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Human Resources Management

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INTRODUCTION

Green Human Resource Management (GHRM) is a topical and evolving research and practice arena that has been developed due to the rising global environmental concerns. There is an increasing demand on organisations to not only integrate sustainability as a regulatory compliance and corporate responsibility initiative but also keep up with the growing competition and achieve long-term sustainability. One of the key realisations in this change is the contribution of the employees who are the backbone of any organisation to the successful implementation of the sustainability strategies. The GHRM employee performance relationship has emerged as the relevant field. The knowledge of this relationship is important to the field of human resource management at the theoretical level as well as to organisations that aim to improve performance but achieve sustainability goals (Amrutha & Geetha, 2020).

This study seeks to explore the relation between GHRM and employee performance by employing a quantitative research approach in examining the relationship between particular green HR practices and employee performance. It aims at offering empirical data that can be used in the process of forming academic knowledge as well as managerial decision-making on whether GHRM is effective in facilitating individual performance. In particular, the research will be conducted on the role of green recruitment, green training, performance appraisal, and other HR practices aimed at sustainability in enhancing the performance of employees. Moreover, the research aims to provide the mechanisms by which these effects are realised by analysing three major mediating variables, including employee engagement, motivation and organisational commitment.

With sustainability taking centre stage in business strategies due to the growing consciousness of environmental issues among consumers, investors and regulatory authorities, GHRM is becoming a strategic consideration. There is a growing tendency towards integrating environmental concerns into organisational practices, and the behaviour of employees is identified as a key to the attainment of sustainability goals. Green human resource practices can integrate employee activities with the environmental objectives to enhance the performance of individuals and the organisation (Jackson et al., 2011). Another contribution related to the practices is the outcome of job satisfaction, morale and organisational citizenship behaviour.

Although many studies have confirmed that GHRM practices are conducive to environmental objectives as well as enhanced employee behaviour, a lot of these studies have emphasised the direct connections between the green HR practices and performance results. Examples include Amjad et al. (2021), who indicated that GHRM has a positive contribution

to the performance of the environment and employees. Their results indicated that the employees who took part in the sustainability activities had a better performance and a better alignment with organisational goals. Chuah et al. (2021) also identified that such practices as green training, performance appraisal, and active involvement of employees in sustainability initiatives affected green behaviour and enhanced workplace performance of employees.

Similarly, Saputro & Nawangsari (2021) emphasised that GHRM leads to Organisational Citizenship Behaviour to the Environment (OCBE), with voluntary involvement in the green activities demonstrated by employees proving more loyal and efficient. Mousa & Othman (2020) created a theoretical framework that connected GHRM activities with the sustainable performance of healthcare organisations and showed how HR programmes can impact the mindsets and behaviour of employees in different industries. An additional empirical study by Chaudhary (2020) also revealed that pro-environmental employee behaviour in relation to better performance outcomes was synergetic and enabled by GHRM.

Though such findings are added to the existing body of literature on GHRM, most of the previous research has focused on the direct effect. Relatively speaking, there has been little deep research on the processes that elucidate how and why GHRM results in improved employee performance. Precisely, the mediating impacts of employee engagement, motivation, and organisational commitment have not been adequately investigated. The current literature tends to consider performance improvement as a short-term consequence of GHRM without examining the psychological and behavioural mechanisms that might interpose between them.

This is one of the gaps in the literature. It is crucial to understand whether and how these mediating variables affect the GHRMperformance relationship so as to develop a more comprehensive theoretical approach, as well as to devise more effective HR interventions. There is strong performance prediction in the traditional HRM literature on engagement, motivation and organisational commitment. Their presence in terms of HR practices aimed at sustainability is not well studied.

The study brings a more qualitative perspective into the avenues in which GHRM facilitates performance by factoring in the involvement of the employees, motivation, and organisational commitment in the analysis. This method recognises the fact that the effect of green HR practices cannot be linear and the same on all organisational environments and groups of employees.

Moreover, the research is expected to lead to the contribution of the empirical literature by providing evidence in a context-specific organisational setting. Although much of the

current GHRM studies are focused on Western or developed economies, the current research will offer an enlightenment on a different socio-economic, regulatory frontier, hence increasing the generalisability and applicability of the GHRM theories in various settings.

Objective of the study

The relationship between green human resource management, employee performance, employee engagement, motivation and organisational commitment. This thesis aims to assess the impact of Green Human Resource Management on employee performance, employee engagement, motivation and organisational commitment. To achieve this aim, the following objectives have been set:

1. To examine the theoretical aspects of green human resource management, employee performance, employee engagement, motivation and organisational commitment based on scientific literature and empirical research.
2. To develop a conceptual model of the relationships between green human resource management, employee performance, employee engagement, motivation and organisational commitment
3. To conduct quantitative research and identify direct predictive and indirect (mediating) relationships between green human resource management, employee performance, employee engagement, motivation and organisational commitment
4. To provide conclusions and recommendations for enhancing employee performance through the effective management of Green Human Resource Management practices, employee engagement, motivation, and organizational commitment.

In this study, a quantitative research approach will be adopted, using surveys and statistical analysis to examine the relationship between GHRM practice and employee performance. Regression analysis will be employed to investigate relationships and address mediating elements within the analysed data. The structure of the thesis is organised into five key chapters, each serving a specific purpose in the overall research process:

Chapter 1: Introduction: provides the outline of the research area, in which the relevance and exploration of the matter are stated. It is within this first part that the research objectives and those of the entire study are defined besides it providing the ground work to the other subsequent chapters.

Chapter 2 The Analysis of Scientific Literature: This chapter not only talks about what has been written about the topic before but also identifies a void in the research that is being carried out and a theoretical framework that will be used in the research.

Chapter 3: Research methodology: Chapter describes the research methodology by giving a description of data collection methods in addition to data analysis methods. It describes the process of the selection of methods of data collection providing some rationale that led to such choices and discussing the question of morality.

Chapter 4: Results and Discussion: This chapter presents empirical data. In investigating their impact on research questions as well as on literary and theoretical interpretation of their impacts on practical settings, researchers provide elaborate reviews of the findings.

Chapter 5: Conclusion and Recommendations: This is the final chapter where the author will provide some recommendations for changes that she would like to see, in addition to defining the potential future research directions in this area of study.

1. LITERATURE REVIEW

1.1. Theoretical Aspects of GHRM

1.1.1. Definition and Evolution of GHRM

One of the strategic aspects of the wider perspective of sustainable organisational development is Green Human Resource Management (GHRM) and its role is to balanced the environmental aspirations and the traditional human resource management procedures. The major concern of it is the balancing of the HRM functions that include recruitment, training, performance appraisal and reward systems to promote organisational sustainability, and performance of the employees. Ren et al. (2018) suggest that GHRM has developed to be more than a marginal part of Corporate Social Responsibility (CSR) a fundamental approach to doing business in organisations that entail the integration of environmental consciousness in the operations of organisations.

This transformation reflects a broader institutional transformation, which has been triggered by the external pressures of global climate change, the Paris Agreement, and the United Nations Sustainable Development Goals (SDGs), which have compelled organisations to internalise the sustainability concept in their strategic plans. Paillé et al. (2014) observe that CSR has never been integrated at the micro-organisational level, but GHRM makes this requirement micro-based, through shaping the behaviour of employees and providing a workforce that is environmentally friendly.

Nevertheless, this evolutionary approach to GHRM in a linear way, CSR to its own discipline, has been challenged. Critics have mentioned that the instrumental use of green policies can pose a threat of greenwashing, whereby environmental policies are of a mere form to gain a good image as opposed to actual change (Zihan et al., 2024). In these situations, GHRM can only exist as a performative veil without making changes to the power structures or the paradigm of operation.

A notable aspect of the definitional terrain of GHRM is that it is very fragmented, as the field is relatively new and interdisciplinary. According to Renwick et al. (2013), GHRM refers to the HR policies and practices that are designed to ensure sustainable utilisation of resources in organisations. Their model emphasises practical interventions like eco-friendly hiring, green training, and performance that is environment-focused. Aftab & Veneziani (2024), in their turn, maintain a more systemic view, representing GHRM as a holistic method

in which the aspect of environmental responsibility pervades all HRM activities, thus fostering a culture of sustainability.

However, these definitions have been criticised as perceived to be universal. Indicatively, Nisar et al., (2024) warn that most GHRM models have their roots in Western organisational settings and might not be applicable in emerging economies with varied institutional logic and resource matters. Moreover, once the environmental goals are incorporated into the HRM, it may result in the occurrence of contradictions between the economic performance and the ecological responsibility, especially concerning the industries, in which profitability and environmental responsibility do not always coincide (Ababneh, 2021).

Ahmad (2015) adopts a behavioural approach, focusing on the possibility of change GHRM has in redefining employee attitudes and advancing pro-environment behaviours. This query is also carried on by Chaudhary (2020), who states that GHRM is not only a managerial system but also a psychosocial mechanism promoting engagement, motivation and long-term organisational commitment. Empirical evidence shows that GHRM may create the psychological ownership and employee emotional investment in the sustainability objectives, which subsequently lead to improved performance.

Indicatively, Dumont et al. (2017) observe that the effectiveness of GHRM in facilitating sustainable behaviour depends on a wider organisational support framework and organisational commitment to the leadership. GHRM initiatives in environments where the top management does not have true intent on the environment might be watered down or opposed by the workers. Furthermore, Paillé et al. (2014) state that without embedded systems and mechanisms of accountability, GHRM will easily turn into a symbolic instead of a substantive concept.

According to Dumont et al. (2017), GHRM has psychological effects through which inside an organisation “psychological green climate” is established. Employees are allowed to make their contributions in helping the organisation to achieve its sustainability initiatives that enhance both performance at the individual level and as well as collective level through the supportive environment inside an organisation which is created by GHRM. It was illustrated by them in their given definition related to GHRM. Taking inspiration from their study Al-Swidi et al. (2021), defined GHRM as an HR practice system which combines objectives related to the environment into the fabric of the organisation and enlarges the role that organisational culture has in it. Throughout their work, they have emphasized the existence of

a symbiotic relationship between leadership, culture, and GHRM which in turn suggests that the existing effectiveness of sustainability initiatives is enhanced by these mentioned factors.

The concept of GHRM also receives an institutional theory interpretation from Guerci et al. (2016) who view it as a reaction to institutional forces including regulatory requirements and societal expectations. Their definition positions GHRM as an organisational element which establishes legitimacy by meeting compliance standards and resolving stakeholder issues. The definition derived from different authors shows that the field of GHRM is very complex with the presence of multiple views. Two independent approaches were seen in the GHRM management research field indicated by Renwick et al. (2013) studying the elements of operating and resource control alongside Tang et al. (2018), in their study they emphasized system changes and cultural aspects. The presence of diverse definitions shows us that there is a continuous transformation happening in GHRM which is mainly caused by the organisations taking and implementing newer sustainability initiatives and challenges as time goes by.

1.1.2. Components of GHRM

GHRM is meant to align the management strategies of the organisation in regard to human resources with the need to sustain the environment. GHRM allows organisations to create environmentally active employees with appropriate skills that result in the improvement of operations and corporate reputation. The implementation of green recruitment with training and appraisal systems coupled with rewards within GHRM functions as a mechanism to create employee behaviours that are beneficial for environmental conservation and support organisational sustainability goals. GHRM uses interconnected components to create a system that connects HR operational approaches to sustainability target objectives (Zaid et al., 2018). Standard HR operations receive environmental elements from these components to develop sustainable organisational values.

Green Recruitment and Selection

Green recruitment has become an essential part of Green Human Resource Management (GHRM), which allows organisations to integrate their recruitment into the objectives of more extensive environmental sustainability. As Luu (2020) define it, green recruitment means that one searches and selects candidates with values and competencies that align with the ecological promises of the organisation, places advertisements in which the focus is on sustainability goals and selects individuals who are more concerned about environmental issues or have experience in green practices. This not only leads to internalisation of green

values but also increases the image of the organisation as an employer brand that is sustainability-driven.

