn environmental unfriendly practice into environmental practice with help of their environmental knowledge (Dumont et al., 2017). Tile industry is one of the largest manufacturing industries in Pakistan also contributing much to environmental pollution in another way because of their inappropriate disposal waste ways that released harmful emission gasses that are deteriorating ozone layer. So, tile industries much take best possible steps to control their environmental polluting activities with environmentally friendly practices in order to sustain in market by achieving customer loyalty. According to data analysis of empirically gathered data which provides support for great positive impact of PEB on relationship GHRM and GRP. This acceptance of hypothesis is consistent with previously conducted researches (Ababneh, 2021; Hui et al., 2023; Islam et al., 2021; Paille et al., 2019). In country like Pakistan which comes up at 7 no of most vulnerable countries from pollution point of view companies must come up with alternative ways to reduce part of their pollution from waste specifically from tile manufacturing industries which are continually disposing chemicals in the environment must opt some policies to inculcate in their employees to encourage green behavior at work by proper training sessions in order to increase company employee's abilities to promote green behavior at work (Naz et al., 2023). Moderating impact of ethical leadership between the relationship green HRM practices and green recovery performance has not been proved in the study on ground of data gathered from tile manufacturing industries and data analysis done and results shown that this hypothesis is rejected which negate most of the prior studies. Prior studies suggested that ELS holds great power to promote GHRM activities and induce more PEBs in employees(Ahmad et al., 2019) .This study reports that ethical leadership has no positive moderating role on relationship between GHRM and GRP due to fact that sometimes despite of presence of ethical culture in organization, employees have same motivation as before ethical culture for showing green behavior at work. Rejection of this hypothesis from previous studies is

surprisingly different. ELS is an approach where leaders prioritize moral principles which include honesty, fairness, integrity, rights of the employees and aligning their moral objectives with environmental sustainability as well. But this approach is completely followed in developed countries where its practice is not new and most of the prior studies conducted in developed countries. As the results of this research is different due to the fact that current framework is studied in developing country like Pakistan where this approach is newly adapted and not completely followed as leaders of developing countries don't include aligning of ethical moral objectives with environmental sustainability goals like promoting more GHRM, PEBs and GRP among employees.

Another moderating role of ethical leadership style on relationship between GHRM and GRP is not supported in our study. Researches conducted before negate the rejection of this hypothesis and provide great support to the acceptance of this hypothesis (Ahmad et al., 2019; De Hoogh & Den Hartog, 2008). Study reported by Liden et al., (2014) that ethical leaders promote the mindset of delegating the authority by taking opinion from employees and this gives them motivation for working on organizational sustainability goals by promoting more and more environmental friendly practices and devised proposed solution for solving customer complaints and achieving milestone of customer loyalty and helps to promote CSR activity of environmental sustainability practice. Rejection of this hypothesis from previous studies is surprisingly different. ELS is an approach where leaders prioritize moral principles which include honesty, fairness, integrity, rights of the employees and aligning their moral objectives with environmental sustainability as well. But this approach is completely followed in developed countries where its practice is not new and most of the prior studies conducted in developed countries. As the results of this research is different due to the fact that current framework is studied in developing country like Pakistan where this approach is newly adapted and not completely followed as leaders of developing countries don't include aligning of ethical moral objectives with environmental sustainability goals like promoting more GHRM, PEBs and GRP among employees.

CONCLUSION AND POLICY IMPLEMENTATION

Data analysis results have shown the acceptance of the fact GHRM has positive significant impact on GRP. The results of this current study have great significance for managers of tile manufacturing industry of Pakistan because of massive emerging global pollution expansion challenge, so industries must formulate strategies beneficial for environmental sustainability either by incorporating green function in general HR functions like green hiring, provided them with training on promoting green culture, compensating and rewarding on basis of green activities in order to boost employees green recovery performance and brings customer satisfaction. Second most accepted fact, the role of PEB as mediator is also accepted, in which pro environmental behaviors positively mediates the relationship between GHRM and GRP. The reason behind the acceptance of this hypothesis is employees who have proper environmentally aware and uses proactive approaches for environmentally friendly practices can easily translate and make it possible to better implement GHRM practices and turn better GRP output. It would be quite easy

for industries who have work force who possesses in role green behaviors due to implementation of green HR functions and will generate better recovery performance. the third hypothesis rejected on the grounds of results generated after performing data analysis is rejection of role of ethical leadership style between GHRM and PEBs, it's because of this study is conducted for different geographical region most probably first time this model is studied is for tile manufacturing industries in which presence of organizational ethical leadership style does not impact the relationship between independent and mediator variable is because better GHRM practices implementation are enough to build employees with behavior that are environmentally responsible. The results have shown the fact the ethical leadership style is not much affecting when already implementation of Green HRM practices within an organization. Fourth and last hypothesis that is rejected which is role of ELS as moderator between GHRM and GRP is because of the fact that in Pakistan organizational culture most of the industries do not follow ethical leadership style even than they are successfully implementing GHRM practices and better able to develop employees who can easily devise the abilities to give best alternative solutions to customer complains of unhealthy environmental practices and build brand image.

Ethical leadership style not acted as catalyst between GHRM and GRP due to another fact that ethical leadership style can bring up employees with ethical behaviors and has nothing to elation with employee's green recovery performance. This research findings have much potential to contribute in previously existing literature. Few studies existed that explained the GHRM on empirical ground except (Dumont et al., 2017; Gilal et al., 2020; Ojo, 2022). Rare studies exist on this proposed model on manufacturing sector specifically of the country which is in the list of 7 most polluted country which is Pakistan. Almost no or few studies exist the study the impact of GHRM on GRP without exclusively studying the impact of mediators or moderators, so this study added much to existing literature by explaining extensive model of impact of GHRM on GRP with mediating role of PEB and moderating role of ethical leadership style simultaneously.

This study provides great insight of the importance of strong implementation of GHRM practices which will pave path or organizational long-term survival. This study gives great idea to include green knowledge and environmental knowledge in their hiring criteria in order to enhance employees in-role green behavior and sparks up green recovery performance of the employees which is essential for company's long-term survival in the market. Limited study undergone impact of GHRM on PEB, this study highlights this aspect and significance of both for achieving enhanced GRP. First and foremost, aspect of this study that future researcher's fill-up is to study this same model with multiple dependent variables like green creativity so to further variables impact can be studied. This research study is conducted in Tile manufacturing industry of Pakistan, but it can with studied in context of other countries as well. Third data collected for this proposed model is of cross-sectional nature while in future longitudinal data can bring more fruitful results. Fourth aspect of this study that act as loophole of this study that moderator effect is checked by researcher only in relationship between independent and mediating variable and be studied in between moderator and dependent variable in future more and more moderators can be studied along with this moderator.

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