Practically, organisations can include messages about the environment in job ads, focus on paperless recruitment and application, and conduct online interviews, which would reduce carbon footprints. Also, the sustainability value tests, measuring, for example, the background of a candidate regarding their green efforts, are becoming more popular in the selection process, due to the need to align value with the organisational sustainability objectives.

This idealised view does not go without criticism, however. To prevent this, Paillé et al. (2014) warn that excessive focus on sustainability standards in the hiring process may end up discriminating against competent technical applicants who might lack express green qualifications but can adjust to environmental objectives through appropriate onboarding and training. To put it another way, green recruitment can at times compromise technical competence to environmental fit- casting doubt on meritocracy and functional performance.

In addition, Noor et al. (2023) suggest that green recruitment is, in fact, not practised in a serious manner, where organisations employ the possibility of sustainability as a marketing strategy rather than an assessment instrument. This can be connected to the issue of symbolic adoption, where green HR practices are implemented to satisfy the expectations of stakeholders or certification guidelines (e.g. ISO 14001) and not to bring real behavioural change to the organisation.

Green Training and Development

Through green training programmes, workers learn how to integrate sustainable practices into their everyday duties at work. The component aims to develop environmental awareness while teaching employees environmentally friendly practices. According to Dumont et al. (2017), green training programmes educate employees through lessons about energy efficiency, waste reduction, and sustainable material usage. Training modules target specific work roles. Staff members in different departments receive different training materials since industrial personnel learn about sustainable manufacturing practices yet office staff receives digital solutions for paper reduction. Educational programmes that incorporate workshops with seminars and electronic learning sessions work to increase environmental awareness among staff members. Organisations need to embed sustainability goals inside their leadership development system to demonstrate how managers sustain environmental accountability through their work practices.

Green Performance Management

Green Performance Management (GPM) incorporates sustainability in the employee appraisal process by correlating the performance indices with green targets like energy conservation and corporate social responsibility. Chuah et al. (2021) claim that integrating eco-metrics into the appraisal systems promotes responsibility and orients the employees towards the objectives of organisational sustainability. Key Performance Indicators (KPIs) are also becoming more popular to measure participation in resource-saving projects and green initiatives. Sarmad et al. (2023), however, warn that these metrics might not be easily standardised across jobs, thus making inconsistency in their application and aspect of fairness. Also, Aftab et al. (2023) raise the question of whether the environmental targets are a true motivator to behavioural change or a symbolic complacency. In the absence of well-developed feedback systems and effective leadership, GPM can easily turn into a show business instead of a change agent. Organisations should therefore strike a balance between ecological objectives and job-specific realities and make the green appraisals credible and situation-specific.

Green Compensation and Rewards

Under green compensation systems, reaching sustainability targets there are monetary benefits for the employees. For meeting the targets of green initiatives such as energy saving bonuses can be both monetary or non-monetary such as bonuses or recognition, additional leave. It was noted by Saeed et al. (2019) that compared to non-financial rewards, financial rewards show more effectiveness in terms of influencing employees towards the adoption of sustainable practices, though motivation and commitment towards sustainability in an organisation are also influenced by non-financial rewards. For example, collaboration can be fostered by giving team-based rewards to achieve department-based sustainability goals while to motivate personal contributions individual rewards can be used. In rewarding employees' various innovative strategies are used by organisations such as giving eco-friendly products, sustainability credits etc.

Green Employee Relations

Employee relationships that promote sustainability constitute a vital aspect of GHRM through their essential work in enabling employees to interact openly with management about sustainability matters. The element of green employee relations creates discussion spaces through committees and forums, which enable staff to develop and present environmental initiatives. Organisations develop employee ownership and environmental commitment through participation in sustainability decision-making (Singh et al., 2020). When employees

are involved in discussions of sustainability, practical green policies are developed, and workforce support is extensive.

1.1.3. Factors Influencing GHRM

Successfully adopting and implementing GHRM depends on many internal and external factors. The effective alignment of GHRM practices with the goals of the organisation is influenced by these factors.

Internal factors

- **Leadership Support:** The issue of leadership as a driver of GHRM practices has been overemphasised, and a number of scholars have depicted leadership as a panacea for the successful implementation of GHRM practices. Although it cannot be argued that the transformational leadership approach may create the environment in which sustainability is likely to thrive, the data about the direct and consistent influence of the leadership on the GHRM practices is not that convincing. According to Al-Swidi et al. (2021) and Guerci et al. (2016), sustainability leaders play significant roles in helping organisations become greener. The perspective, however, does not give consideration to the facts that organisational hierarchies are complex and that numerous leadership styles do not always agree with sustainability goals. In practice, the level of commitment of top management towards sustainability is usually compromised due to inconsistency in leadership in various strata of the organisation, which remains ambivalent. An example is the case where leadership can declare green values, but unless the same is translated to the operational level, the values can be just symbolic and not substantive (Zihan et al., 2024).
- **Organisational Culture:** It has long been promoted that organisational culture is one of the keys to the successful introduction of GHRM practices, and scholars like Roscoe et al. (2019) attach significance to the concept of a green culture. Nevertheless, the premise that a sustainably grounded organisational culture is bound to result in improved GHRM performance makes the assumption problematic. Although culture is a vital factor in influencing the attitudes of employees on the issue of sustainability, it is too shallow to expect that culture will solely affect change. Culture is not a unitary object; it is fractured and complex, and in many cases, it is difficult to change because of the norms and structure of power. The fact is that even in companies that declare the sustainability principle, staff members can be apathetic or even actively opposed to the green practices, especially when these practices are seen as a threat to the positions

existing in the organisational environment, or when they are not integrated into the company on a fundamental level (Chaudhary, 2020). Therefore, though organisational culture is also an imperative determinant, its impact varies depending on various internal forces, both in terms of leadership support and employee buy-in, amongst other institutional factors.

- **Employee Attitudes and Values:** The general belief is that the personal values of the employees will automatically be in line with the goals of organisational sustainability, and therefore, the easy adaptation of GHRM practices is facilitated. This opinion is supported by Chaudhary (2020), who argues that more pro-environmental employees tend to participate in green initiatives. Nonetheless, this point of view does not give a full response to the aspects of employee motivation. It does not take into consideration the fact that employees can have conflicting values, or they may not consider sustainability to be an important aspect in their work. Moreover, the fact that the employees would be easily attracted to the GHRM initiatives due to their fit with their personal values does not take into consideration the fact that the extrinsic motivators, including the nature of rewards or recognition received when engaging in green practices, present tremendous obstacles. Thus, intrinsic motivation is not enough, and organisations should develop extrinsic motivators and an utter value promise to employees to work meaningfully in connection with GHRM practices (Mousa and Othman, 2020).
- **Resource Availability:** The suggestion that the more resources organisations have, the stronger they are placed to practice GHRM is a pertinent argument which, nonetheless, fails to take into consideration the aspects of resource allocation. Although financial resources are indeed very important in the execution of green initiatives, there are cases in which the allocation of financial resources is not easy. Mousa and Othman (2020) postulate that the lack of financial resources hinders the implementation of holistic GHRM practices by organisations, but they do not answer the question of how organisations become interested in sustainability in the first place. Organisations can also practice green HR with limited resources, especially when sustainability has been integrated into the organisational culture and vision of the organisation's leadership. In most instances, the focus on green objectives instead of immediate financial profitability is what makes GHRM successful, rather than the mere access to financial resources (Guerci et al., 2016). Therefore, resources are a critical enabler, but they

cannot be regarded as the only factor that can determine the effectiveness of GHRM practices.

External factors

- **Regulatory Requirements:** Regulatory pressures have been mentioned as one of the key influencing factors behind GHRM. As much as it is still a fact that organisations can be encouraged to integrate sustainability in their HR practices due to the need to adhere to environmental laws, this view overlooks the fact that it could as well be greenwashed. The practices of GHRM direction, which is principally shaped by the necessity to act in accordance with the law, can leave and become superficial and not aligned to the broader interests of the sustainability of the organisation. In most instances, organisations might set the goal of implementing GHRM practices up to the level of regulation and disregard the meaning of sustainability as one of their values or business principles (Zihan et al., 2024). This compliance oriented strategy is a risk that involves high performance of GHRM as a performative activity and not as a change agent in introducing sustainable change in organisations.
- **Societal Expectations:** This is the increasing pressure upon sustainable business practices on the society which is generally shown as an established influence that is guiding organisations to GHRM practices. Nevertheless, the expectations of the society and the organisational behaviour are not that easy to relate. Chaudhary (2020) claims that the pressure on the side of the population is what contributes to increased GHRM use, but the issue of stakeholder participation remains unalthough it was not addressed. The environment is not of a concern to the stakeholders in the same way and in certain industries the need to be green might not be so intense. Moreover, they can choose to participate in the sustainability projects that can be easily seen but do not entail the more structural change that is necessary to realise the sustainability. This selective interaction may lead to a green facade whereby organisations may seem to be environmentally responsible without actually making significant changes to their practices (Chaudhary, 2020). Thus, the importance of societal expectations has to be interpreted in the framework of the organisational motives and the pressure which different stakeholder groups are going to put.

1.1.4. Measurement of GHRM

The Green Human Resource Management (GHRM) measurement has been the subject of growing interest among scholars, and one way of measuring it is by developing several

validated tools to evaluate its application and effects. These tools usually look into the main dimensions, which include green recruitments, training, performance management, and employee engagement on the sustainability initiatives. Indicatively, Chaudhary (2020) used a Likert-scale questionnaire to gauge the degree to which the HR policies facilitate sustainability and the degree to which the employees are motivated to adopt pro-environmental behaviour. On the same note, Mousa & Othman (2020) evaluated organisational sustainability using surveys on employee engagement that emphasised the commitment of the leadership and training programs that strengthen organisational environmental values.

Although these tools provide systematic ways of assessing the adoption of GHRM, it is not entirely effective. The authors warn that these tests can be affected by the social desirability effect, particularly when data concerning the respondents is self-reported (Paillé et al., 2014). Further, Roscoe et al. (2019), who created a scale which includes the green culture, behaviour, and ethics, state that awareness could be measured, but it is still a challenge to make such behavioural change substantial. Nawaz Khan (2023) also argue that such tools put too much emphasis on form, as opposed to their functions, the existence of GHRM mechanisms, and their successful functionality and buy-in by employees.

Based on these considerations, this research will use the proven questionnaire by Tang et al. (2018) as the measure of GHRM practices. The tool encompasses aspects of green recruitment and selection, green training, green performance management, and green rewards. It is a holistic tool that fits well with the conceptual model of the current research. The validity and reliability of the questionnaire in the quantitative analysis are supported by its previous use in other sectors and its high psychometric standards.

1.1.5. Impact of GHRM on Employee Behaviour and the Organisation

Organisations experience better results by using Green Human Resource Management practices that drive employee actions towards sustainability. When HR departments apply sustainability principles, they help employees become better environmental stewards make their organisation run better and create more value.

Impact on Employee Behaviour

GHRM shapes how employees behave through their connection to the sustainability targets of the organisation. The organisation uses green training plus performance assessment methods as well as incentives to teach employees how to take care of the environment. Employees who go through green training learn effective environmental practices for the workplace. Dumont et al. (2017) demonstrate how training programmes focused on

sustainability help employees develop loyalty by making them more responsible with their energy use and resources. Green performance evaluations show employees exactly what they need to do to help achieve sustainability targets. Green performance evaluations with environmental metrics help companies monitor their employee performance while inspiring staff members to work for better environmental results, according to Chuah et al. (2021). Our system offers both monetary and non-monetary rewards to boost green behaviour performance among employees. According to Saeed et al. (2019), employees maintain high engagement when organisations reward and honour their environment-related work. GHRM creates better connections between employees and the company. Employees who believe their workplace supports sustainability tend to be happier with their jobs and match organisational goals better. When employees develop strong psychological ties to their organisation through sustainability efforts, they want to stay longer and feel more dedicated.

Impact on the Organisation

Green Human Resource Management (GHRM) is currently emerging as a facilitator of sustainability and improved performance in organisations in the international sphere. Organisations are making efforts to create a dynamic workforce that will assist in meeting ecological objectives, such as reduced energy consumption and waste reduction, by incorporating environmental objectives in HR practices, such as recruitment, training, and performance management. According to Guerci et al. (2016), GHRM will help to implement global environmental standards such as the ISO 14001, which will, respectively, enhance the legitimacy and environmental performance.

Moreover, innovation has been related to GHRM. Green training programmes impart knowledge to employees in order to accept alternative materials, be more energy-efficient, and devise new methods of addressing environmental issues (Amjad et al., 2021). This innovation potential is also viewed as adding to the competitive advantage of firms in response to the sustainability-related regulations and market requirements.

Positive claims such as these must, however, be scrutinised critically. Shah & Soomro (2023) warn that the connection between GHRM and innovation can be overstated in case the organisational culture and leadership fail to promote environmental values in their actual sense. On the same note, Iqbal et al. (2024) raise the threat of decoupling, whereby sustainability-focused HR policies are in form only and not properly entrenched in everyday organisational operations. Such a loophole may compromise the effectiveness of GHRM in the long run.

The employer branding is also linked to GHRM. Companies with plausible environmental certificates can be in a better position to recruit more sustainability-conscious

employees and earn the trust of stakeholders (Chaudhary, 2020). However, this may also be in itself a problem with the implementation of sustainability as a work tool, as opposed to a value system that runs deep.

1.1.6. Section summary

The section discussed the theoretical basis, elements, determining factors, measurement instruments and organisational effects of Green Human Resource Management (GHRM). It confirmed the development of GHRM as a CSR periphery to a strategic organisational operation with different models specialising in eco-friendly recruitment, training, appraisal, and rewards. The discussion showed that there are challenges like greenwashing, misalignment in culture, and measurement limitations. The internal factors, such as leadership and employee values, as well as external forces such as regulation and societal expectations, have a great impact on GHRM effectiveness. Although GHRM improves employee pro-environmental behaviour and helps organisations to be sustainable, it only succeeds when it is genuinely integrated and not symbolically done. The part ended with the adoption of a validated tool by Tang et al. (2018) in the assessment of the GHRM practices used in the present study.

1.2. Theoretical aspects of employee job performance

1.2.1. Conceptualising job performance

Job performance is the ability of employees to adequately complete their work obligations and help steer the goals of an organisation. It involves the effectiveness with which the tasks are performed, as well as the behaviours portrayed when undertaking the activities (Katebi et al., 2022). This idea goes beyond mere production of outcome results and incorporates the quality of adherence of the employees to organisational values, standards, and expectations in their ordinary work.

Task performance and contextual performance are often used in scholarly definitions of job performance to differentiate between different dimensions (López-Cabarcos et al., 2022). Task performance is an employee's core duties or responsibilities as they are contained in the job description. Contextual performance, in its turn, is voluntary or extra-role behaviours that enable an organisational environment, i.e. help others, portray initiative and create a positive organisational culture.

The adaptive performance also emerges as critical, as a growing body of research indicates that it is a quality that reveals an employee who is capable of responding well to change, developing new skills, and adapting flexibly to a scenario that is mutating (Şanlıöz et al., 2023). Adaptive performance is a more relevant indicator of job success, especially in

current dynamic workplaces, and particularly in workplaces that tend to focus on issues of sustainability and innovation.

The organisations may evaluate job performance to not only get an evaluation of individual effort but also to provide information to the human resources to make decisions that concern performance-based promotion, training, or reward decisions. In green sustainability-based industries, this evaluation can also cover support towards environmental projects and the observance of environmentally friendly practices. As an example, employees who diligently use sustainable approaches to work or contribute to green organisational ambitions on a regular basis can be regarded as high performers with regard to extended performance parameters (Jiatong et al., 2022).

Job performance constitutes a multidimensional aspect, as it is of core importance in defining the success of an organisation. It is the total effect of knowledge, skills, motivation and behaviour of an employee on his or her contribution of value to the organisation (Matsunaga, 2022). Successful performance management systems must recognise this complexity by not only measuring what is accomplished by employees but also their contribution to other overall organisational goals, such as culture alignment and sustainability.

1.2.2. Components and Factors of Employee Job Performance

Components of Job Performance

Job performance is divided into tasks and contextual performance by Mousa and Othman (2020), in their study. Task performance is fulfilling the work that is given to you such as meeting requirements, delivering on time and fulfilling targets while producing excellent outputs. Contextual performance means employees make both society and the workplace better by helping teammates and showing leadership. Chaudhary (2020), developed this framework further by including adaptive performance and counterproductive work behaviour. Adaptive performance shows how well employees handle changes and find solutions, yet counterproductive work behaviour includes actions like missing work and creating conflicts that work against company success.

Factors Influencing Job Performance

Different aspects impact how well employees do their work in three main areas: individuals, organisations, and their external surroundings.

- **Individual Factors:** Performance outcomes depend on what employees know how to do, along with what they can do and want to achieve, combined with their natural behavioural tendencies. Tang et al. (2018), explained that intrinsic motivation pushes

employees to do their work well for personal fulfilment and that performance gains from extrinsic rewards plus recognition. A person's performance depends heavily on their professional skills and knowledge, plus their health and work experience.

- **Organisational Factors:** Leadership behaviour and workplace environment impact how well employees perform their tasks along with what resources they have available. Teamwork and creativity grow better when employees support leaders and team members (Chaudhary, 2020). When training matches performance reviews to employee work aims it helps employees do better at their jobs.
- **Environmental Factors:** External market events affect employee performance because they set new demands on work teams. The way people work and the tools they need during work both affect how fast they get their work done (Al-Swidi et al. 2021).

1.2.3. Impacts of Employee Job Performance on the organisation

Employee performance has a strong impact on how well an organisation functions and succeeds in creating new ideas while staying sustainable. The high-performing staff helps companies work better while reaching targets and using resources wisely plus sparking fresh ideas. According to Amjad et al. (2021), organisations see better results in their daily operations when they link their human resource management methods to employee performance. Organisations achieve their goals through good task performance, while strong contextual performance creates a friendly and team-oriented environment. Workers who take environmentally friendly actions help the company achieve sustainability goals while protecting resources and reducing waste, according to a study by Chaudhary (2020). If employees actively make an effort to ensure environmentally friendly operations it helps to show the commitment of the organisation toward the environment and also keep it ahead of competitors.

In conclusion, Employee job performance is a multidimensional concept comprised of many things. Performance at work depends on how motivated workers are, plus their response to leadership while working in their designated environment. Valid performance scales show how well employees work to help organisations succeed by producing more output and keeping workers engaged. Organisations can achieve better results by using these factors to help their workforce perform better and grow their business.

1.3. Theoretical aspects of Employee Engagement

1.3.1. Concepts of employee engagement

Employee engagement represents the complete extent to which employees dedicate themselves mentally, emotionally, and behaviourally to their work and corporate life. Organisations rely heavily on this factor to boost employee work results and team performance while supporting company growth. A worker's engagement shows as their motivation to follow company values while doing more than their regular tasks for business success. Chaudhary (2020) explains employee engagement as the level of emotional connection workers have to their work while being ready to put in additional work above normal duties. Employee engagement produces high-energy workers who complete their tasks better while making organisations thrive over time. Mousa & Othman (2020) build on prior work by defining engagement as a mental state where workers feel respected while happily doing their work and making positive changes for the organisation. The research demonstrates how GHRM helps employees understand their duties better when these duties support sustainable practices.

Many experts explain employee engagement through their interpretation of workplace motivation and human behaviour. Tang et al. (2018) explain engagement through three dimensions which are vigour, dedication, and absorption. Employees show their energy and endurance at work through vigour, while dedication means they work with passion and purpose, and absorption shows their deep interest in completing tasks. Their research design shows that a strong employee connection to work delivers high-peak results. According to Amjad et al. (2021), employees engage when they feel internally motivated and their work helps achieve important company targets. Employees who see their business is dedicated to environmental and social work become more engaged in their roles delivering better performance at work. In their work Al-Swidi et al. (2021), demonstrated that leadership impacts employee engagement strongly. Organisations that put inspiring transformational leaders in charge of their teams to show appreciation for employee work get better employee engagement results. Leadership dedication to sustainability creates a deeper connection between employees and the company when they see the company's purpose behind environmental projects.

1.3.2. Components and factors of Employee Job Performance

The concept of employee engagement has many parts that affect workplace performance and work happiness together.

- **Vigour & dedication:** Employees with high vigour show energy, enthusiasm, and persistence in their tasks. Vigour protects employees from burnout while boosting their motivation to accomplish top performances according to Tang et al. (2018). Employees show commitment through their passionate work performance (Tang et al. 2018). People who believe their work has value will stay involved and perform their responsibilities well.
- **Absorption:** Engaged employees become completely absorbed in their work as they focus intensely and lose track of passing time according to Tang et al. (2018). Employees working at high absorption levels deliver faster results and generate fresh ideas.
- **Emotional Commitment & Cognitive Engagement:** Emotional loyalty toward the company makes employees willing to take extra steps beyond their job requirements (Chaudhary, 2020). Workers who are mentally absorbed develop new skills and direct their actions toward company targets according to Amjad et al. (2021).

Factors Influencing Employee Engagement

1. **Motivation:** How motivated people feel at work has a strong connection to their employee engagement levels. Workers who do important tasks and receive adequate rewards show higher commitment according to Amjad et al. (2021).
2. **Leadership Style:** Employees respond well when transformational leaders motivate them to grow and get involved in their work (Al-Swidi et al., 2021). Quality leadership helps employees trust their organisation and feel connected to its purposes.
3. **Workplace Culture:** A work culture based on teamwork and sustainability helps employees become more engaged at their jobs. The presence of a green culture within organisations helps employees discover their true purpose (Roscoe et al., 2019).
4. **Training and Career Growth:** Constructive training programmes and chances for career progression at work lead to higher employee motivation. Mousa & Othman (2020) explain that training programmes help employees gain motivation and decision-making authority.
5. **Recognition and Rewards:** Employees respond positively to their achievements when they receive either financial payments or public praise (Chaudhary 2020).

1.3.3. Impacts of Employee Engagement

Engaged employees help organisations to produce more and generate new ideas. Employees who are fully involved with their work produce better performance while showing

higher dedication and motivation. This behaviour helps companies succeed over time. According to Amjad et al. (2021), staff members give their work top priority whenever they feel appreciated and connected to company objectives. This helps produce better work and makes employees want to come to work more often. A highly dedicated workforce works more productively and produces fewer mistakes. Chaudhary (2020) shows that employees who are engaged at work naturally step beyond expected tasks to help teams and develop fresh ideas. Staff engagement decreases employee turnover, which lowers the need for hiring and training new employees, according to Mousa & Othman (2020). Employee engagement directly affects how much customers like our brand, leading to high customer satisfaction rates during business operations. Roscoe et al. (2019), show that organisations that motivate their staff to deliver better customer service keep customers loyal and committed. Firms with high levels of employee engagement become better at changing their operations, and they stay stronger through difficult times.

In conclusion, Employee engagement consists of three areas called vigour, dedication, and absorption, which deeply affect how employees perform their work in the workplace. Engagement levels of employees depend on their leadership team, their job responsibilities, and how the organisation functions. Valid measurement tools like UWES and the Job Engagement Scale show that employee engagement boosts performance along with product development and employee stay at work. Organisations achieve sustainable business success when their employees are highly invested in their work.

1.4. Theoretical aspects of motivation

1.4.1. Defining motivation

Motivation has long been held as a cornerstone of organisational behaviour, not as an instrument of productivity, but as a strategic lever that influences alignment of employees towards corporate goals. According to Chen et al. (2022), motivation explains the course, strength, and continuance of behaviour as a psychological force that makes a difference in motivating individual and group actions as evidenced in the workplace. The prevailing theoretical paradigm splits the motivation into intrinsic and extrinsic types, but the dichotomy is becoming more disputed in the framework of dynamic organisational settings.

Supporters of intrinsic motivation, including Rachmad (2022), believe that, when motivated by interest, curiosity, or meaning, employees will be more inclined to be creative, emotionally engaged, and long-term committed. This reasoning becomes even more robust in the context of sustainability workplaces where employees tend to find fulfilment in the process

of contribution to the larger societal or environmental cause (Marrucci et al., 2023). This kind of motivation can create discretionary effort, which breeds behaviours beyond the measurement of transactional performance.

The supposition that high performance could be maintained by intrinsic motivation alone is, however, debatable. Widarko & Anwarodin (2022) argue that extrinsic drivers, including bonuses, promotions, and recognition, are still required in the reinforcement of goal-directed behaviour, especially in contexts where performance demands are strictly set. Another point that is made by Peramatzis & Galanakis (2022) is that a model, such as goal-setting and reinforcement theory, offers a systematic foundation of performance alignment, which explains that external rewards may be instrumental in influencing employee behaviour.

However, it is dangerous when extrinsic motivation is overindulged. The first experimental study by Deci and Ryan that was also repeated by Tumi et al. (2022) warns that overrewarding will saturate intrinsic motivation and result in a lack of autonomy and a less strong emotional connection. It could be found rather harmful even at the workplace where individualised motivation is supposed to be creative, versatile, or adherent to social principles, which may be long-term.

Finally, motivation can not be perceived as a dichotomy, but it is a dynamic and situational process. Companies that successfully integrate both intrinsic and extrinsic factors i.e. provides meaningful work, participative leadership system, and reward system that is fair are able to establish not only engagement but also retention and sustainable performance as Mousa and Othman (2020) define it. Strategic motivation is not only a motivation of behaviour, but it is also a method of organisational change.

1.4.2. Components and Factors of Motivation

Components of Motivation

The dimensions of motivation affect the behaviour of the employees at the workplace and the degree of satisfaction they have towards their jobs which leads to more positive results to the organisation. The two types of motivation serve differently in engagement since they provide motivation both internally and externally to the employees.

- **Intrinsic Motivation:** Internal motivation arises from personal satisfaction while one performs duties and experiences interest in the work itself, plus strives to reach expertise (Amjad et al., 2021). Work becomes more enjoyable when employees are driven by internal motivation, which results in better creativity, problem-solving, and continued dedication to their tasks.

- **Extrinsic Motivation:** Employees receive rewards from outside the company, such as salary raises or promotion opportunities. Organisations set up formal reward programmes and distribute bonuses, plus offer professional growth opportunities to help staff meet their work targets (Chaudhary, 2020).
- **Achievement Motivation:** Achievement Motivation shows how much someone wants to achieve their targets and outperform expectations in their work. People with strong motivation for achievement create tough personal performance targets and work hard to get better at their jobs (Mousa & Othman, 2020).
- **Social Motivation:** Relationships at work and team performance determine how focused employees remain on their tasks. Workers seek recognition and appreciation through their work environment according to Al-Swidi et al. (2021). People become more motivated when their workplace values teamwork and offers help to its staff members.

Factors Influencing Motivation

1. **Leadership and Management Style:** Effective leaders help employees want to perform better at their jobs. The leadership style of transformational leaders creates employee motivation through vision setting, praise, and career development chances according to Al-Swidi et al. (2021).
2. **Job Design and Work Environment:** Good job organisation with clear tasks and independence plus chances to develop new skills helps motivate workers more (Chaudhary, 2020). An environment that employees enjoy at work makes them happy to perform their duties well.
3. **Rewards and Recognition:** Financial incentives, performance-based rewards, and public recognition boost extrinsic motivation (Mousa & Othman, 2020). Organisations that give equitable pay and professional growth chances keep their employees highly driven in their work.
4. **Work-Life Balance:** Supportive work policies and lifestyle programmes help employees maintain motivation and job satisfaction, which decreases employee stress and prevents them from leaving their jobs (Amjad et al., 2021).

1.4.3. Influence of motivation on the organisation

Motivation helps organisations achieve better results through higher worker performance and contentment alongside new ideas. When employees are highly motivated, they become more productive at work, doing better quality tasks and supporting company

objectives (Amjad et al., 2021). Employees who are fully engaged help solve business issues and create new ideas, which keeps the workplace lively. Motivated workers stick with their jobs better because organisations take action to build their careers and show appreciation for their contributions (Mousa & Othman, 2020). When employees are motivated, the quality of their work environment improves, and stronger team bonds are created. According to Roscoe et al. (2019), organisations need to build both internal work satisfaction and external rewards to achieve lasting business growth.

To conclude, the success of employees depends on their motivation, which results from internal and external factors such as leadership style, task organisation and performance rewards. The Self-Determination Theory and Work Extrinsic and Intrinsic Motivation Scale validate the measurements of motivation, which improves employee engagement and results in job satisfaction and better output. When companies use good human resource practices to motivate their employees, they build lasting business success and get loyal workers.

1.5. Theoretical aspects of organisational commitment

1.5.1. Concetualising organisational commitment

Organisational commitment refers to an employee's emotional attachment, identification with and involvement in an organisation. Employees display their dedication to work through their ongoing commitment to organisational success. Strong commitment from employees helps them perform better at work and decreases turnover rates while building a stable work environment, according to Amjad et al. (2021). Employees who connect their work goals with company targets strengthen both the company culture and production results.

Researchers use various definitions to talk about organisational commitment. According to Chaudhary (2020), organisational commitment describes how employees connect emotionally with their job and this emotional bond affects their decision to stay and work harder. The connection between employees and their workplace takes shape through their job pleasure and performance reviews while matching personal plans. Staff who actively engage with the company demonstrate their dedication and willingness to put in more work to reach company targets. According to Mousa & Othman's 2020 study, commitment depends greatly on workplace culture and leadership style. GHRM practises giving companies better commitment from staff when they include sustainability values in employee tasks. Employees tend to show dedicated support over a long time when they see their organisation practise environmental responsibility. Al-Swidi et al. (2021) explain that commitment to work includes an emotional attachment, a desire to stay because of leaving costs, and feeling obligated to stay.

Research shows different employee commitment types including those who stay from genuine interest and those who stay out of need or moral obligation.

1.5.2. Components and factors of organisational commitment.

Components of Organisational Commitment

Employees form a commitment to their organisation through three different types which are affective, continuance, and normative commitment.

- 1. Affective Commitment:** When employees have deep feelings for their organisation this creates affective commitment in them. Staff who display affective commitment stay with their company because they hold genuine enthusiasm for the company values and objectives (Al-Swidi et al., 2021). Their strong connection to their workplace motivates them to perform the above-required duties to benefit the organisation.
- 2. Continuance Commitment:** Employees continue their employment because they do not want to face financial or professional drawbacks upon leaving the organisation. Chaudhary (2020) says employees create continuance commitment when they see financial safety and career security plus no better job available. By keeping employees on board this approach does not always boost their work performance or job dedication.
- 3. Normative Commitment:** Staff with normative commitment stay with their organisation because they feel morally bound to do so. Employees develop commitment because of cultural norms and company support plus their loyalty to the leaders in charge (Mousa & Othman, 2020). When organisations value both employees and leadership ethics they create stronger employee moral connexions to their jobs.

Factors Influencing Organisational Commitment

- 1. Leadership and Management Style:** A transformational leader builds employee commitment through reliable support while sharing success goals with everyone. According to Al-Swidi et al. (2021), leaders succeed when they explain company goals and values to employees so they feel fully connected emotionally to the organisation.
- 2. Workplace Culture and Environment:** An environment that embraces all employees creates emotional loyalty toward the workplace. Businesses that take good care of their employees through ethical behaviours and workplace wellness receive greater worker dedication according to Roscoe et al. in 2019.
- 3. Job Satisfaction and Career Development:** Workers who discover purpose in their work and see chances to progress at their jobs remain dedicated to their employers. Mousa & Othman (2020) demonstrate that businesses which help their employees

develop new skills and advance their careers create dedicated employment relationships.

4. **Compensation and Benefits:** Employee loyalty develops when workers receive good pay plus job stability plus performance bonuses according to Chaudhary (2020). Employees tend to stick with their company when they receive a reasonable pay package.

1.5.3. Effects of organisational commitment on the organisation and employees

When there is strong dedication of employees in a company there is less cost on recruitment and training as the employees leaving their jobs are less according to Mousa & Othman (2020). Fully dedicated workers deliver better results and thus make the operation of the company more effective (Chaudhary, 2020). There is better collaboration among the staff if there is a positive workplace which has a strong commitment culture and promotes teamwork (Roscoe et al., 2019). Employees who feel committed to their work have a strong sense of professionalism and also show better job performance (Amjad et al. 2021). Strong dedication helps employees find their work purpose, leading them to do their jobs with more motivation and involvement. People with strong affective commitment create better work connections while gaining support from their team and receiving chances for career advancement (Al-Swidi et al., 2021).

To conclude, organisational commitment strongly affects how well employees stay on the job while delivering high-quality performance and keeping workplaces stable. People develop their commitment at work through three types of connection, which leadership and organisation practises affect. Workplace commitment levels rise when employees respond positively to the Three-Component Model and Organisational Commitment Questionnaire assessments. By implementing strategic HRM programmes that build commitment, organisations gain better employee loyalty and lower turnover while experiencing continued business success.

1.6. Connections between GHRM, employee job performance, employee engagement, motivation, and organisational commitment.

By directing how employees should perform and their behaviours at work should be GHRM does the work of leading organisations towards sustainability. Motivated and greatly loyal employees who achieve better performance results are created by the GHRM policies that support environmental sustainability. The purpose of this section is to study the underlying

connections that exist between the GHRM components and the impact they have on the business results.

1. GHRM and Employee Job Performance

GHRM makes sustainability an integral part of the regular process of HR such as hiring, training, managing performance and rewarding employees which helps the employees in achieving better results at work. According to the study of Amjad et al. (2021) to teach employees about sustainability training programmes are created and implemented by Green HR policies which results in improved task performance of employees and also promotes new work behaviours. These values are generally automatically adopted by employees who hold the value that sustainability is a top organisational goal so that they perform better at work. Chaudhary (2020) shows that including green HR practices in how workers are evaluated and rewarded leads employees to do more environmentally friendly work that raises business output. When organisations evaluate performance through sustainability standards, they develop a system that makes employees accountable for both their professional responsibilities and ecological efforts. Having both job and environmental goals makes employees more effective in reaching their targets. Psychological ownership of work grows as GHRM develops according to Roscoe et al. (2019) which increases employee performance. Workers who see their work make a difference in sustainability efforts are more committed to their tasks and solve problems better which demonstrates excellent performance.

2. GHRM and Employee Engagement

Employees connect more deeply to their work through GHRM practises because sustainable HR strategies make work environments that match what employees care about. Organisations that put ethical values and environmental concerns into their HR systems help employees find their purpose which makes them work harder.

According to Tang et al. (2018) engagement consists of vigour absorption and dedication which improves when organisations implement green HR strategies. Employees who train in sustainability subjects and take part in eco-friendly projects while getting performance rewards devote themselves more fully to their duties. Jobs become more rewarding when employees find their reason to work and perform better. According to Al-Swidi et al. (2021), strong leadership support for green human resource management practices directly increases employee engagement results. When leaders join sustainability initiatives, they inspire their employees to take part more fully in environmental programmes. Organisations that embed green values in their leadership approach develop an involved workforce that helps achieve business and environmental targets.

3. GHRM and Motivation

The impact of GHRM on employee performance depends strongly on how motivated staff members work. The majority of employees in sustainability-focused organisations develop stronger motivation from their work purpose both internally and externally. According to Amjad et al. (2021), green HR practises increase employee motivation through work that fits employee values and career goals. Employees become more motivated when they connect their work to sustainability targets. When employees take part in green HR initiatives, they feel a stronger sense of purpose which improves their job performance according to Mousa & Othman (2020). Organisations that drive environmental responsibility build employee teams that believe their daily efforts support goals that drive natural motivation more deeply. Through rewards and recognition programmes, GHRM affects how employees respond to external incentives. Chaudhary (2020) shows that companies which reward eco-friendly actions with both money and non-money benefits help their team members join sustainability projects. Performance-based reward programs that benefit from reaching sustainability targets create ongoing employee motivation and push them to keep finding better operating methods.

4. GHRM and Organisational Commitment

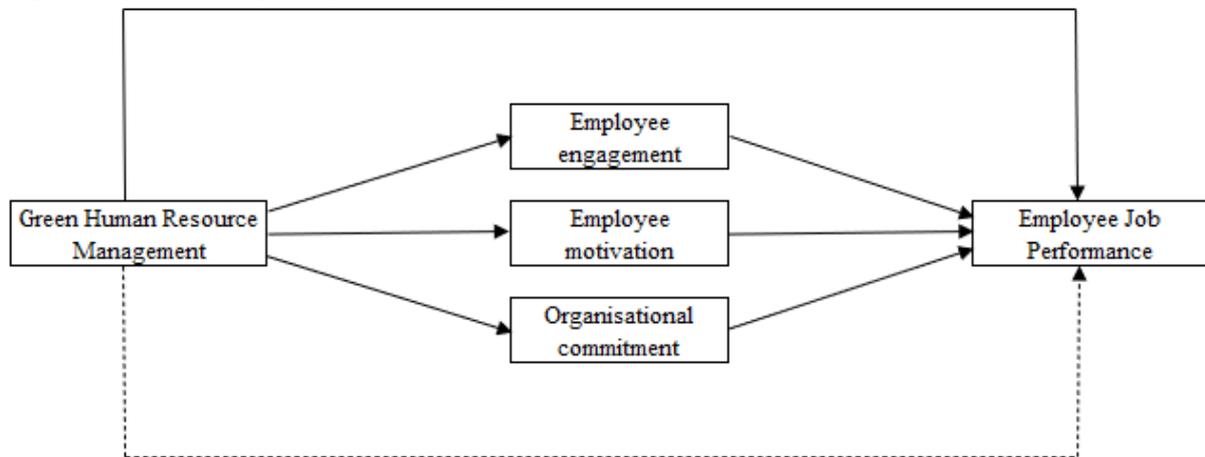
Through GHRM sustainable HR practises help organisations develop employee loyalty and personal connexion to work practises. Employees who see their company follow social and environmental standards form stronger emotional bonds with their workplace which boosts their affective commitment according to Al-Swidi et al. (2021). Mousa & Othman (2020) explain that green HR policies make workplaces ethical through employee respect and appreciation. Sustainable organisations put equal treatment first in employee systems, such as hiring standards and work health policies. These programmes build trust and loyalty among employees which lowers the desire to leave and keeps jobs secure. Employees develop stronger continuance commitment with our company when they understand how staying helps them achieve sustainable career benefits. Chaudhary (2020) shows that organisations that invest in green HRM create permanent career paths for employees, which makes them stay dedicated to their company. Employees who believe in their future sustainability jobs stay loyal to their current employer.

Staff members develop stronger normative commitment when companies express their commitment to safeguarding the world through transparent communications. Employees who naturally want to help environmental projects feel bound to their organisations because of moral duty (Roscoe et al. 2019). Organisations that build sustainability values into their HR

practices create dedicated employees who support their business goals and stay with the company long term.

1.7. Conceptual Model

Figure 1. The conceptual framework of the research



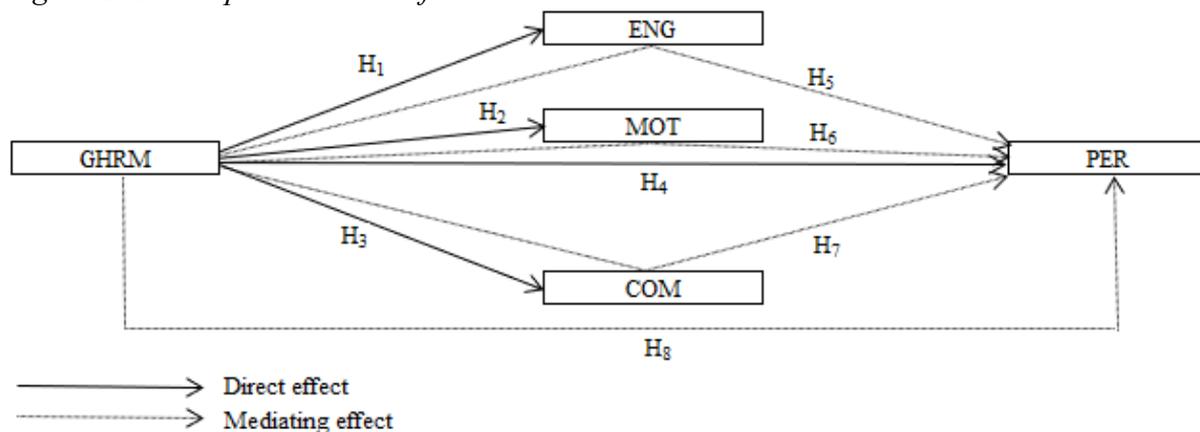
2. RESEARCH METHODOLOGY

2.1. Aim, model and hypotheses of the research

The research followed a quantitative design and was based on primary data, taken directly from respondents, which ensures the study is both relevant and accurate, and that the views expressed are those of employees working in green-certified organisations. An online survey was chosen as the data collection method because it is accessible, efficient and scalable.

This study was essentially meant to evaluate how the practices of Green Human Resource Management (GHRM) influence job performance among its employees, with focus being paid on the mediating roles played by employee engagement, employee motivation and undertaking of organisational commitments. This study aimed to determine not only the idea of whether GHRM practices have any direct impact on performance, but also the extent to which psychological and behavioural aspects work as vehicles through which this can happen.

Figure 2. The empirical model of the research



The theoretical perspective behind the study has been structured to analyse the mediating and moderating impacts of Green Human Resource Management (GHRM) practice on the job performance of employees, along with three mediating variables, which include employee engagement, employee motivation and organisational commitment.

The model suggests that GHRM is the independent variable (X) and employee job performance is the dependent variable (Y), employee engagement, motivation and organisational commitment, which are mediating variables (M). It is hypothesised that such mediators can be used to justify how GHRM practices influence employee performance.

The practices of HR that are found in GHRM are aligned to environmental sustainability and include green recruitment, green training, ecologically oriented performance

appraisal and green compensation systems. Not only is it believed that these practices lead to better performance environmentally, but it is also believed that the mindset and the behaviour of employees are positively influenced (Amjad et al., 2021).

Such a relation between employee engagement and GHRM can be supported by the fact that, because of environmentally responsible activities, the experiences at work prove to be profound. Employees become more psychologically involved in their work as they feel that they contribute to a more critical cause regarding the environment (Tang et al., 2018). Commitment and focus among employees are increased by the GHRM initiatives, such as participation in decision-making processes on environmental matters, sustainability-specific education programmes, and this escalates engagement.

On the same note, GHRM is significant when incentives and recognition of environmentally friendly practices and the futility in employee work activities are offered. Intrinsic and extrinsic motivation will be enhanced by ensuring that employees realise that their organisation places importance on environmental stewardship and rewards them on the basis of sustainable performance. More motivated workers have improved chances of bringing discretionary effort and possess better productivity and creativity (Chaudhary, 2020).

GHRM also influences organisational commitment, especially in terms of affective commitment, where the employees create emotional loyalty with their organisation. Workers who have a special concern toward sustainability and notice that their company encourages green projects are likely to feel loyal to their organisation and understand their moral duty to help the company succeed. GHRM reinforces this feeling of belonging and sense of ethical responsibility, which enhances retention and performance (Al-Swidi et al., 2021).

H₁: Green human resource management affects employee engagement positively.

The reasoning behind this hypothesis is that Green Human Resource Management (GHRM) practices, including green training, participative decision-making, and environmentally-responsible leadership, tend to increase employee engagement because a meaningful work environment well-aligned with the personal values of its employees appears to be one of the most powerful enhancers of employee engagement. The vigour, dedication, and absorption of employees are also associated with the belief that their activities serve a bigger social and environmental cause (Mousa & Othman, 2020).

H₂: Green human resource management affects motivation positively.

The basis of this hypothesis is that the GHRM increases the intrinsic and extrinsic motivation rates amongst employees. When green goals are integrated into training programmes, performance evaluation systems and reward systems, organisations motivate

employees to engage in meaningful and value-creating work. Workers are likely to work more with a big environmental mission and recognition and reward of green performance observed in aligned workplace roles (Renwick et al., 2013). Surveys have proved that these HR processes are important in enhancing the level of work motivation and energising, especially when sustainability is positioned as an organisational value.

H₃: Green human resource management affects organisational commitment positively.

GHRM is also associated with the higher organisational commitment, especially affective and normative commitment. Employees would develop emotional ties when they feel morally obligated to stay in the organisation due to the conviction that their employer is environmentally and socially responsible. Green programs are indicators of ethical behaviour and farsightedness, which in many cases fall into the values and professionalised understanding of the employees. Researchers have discovered that GHRM fosters trust, reinforcement of perceived organisational support and promotion of loyalty (Al-Swidi et al., 2021).

H₄: Green human resource management affects employee job performance positively.

GHRM affects employee job performance positively at workplaces, which is indicated in the fourth hypothesis of this study. GHRM has direct impacts on job performance through enhanced operational efficiencies and more profound ethical behaviours to go green (Tang et al., 2018).

H₅: Green human resource management affects employee job performance positively under the mediating role of employee engagement.

The fifth hypothesis conceptualise a wider version of the fourth hypothesis where GHRM has a positive effect on job performance under the mediation of employee engagement. The hypothesis suggests that employee engagement can modify the impact of GHRM on job performance.

H₆: Green human resource management affects employee job performance positively under the mediating role of motivation.

The sixth hypothesis signifies another broader form of the fourth hypothesis where the positive effects of GHRM on job performance is mediated by employee motivation. This hypothesis indicates how the positive influence of GHRM on job performance can be modified through the changes in employee motivation.

H₇: Green human resource management affects employee job performance positively under the mediating role of organisational commitment.

The seventh hypothesis is another expansion of the fourth hypothesis where the positive relationship between GHRM and job performance is mediated by organisational commitment.

This hypothesis signifies that the presence of organisational commitment can modify the positive impacts of GHRM on job performance.

H₃: Green human resource management affects employee job performance positively under the aggregate mediating role of employee engagement, motivation and organisational commitment.

The fifth, sixth, seventh and eighth hypotheses combinely form an expanded version of the fourth hypothesis since they indicate the mediational association between the GHRM and job performance in the presence of employee engagement, motivation and organisational commitment. Although GHRM can directly influence performance through enhancing operational efficiencies and promoting the ethical behaviours of going green, it is found to be more effective when its power is complemented with psychological inclinations to engagement, motivation and commitment (Muijs, 2022).

Independent variable: Green human resource management

This study used the Green Human Resource Management (GHRM) as the independent variable. GHRM is defined as a system of environmentally-focused HR practices that could incorporate the concept of sustainability within the very fabric of HR activities like recruitment, training, performance and rewards systems. The GHRM is operationalised in this study by recognising certain practices in GHRM, such as green recruitment and selection, green training and development, green performance management, green compensation and rewards and green employee relations practices.

Dependent variable: Employee job performance

The dependent variable was the employee's job performance, which can be defined as the extent to which employees execute their job-related duties and contribute to organisational objectives. This would incorporate both the task, which entails the fundamental tasks of the job and contextual performances, which encompass behaviours that benefit the organisation environment, like teamwork and flexibility. This research will measure employee performance as a Likert scale statement that will capture self-reported performances regarding task accomplishment, efficiency, quality of work and unpaid contributions made to make the organisation successful.

Mediating variables: Employee engagement, motivation and organisational commitment

The mediating factors included employee engagement, employee motivation and organisational commitment. Employee engagement is tracked by vigour, dedication and absorption indicators in work activities. Motivation is evaluated through the use of intrinsic and extrinsic rewards that encourage employees to make their best efforts, including happiness

at work, rewards, and recognition. Organisational commitment is measured in affective, continuance and normative aspects that describe whether an employee is emotionally attached to the organisation, obligated to remain in the organisation and whether the employee has invested in the organisation.

2.2. Instrument of the research and ethical consideration

The research plan in this study used a survey-based research design where study participants will be employees within the ready-made garments (RMG) sector in Bangladesh. The RMG industry has been chosen because of its increased prominence as a major industry that has entered the green and sustainable business concept. Considering the fact that the global demand towards ethical and environmentally friendly production is gathering steam, the RMG industry in Bangladesh has improved by leaps and bounds towards harmonising with the international sustainability requirements, and thus it provides a fitting context to study the impacts of Green Human Resource Management (GHRM) practices (Taherdoost, 2022).

There are more than two hundred green-certified garment factories in Bangladesh at the moment, and many more general factories are getting certified by international standards, ranging from LEED (Leadership in Energy and Environmental Design). The industry has also assumed the leadership in sustainability in the developing world through energy efficiency, water, waste management and green building infrastructure (Kagerbauer & Magdolen, 2024).

Primary cross-sectional data was used in the study. The main data was direct answers obtained from the respondents in the form consistent with the study purpose. This allowed for more accurate and applicable research into the correlation between Green Human Resource Management (GHRM) practices and the results that are achieved with employees. The study drew upon the perspectives of workers working in the RMG industry in Bangladesh, while considering the reality of the workplace environment. Cross-sectional research design was particularly appropriate for studies that seek to investigate associations, rather than cause and effect or across-period changes. The study employed cross-sectional design because it is highly efficient, comparatively easier to execute and fits the situation to collect the current state of behaviour and perceptions in employees (Saha, 2022).

Validated measurement scales were used in the research instead of general Likert questions. GHRM will be measured by using the measure by Tang et al. (2018), which was based on green recruitment, training, performance management and rewards. Motivation was assessed by the Work Extrinsic and Intrinsic Motivation Scale (Gagné et al., 2010). Organisational commitment will be measured using Meyer and Allen's (1991) Three-

Component Model. Job performance was measured with the Individual Work Performance Questionnaire (Koopmans et al., 2012).

To assess the pilot testing, the questionnaire was administered among a small sample size of employees of RMG to establish test questions on clarity, reliability and suitability of questions. Based on feedback, minor changes were made in order to improve the wording of the questions and flow of responses. This would make the end instrument valid and accessible to the target group.

Table 1. The objective questions of the survey questionnaire have been adopted from existing literature using 5-point Likert scale

Measure of scale	Observations	Likert scale	Source
Green human resource management (GHRM)	<ol style="list-style-type: none"> 1. Job candidates seeking green criteria to select organisation are attracted 2. Green employer branding is used to attract green employees 3. Employees with green awareness are recruited in the organisation 4. Training programs in environment management are developed to increase environmental awareness, skills and expertise of employees 5. Training programs are integrated to create emotional engagement of employees in environment management 6. Employees possess green knowledge management 7. Green performance indicators are used in performance management systems and appraisals 8. Organisation sets green targets, goals and responsibilities for managers and employees 9. Managers are set objectives on achieving green outcomes included in appraisals in the organisation 10. Disbenefits are present in the performance management system in the organisation for unachievement of environment management goals 11. Green benefits are available instead of reward points/prepaid cards to buy green products 12. Financial or tax incentives are present in the organisation 	<ol style="list-style-type: none"> 1) Strongly disagree 2) Disagree 3) No opinion 4) Agree 5) Strongly agree 	Tang et al. (2018)

Measure of scale	Observations	Likert scale	Source
	<p>13. Organisation has recognition-based reward system in environment management for staff</p> <p>14. Organisation has clear developmental vision to guide the employees' actions in environment management</p> <p>15. Mutual learning environment is present among employees for green behaviour and awareness in the organisation</p> <p>16. Formal and informal channels are present to spread green culture in the organisation</p> <p>17. Employees are involved in quality improvement and problem-solving on green issues</p> <p>18. Practices are offered to employees for participating in environment management</p> <p>19. Organisation emphasises a culture of environmental protection</p>		
Employee job performance (PER)	<p>1. Quality of employee's own work in the past three months is _____</p> <p>2. Compared to last year, employee judges the quality of his work in the past three months to be _____</p> <p>3. The frequency of the quality of employee's work is below what it should have been in the past three months is _____</p> <p>4. The rating of the quantity of employee's work in the past three months is _____</p> <p>5. Compared to last year, employee judges the quantity of his work in the last three months to be _____</p> <p>6. The frequency of the quantity of employee's work is less than it should have been in the past three months is _____</p> <p>7. Employee managed to plan his work so that it was done on time</p> <p>8. Employee worked towards the end result of his work</p> <p>9. Employee keep in mind the results that he had to achieve in his mind (reversed)</p> <p>10. Employee had trouble setting priorities in his work (reversed)</p> <p>11. Employee was able to separate main issues from side issues at work</p> <p>12. Employee was able to perform his work well with minimal time and effort</p>	Various scales using 5 points	Koopmans et al. (2012)

Measure of scale	Observations	Likert scale	Source
	13. It took employee longer to complete his work tasks than intended		
Employee engagement (ENG)	<ol style="list-style-type: none"> 1. Employee feels bursting with energy when he is doing his work 2. Employee feels energetic and capable when he is working or going to work 3. Employee is enthusiastic about his work 4. Employee's work inspires him 5. When employee gets up in the morning, he feels like going to work 6. Employee feels happy when he is working intensely 7. Employee is proud of his work 8. Employee is immersed in his work 9. Employee gets carried away when he is working 	<ol style="list-style-type: none"> 1) Never 2) Rarely 3) Sometimes 4) Very often 5) Always 	Schaufeli & Bakker (2004)
Employee motivation (MOT)	<ol style="list-style-type: none"> 1. Employees do their jobs because they enjoy those very much 2. Employees do their jobs because they have fun doing those 3. Employees do their jobs for the moments of pleasure those bring 4. Employees choose their jobs because those allow them to reach their life goals 5. Employees do their jobs because those fulfil their career plans 6. Employees do their jobs because those fit their personal values 7. Employees feel that they have to be the best in their jobs 8. Employees do their jobs because those are their lives and they do not want to fail 9. Employees do their jobs because their reputation depend on those 10. Employees do their jobs because those afford them a certain standard of living 11. Employees do their jobs because those allow them to make a lot of money 12. Employees do their jobs for the paycheck 	<ol style="list-style-type: none"> 1) Does not correspond at all 2) Corresponds a little 3) Corresponds moderately 4) Corresponds a lot 5) Corresponds exactly 	Gagné et al. (2010)
Organisational commitment (COM)	<ol style="list-style-type: none"> 1. Employee feels a strong sense of belonging to his organization 2. Employee feels emotionally attached to his organization 3. Employee feels like "part of the family" at his organization 4. It would be very hard for employee to leave his organization right now, even if he wanted to 	<ol style="list-style-type: none"> 1) Strongly disagree 2) Disagree 3) No opinion 4) Agree 5) Strongly agree 	Meyer and Allen (1991)

Measure of scale	Observations	Likert scale	Source
	5. Too much of employee's life would be disrupted if he decided to leave his organization 6. Employee feels that he has too few options to consider leaving this organization 7. Employee would feel guilty if he left his organization now 8. Employee feels a sense of obligation to remain with his current employer 9. Even if it were to his advantage, employee does not feel it would be right to leave his organization		

This study followed ethical benchmarks in order to uphold the integrity, rights and privacy of all the participants. Before their participation, a written consent was given to all the respondents explaining the purpose of the study, their participation, and their rights not to participate in it at all without having any further consequences. All the responses were voluntarily obtained without using coercion or inducement.

The research did not break anonymity and confidentiality. Nothing was expected of respondents in the way of the provision of any personally identifiable details. Information gathered through the Google Form will be kept safely, and the only person with access was the researcher. The analysis involved a pooling of all the responses so that the identity of the individual respondents is imperceptible. Such a solution protects the privacy of the participants and minimises possible limitations in self-reporting (Frisby, 2024).

The research also ensured that data protection is subject to strict data protection by adhering to GDPR compliant procedures in the case of applicability. Electronically stored data was password-protected and will use encryption. The raw data would not be sold to third parties, and all the information collected will be on academic grounds only.

Institutional ethical clearance were not sought as they were not necessary before the survey is administered. This accreditation confirmed that the study has adhered to research ethics, especially when it comes to primary data collection of human subjects. These principles were ethically reviewed and complied with to maintain the integrity of the study, as well as gain the trust and cooperation of the participants.

2.3. Selection of respondents and sample characteristics

In this research, the intended sample was include the employees of the ready-made garments (RMG) industry in Bangladesh, especially those who have been working in the

companies utilising Green Human Resource Management (GHRM). The choice of this industry was selective in that it closely understands the need for sustainability and the green compliance structures. To that fact, this sector is quite pertinent to the nature of the research. The presence of more than two hundred LEED-certified factories makes Bangladesh one of the world leaders in terms of green industrialisation in the apparel industry (Alford & Teater, 2025).

The RMG industry does not stand alone in the realm of national importance, but is also a prototype for other subjects aiming to be environmentally friendly. Its endeavours on embracing energy-efficient technologies, sustainability sourcing and environment-friendly lines of operations have been well-recorded (Singh et al., 2020). Consequently, by examining employee outcomes in the sector, there would be a specific examination of the conversion of green HR initiatives into performance, engagement, motivation, and organisational commitment.

This research applied a non-probability convenience sampling design. Participants were selected on the basis of accessibility and response willingness. This is a pragmatic and economic approach, particularly when targeting workers throughout the RMG industry in Bangladesh. Although not random in the sense of giving each person an equal chance of being selected, it is acceptable for exploratory research and where time and resources are limited. The data were collected online, which maximises participation by providing flexibility and anonymity.

The sample size was chosen to be about 202 respondents. This is considered a substantial amount of data for statistical methods like multiple regression, which need a larger sample size for validity and accuracy (Straub et al., 2022). A sample size this large not only provided enough variation to test mediation effects, but also increases the reliability of results. It also reduced the risk of bias resulting from small samples, which resulted in more robust findings that can be generalised.

To gather the information needed in the research, the survey took the form of an online survey since it is the most effective and highly accepted method of collecting large-scale primary data. Since the RMG industry in Bangladesh has employees spread geographically and due to time and resource limits, an online strategy was useful in reaching more people at a lower cost and with minimal effort. Also, it provided a guarantee of privacy and lowers social desirability bias, which has the potential to augment the accuracy of self-report methods (Ren et al., 2018).

The survey link was shared through email, LinkedIn, Facebook and X (previously Twitter), which ensured enhanced reachability of the survey link to the target participants.

These are professional platforms, and there was easy access to potential respondents in various organisations. Particularly, social media has been becoming more common to distribute academic surveys since it allows reaching out to a specific demographic effectively for non-probability convenience sampling design.

An online questionnaire created with the help of Google Forms was used as the main instrument of data collection in this study. This site was chosen because of ease of use, availability and automatic compilation of responses in a format that could be used in statistical analysis (Sarker & AL-Muaalemi, 2022). The questionnaire was in the two-section design where in the first part, there were demographic questions such as age, gender, position, and years of experience, and in the second part, there were the main questions using the Likert scale that will determine the key research variables such as Green Human Resource Management (GHRM), employee engagement, motivation, organisational commitment, and job performance.

2.4. Data analysis

In this study, Structural Equation Modelling (SEM) was used as the primary statistical test to analyse the described relationships in the conceptual framework and perform a test of the hypotheses offered. SEM is the appropriate statistical test for this study as the conceptual model includes three mediating variables to describe the relationship between the dependent and independent variables of the study. When there are parallel mediators present in an underlying correlation, SEM test can provide with the most robust results. For this reason, SEM was chosen to determine how largely Green Human Resource Management (GHRM) is impacting employee performance, under the mediating effects of engagement, motivation and organisational commitment. Besides, SEM test is suitable for large samples. Since the study targeted to survey 202 participants, SEM test fitted the analytical design of the investigation. SEM was performed based on the feedback received through the online survey. Independent and mediating variables were studied to know the extent to which they affect the variability of the dependent variable, which is employee job performance. The approach can also determine the force and importance of these relationships, thereby offering the empirical justification of the conceptual model (Maksimovic & Evtimov, 2023). All of the hypotheses were tested for statistical validation with the help of SEM.

To empirically test the first hypothesis, which proposes that Green Human Resource Management (GHRM) positively influences employee engagement, the following model was applied:

$$ENG = a_1 + b_1(GHRM) + e_1$$

Here, ENG represents employee engagement, GHRM is the independent variable, a_1 is the intercept, b_1 is the regression coefficient, and e_1 denotes the error term.

The second hypothesis, which is positive relationship between GHRM and employee motivation, then the model was identified as follows:

$$MOT = a_2 + b_2(GHRM) + e_2$$

MOT denotes employee motivation and the other terms are the same function as in the first equation. By doing so, this model provided insight into the degree to which green HR practises influence levels of motivation.

To test the third hypothesis, which suggests that GHRM positively affects organisational commitment, the model was defined as:

$$COM = a_3 + b_3(GHRM) + e_3$$

Here, COM captures organisational commitment. This model investigates the direct influence of GHRM on employees' emotional and professional loyalty to their organisation.

The fourth hypothesis indicates the positive effects of GHRM on employee job performance, which was defined as the following model:

$$PER = a_4 + b_4(GHRM) + e_4$$

Here, PER denoted employee job performance. This model investigates the direct influence of GHRM on employee job performance in their workplaces.

The last four hypotheses incorporates mediation effects of employee engagement, motivation and organisational commitment on the relationship between GHRM and employee performance dependent, and helps form the following models:

$$PER = a_5 + b_{51}(GHRM) + b_{52}(ENG) + e_5$$

$$PER = a_6 + b_{61}(GHRM) + b_{62}(MOT) + e_6$$

$$PER = a_7 + b_{71}(GHRM) + b_{72}(COM) + e_7$$

$$PER = a_8 + b_{81}(GHRM) + b_{42}(ENG) + b_{43}(MOT) + b_{44}(COM) + e_8$$

These models test how engagement, motivation, and commitment mediate the relationship between GHRM and performance.

2.5. Limitations of the research

One of the limitations of this research was that the self-reported data used in this research were gathered through questionnaires, which can be influenced by a social desirability bias. The respondents could also exaggerate their attendance or sponsorship of green practices in HR, which will affect the validity of the results. Moreover, the research was also restricted

to a particular organisational or sectoral setting, and this could potentially restrict its ability to be generalised to other industries or regions with alternative cultural, regulatory, or operational settings. Moreover, the cross-sectional nature of the study inhibits the causal relationship between GHRM practices and employee performance, whereby a cross-sectional view is provided instead of prolonged behavioural changes.

3. RESEARCH FINDINGS

3.1. Socio-demographic analysis

The socio-demographic analysis gives a comprehensive list of the characteristics of the participants, which gives an idea of what the sample consists of. Most of the respondents were men (51.98%), then there were female respondents (40.10%), and others (7.92) did not specify their gender. This emphasises a male-dominant sample, although there is also a big proportion of female participants. The highest percentage was the age between 26 and 35 years (56.93%), which implies a youthful workforce. The youngest group of 18-25 years took the second and largest portion of 16.83, and the older classes took the smaller percentages, implying that younger workers are more engaged in the green HRM practices under research.

In terms of education, the largest percentage of respondents possessed not less than a Bachelor's degree (34.65%), and a considerable number of the respondents also had a Master's degree (29.70%). Fewer proportions possessed professional qualifications or were at a high school education level. This means that the sample is well-educated. A majority of the respondents (48.51) were in the private sector, 26.73% in the public sector and 16.34 in the non-governmental organisations. Also, 40.10 per cent were employed in small organisations (10 to 49 employees), and 35.15 per cent were in medium-sized organisations (50 to 249 employees).

Table 2. The socio-demographic analysis of the research sample

Group	Class	Frequency	Prevalence
Gender	Male	105	51.98%
	Female	81	40.10%
	Prefer not to say	16	7.92%
Age	18 to 25 years	34	16.83%
	26 to 35 years	115	56.93%
	36 to 45 years	31	15.35%
	46 to 55 years	12	5.94%
	Above 55 years	10	4.95%
Education	High school certificate	10	4.95%
	College degree	20	9.90%
	Bachelor degree	70	34.65%
	Master degree	60	29.70%
	Professional degree	23	11.39%
	PhD/Doctoral degree	11	5.45%
	No formal education	8	3.96%
Organisation type	Private sector	98	48.51%
	Public sector	54	26.73%
	Non-governmental sector	33	16.34%

Group	Class	Frequency	Prevalence
	Other	17	8.42%
Organisation size	Very small (up to 9 employees)	24	11.88%
	Small (10 to 49 employees)	81	40.10%
	Medium (50 to 249 employees)	71	35.15%
	Large (250 employees or more)	26	12.87%
Field of work	Production	22	10.89%
	Supply chain	34	16.83%
	Admin and security	40	19.80%
	HR and recruitment	54	26.73%
	Finance and accounts	26	12.87%
	Sales and marketing	18	8.91%
	Others	8	3.96%
Subordinates	Yes	164	81.19%
	No	38	18.81%
Job type	Full-time	176	87.13%
	Part-time	26	12.87%

3.2. Descriptive statistics

The descriptive statistics provide a concise picture of the main variables in the research, which summarises the perceptions and behaviours of the respondents. The average score of the Green Human resource management (GHRM) practices was 3.68 with the standard deviation of 1.09, which indicates that, overall, the respondents have a positive attitude towards the practices of Green Human resource management, though there was some difference in individual ratings. The green employer branding practice and green training programme development scored even higher with averages of 3.84 and 3.82, respectively. This means that they are well regarded. Slightly lower ratings were, however, accorded to practices concerning green benefits and financial provisions, with averages of 3.59, which means that they were not so enthusiastic in these areas.

The employee's job performance was rated at moderate with a standard deviation of 0.54, representing an overall perception of satisfactory job performance, and yet there was room to improve it. The level of motivation was also high, with a score of 3.67, whereas the organisational commitment was 3.80, which means that there is a high degree of emotional commitment and loyalty towards the organisation. These statistics are a good source of information about the experience and attitude of the participants.

Table 3. The descriptive statistics of the variables and observations

Notation	Variable/ Observation	Average	SD
GHRM	Green human resource management	3.68	1.09
GHRM1	Job candidates seeking green criteria to select organisation are attracted	3.59	1.33
GHRM2	Green employer branding is used to attract green employees	3.84	1.25
GHRM3	Employees with green awareness are recruited in the organisation	3.52	1.20
GHRM4	Training programs in environment management are developed to increase environmental awareness, skills and expertise of employees	3.82	1.32
GHRM5	Training programs are integrated to create emotional engagement of employees in environment management	3.54	1.18
GHRM6	Employees possess green knowledge management	3.83	1.28
GHRM7	Green performance indicators are used in performance management systems and appraisals	3.63	1.28
GHRM8	Organisation sets green targets, goals and responsibilities for managers and employees	3.75	1.25
GHRM9	Managers are set objectives on achieving green outcomes included in appraisals in the organisation	3.55	1.22
GHRM10	Disbenefits are present in the performance management system in the organisation for unachievement of environment management goals	3.77	1.29
GHRM11	Green benefits are available instead of reward points/prepaid cards to buy green products	3.59	1.18
GHRM12	Financial or tax incentives are present in the organisation	3.77	1.25
GHRM13	Organisation has recognition-based reward system in environment management for staff	3.71	1.21
GHRM14	Organisation has clear developmental vision to guide the employees' actions in environment management	3.71	1.30
GHRM15	Mutual learning environment is present among employees for green behaviour and awareness in the organisation	3.64	1.21
GHRM16	Formal and informal channels are present to spread green culture in the organisation	3.77	1.21
GHRM17	Employees are involved in quality improvement and problem-solving on green issues	3.61	1.20
GHRM18	Practices are offered to employees for participating in environment management	3.75	1.27
GHRM19	Organisation emphasises a culture of environmental protection	3.56	1.17
PER	Employee job performance	3.24	0.54
PER1	Quality of employee's own work in the past three months is	3.44	1.06

Notation	Variable/ Observation	Average	SD
PER2	Compared to last year, employee judges the quality of his work in the past three months to be	3.29	1.08
PER3	The frequency of the quality of employee's work is below what it should have been in the past three months is	2.93	1.00
PER4	The rating of the quantity of employee's work in the past three months is	3.44	1.06
PER5	Compared to last year, employee judges the quantity of his work in the last three months to be	3.29	1.08
PER6	The frequency of the quantity of employee's work is less than it should have been in the past three months is	2.93	1.00
PER7	Employee managed to plan his work so that it was done on time	3.37	1.09
PER8	Employee worked towards the end result of his work	3.59	1.27
PER9	Employee keep in mind the results that he had to achieve in his mind (reversed)	2.42	1.17
PER10	Employee had trouble setting priorities in his work (reversed)	2.41	1.28
PER11	Employee was able to separate main issues from side issues at work	3.66	1.20
PER12	Employee was able to perform his work well with minimal time and effort	3.74	1.22
PER13	It took employee longer to complete his work tasks than intended	3.56	1.46
ENG	Employee engagement	4.16	1.05
ENG1	Employee feels bursting with energy when he is doing his work	4.16	1.36
ENG2	Employee feels energetic and capable when he is working or going to work	4.31	1.20
ENG3	Employee is enthusiastic about his work	4.17	1.23
ENG4	Employee's work inspires him	4.17	1.27
ENG5	When employee gets up in the morning, he feels like going to work	3.99	1.32
ENG6	Employee feels happy when he is working intensely	4.23	1.21
ENG7	Employee is proud of his work	4.09	1.31
ENG8	Employee is immersed in his work	4.16	1.23
ENG9	Employee gets carried away when he is working	4.15	1.28
MOT	Motivation	3.67	0.98
MOT1	Employees do their jobs because they enjoy those very much	3.73	1.33
MOT2	Employees do their jobs because they have fun doing those	3.83	1.11
MOT3	Employees do their jobs for the moments of pleasure those bring	3.62	1.11

Notation	Variable/ Observation	Average	SD
MOT4	Employees choose their jobs because those allow them to reach their life goals	3.78	1.24
MOT5	Employees do their jobs because those fulfil their career plans	3.50	1.12
MOT6	Employees do their jobs because those fit their personal values	3.71	1.23
MOT7	Employees feel that they have to be the best in their jobs	3.55	1.18
MOT8	Employees do their jobs because those are their lives and they do not want to fail	3.70	1.26
MOT9	Employees do their jobs because their reputation depends on those	3.62	1.13
MOT10	Employees do their jobs because those afford them a certain standard of living	3.73	1.18
MOT11	Employees do their jobs because those allow them to make a lot of money	3.55	1.11
MOT12	Employees do their jobs for the paycheck	3.70	1.17
COM	Organisational commitment	3.80	1.02
COM1	Employee feels a strong sense of belonging to his organization	3.77	1.23
COM2	Employee feels emotionally attached to his organization	4.00	1.15
COM3	Employee feels like “part of the family” at his organization	3.77	1.13
COM4	It would be very hard for employee to leave his organization right now, even if he wanted to	3.94	1.21
COM5	Too much of employee’s life would be disrupted if he decided to leave his organization	3.71	1.14
COM6	Employee feels that he has too few options to consider leaving this organization	3.87	1.20
COM7	Employee would feel guilty if he left his organization now	3.65	1.11
COM8	Employee feels a sense of obligation to remain with his current employer	3.87	1.23
COM9	Even if it were to his advantage, employee does not feel it would be right to leave his organization	3.64	1.09

3.3. Hypothesis testing

The findings in Table 4 are connected to the hypothesis that the Green Human Resource Management (GHRM) has a positive effect on employee engagement. The GHRM coefficient is 0.63, and it shows that there is a positive relationship between employee engagement and GHRM practices. This implies that, as the GHRM practices increase by one unit, the level of employee engagement will increase by 0.63 units.

Its z-value of 12.29 is very significant, and the p-value of 0.001 shows that the correlation in GHRM and employee engagement is statistically significant at the 1 per cent level. This implies that the possibility of a chance observation of this outcome is very low, which proves the correctness of the hypothesis.

The coefficient of GHRM has a confidence interval of 0.53-0.73, suggesting the existence of a positive relationship between GHRM and employee engagement. The fact that the whole confidence interval lies more than zero provides us with a guarantee that GHRM affects employee engagement significantly and positively. The value of 1.83 and the p-value of 0.001 suggest that, despite no GHRM, the level of employee engagement is at a minimum level. As such, the first hypothesis that green human resource management affects employee engagement positively is valid.

Table 4. Empirical results of the first hypothesis

	Coefficient	Std. error	z	P> z	[95% conf. interval]	
GHRM	0.63	0.05	12.29	0.001	0.53	0.73
Constant	1.83	0.20	9.23	0.001	1.44	2.21

Table 5 shows the outcome of the hypothesis being tested, that the Green Human Resource Management (GHRM) has a positive influence on the motivation of employees. The GHRM coefficient stands at 0.63, implying that there is a positive correlation between GHRM practices and employee motivation. This implies that employee motivation will go up by 0.63 units for every unit change in GHRM practices.

The z-value of 13.92 is rather high, and this fact also proves that the result is statistically significant. The p-value of 0.001 shows that the outcome is statistically significant at the 1-per cent confidence level, that is, the possibility of the outcome having happened by chance is very minimal. This gives a strong indication that GHRM is making an effective and positive contribution to employee motivation.

The confidence interval of the GHRM coefficient is between 0.54 and 0.72, and it excludes the value of zero. This value remains constant with a p-value of 0.001 which means that regardless of no GHRM practices, there exists a minimum degree of employee motivation. The results indicate that the hypothesis is right because the effect of GHRM on employee motivation is statistically significant, and both the relationship and the effect are strong and reliable. Thus, the second hypothesis that green human resource management affects motivation positively is valid.

Table 5. Empirical results of the second hypothesis

	Coefficient	Std. error	z	P> z	[95% conf. interval]	
GHRM	0.63	0.05	13.92	0.001	0.54	0.72
Constant	1.35	0.18	7.75	0.001	1.01	1.69

The findings of the hypothesis test as to whether Green Human Resource Management (GHRM) has a positive relationship with organisational commitment are indicated in Table 6. The GHRM coefficient is 0.59, which indicates that a unit increase in GHRM practices increases organisational commitment by 0.59 points. This positive coefficient means that GHRM positively influences the degree of commitment the employees have to their organisation.

The coefficient of error measures 0.05, which is small compared to the coefficient, meaning that the estimate of the coefficient is accurate. The z-value of 11.42 is high, which proves the importance of the outcome. That is, there are very low chances that this outcome was brought about by chance, hence affirming the fact that GHRM plays a significant role in organisational commitment.

The coefficient has a 95% confidence interval of 0.49- 0.69, excluding the value of 0, and this further confirms the validity of the hypothesis. This range proposes that the actual impact of GHRM on organisational commitment should be somewhere in this range, and in any case, GHRM positively impact.

The value of the constant is 1.64, and the p-value of the constant is 0.001, which means that, otherwise, even with no GHRM practices, employees possess a base of commitment to the organisation. The findings highly confirm the hypothesis that GHRM practices have a positive influence on organisational commitment. Hence, the third hypothesis that Green human resource management affects organisational commitment positively is valid.

Table 6. Empirical results of the third hypothesis

	Coefficient	Std. error	z	P> z	[95% conf. interval]	
GHRM	0.59	0.05	11.42	0.001	0.49	0.69
Constant	1.64	0.20	8.29	0.001	1.25	2.03

Results presented in Table 7 stands for the hypothesis that the Green Human Resource Management (GHRM) has a positive influence on employee job performance. GHRM has a coefficient of 0.11, which indicates that GHRM practices have a little, yet significant impact on employee job performance. This implies that the job performance of employees is predicted to increase by a unit of 0.11 as the GHRM practices go up by a unit.

The coefficient is relatively big, as compared to the standard error, and this means that the estimate is accurate. The z-value, which is 2.37, is significant and indicates that there exists a statistically significant relationship between GHRM and job performance. The p-value of 0.017 is less than the traditional value of 0.05, which assures that the value is statistically significant.

The confidence interval of the coefficient lies within the 95 per cent range of 0.02 to 0.20, and it does not follow zero. This also adds weight to the hypothesis since the period between zero and infinity is greater than zero, which is to say that there is always a positive impact of GHRM on job performance in this interval.

The constant value is 2.13 with a p-value of 0.001, and this indicates that employees have a baseline rate of job performance regardless of whether the GHRM practices are applied or not. The results are in favour of the hypothesis that GHRM positively influences job performance of employees, with statistically significant findings that GHRM practices result in employee performance improvement, but the magnitude of that effect is small. So, the fourth hypothesis that green human resource management affects employee job performance positively is valid.

Table 7. Empirical results of the fourth hypothesis

	Coefficient	Std. error	z	P> z	[95% conf. interval]	
GHRM	0.11	0.05	2.37	0.017	0.02	0.20
Constant	2.13	0.14	14.79	0.001	1.85	2.41

Table 8 gives the results of the hypothesis that under the mediating influence of employee engagement, Green Human Resource Management (GHRM) positively influences employee job performance. GHRM has a coefficient of 0.11 and thus indicates that GHRM positively influences the job performance of employees. This means that the improvement in GHRM practices would lead to an increase of 0.11 units in employee performance. The standard error of 0.05 is also rather low, which means that the estimate of the GHRM coefficient is accurate.

But, employee engagement (ENG) has the coefficient of -0.02 with the z-value of -0.41 and the p-value of 0.682, which are not significant. This can be interpreted to mean that the association between GHRM and job performance does not have a significant mediation by employee engagement.

This constant value is 2.13, and the p-value is 0.001, which means that even without GHRM practices or employee engagement, there is still a minimum level of job performance.

The hypothesis is partly proven, because GHRM has a great way on job performance and employee engagement does not have a significant mediation between GHRM and job performance. Therefore, the fifth hypothesis that green human resource management affects employee job performance positively under the mediating role of employee engagement is partially valid.

Table 8. Empirical results of the fifth hypothesis

	Coefficient	Std. error	z	P> z	[95% conf. interval]	
GHRM	0.11	0.05	2.37	0.017	0.02	0.20
ENG	-0.02	0.05	-0.41	0.682	-0.11	0.07
Constant	2.13	0.14	14.79	0.001	1.85	2.41

Table 9 displays the findings of testing the hypothesis, which states that Green Human Resource Management (GHRM) positively influences employee job performance with the mediating influence of motivation factors. The GHRM coefficient stands at 0.11, which demonstrates that GHRM has a positive impact on the job performance of employees. This implies that as GHRM practices increase by one unit, the performance of the employees will also increase by 0.11 units. The value of the standard error (0.05) indicates that the estimate is fairly accurate. The z-value of 2.37 is significant, and the p-value of 0.017 confirms the existence of this relationship, which is statistically significant at the 5% level. As such, GHRM does positively affect job performance.

MOT has a coefficient of 0.08, and this implies that motivation has a positive correlation with job performance. But the z-value of 1.46 and p-value of 0.145 indicate the effect of motivation is not statistically significant, as the p-value is more than the generally accepted level of significance of 0.05. This implies that motivation does not have a significant mediating role in the relationship between GHRM and job performance.

The constant is 2.13, and the p-value is 0.001, which shows that there is a minimum level of performance among employees even in the case of poor GHRM or motivation. The hypothesis is partially accepted since GHRM is a major contributor to job performance, but motivation is not a significant mediator. As such, the sixth hypothesis that green human resource management affects employee job performance positively under the mediating role of motivation is partially valid.

Table 9. Empirical results of the sixth hypothesis

	Coefficient	Std. error	z	P> z	[95% conf. interval]	
GHRM	0.11	0.05	2.37	0.017	0.02	0.20
MOT	0.08	0.05	1.46	0.145	-0.03	0.18
Constant	2.13	0.14	14.79	0.001	1.85	2.41

Table 10 contains the findings of the testing of the hypothesis that the Green Human Resource Management (GHRM) positively impacts employee job performance, though it occurs through the mediating variable of organisational commitment. GHRM has a coefficient of 0.11, which signifies the existence of a positive influence that GHRM has on job performance. This indicates that employee performance will increase by 0.11 units with a one-unit increment in GHRM practices. The standard error of 0.05 is not very big, meaning that this estimate is accurate. The z-value of 2.37 and p-value of 0.017 all affirm that this relationship is statistically significant at the 5% level, that is, the GHRM practices actually affect the job performance of employees in a positive and significant way.

The z-value of 2.75 and the p-value of 0.006 indicate that this correlation is statistically significant at the 1% level, which proves that organisational commitment significantly positively influences job performance.

The constant value is 2.13, the p-value is 0.001, which means that even without GHRM and organisational commitment, there is still a minimum threshold of job performance among the employees. The findings confirm the hypothesis that both GHRM and organisational commitment have positive effects on job performance. Thus, the seventh hypothesis that green human resource management affects employee job performance positively under the mediating role of organisational commitment is valid.

Table 10. Empirical results of the seventh hypothesis

	Coefficient	Std. error	z	P> z	[95% conf. interval]	
GHRM	0.11	0.05	2.37	0.017	0.02	0.20
COM	0.13	0.05	2.75	0.006	0.04	0.23
Constant	2.13	0.14	14.79	0.001	1.85	2.41

The results presented in Table 11 stand for the hypothesis assuming that Green Human Resource Management (GHRM) positively influences the job performance of employees under the aggregate mediation of employee engagement, motivation and organisational commitment, are provided in the table. GHRM has a coefficient of 0.11, and this is a positive influence on job performance. This indicates that the job performance of the employees would increase by 0.11 units with each unit increase in GHRM practices. The standard error of 0.05 is minimal

and shows an accurate estimate, and the z-value is 2.37 with a p-value of 0.017 to prove that such an effect is statistically significant at a 5 per cent level. Hence, GHRM positively influences job performance to a considerable extent.

When it comes to employee engagement (ENG), the coefficient is -0.02, the z-value is -0.41, and the p-value is 0.682. This means that employee engagement is not a significant mediator of the relationship between GHRM and job performance. The insignificance in statistics ($p > 0.05$) implies that employee engagement is insignificant in improving the impact of GHRM on performance.

The motivation (MOT) coefficient is 0.08 and the z-value is 1.46, and the p-value is 0.145. Although motivation has a positive relationship with job performance, it is not significant, as the p-value exceeds the value of 0.05.

The organisational commitment (COM) has the coefficient equal to 0.13 with a z-value of 2.75 and a p-value of 0.006, meaning that organisational commitment is a strong predictor of job performance and it does not fail to mediate the correlation between GHRM and performance. To some degree, the hypothesis is correct. Although GHRM and organisational commitment indeed have a significant influence on job performance, the mediation of employee engagement and motivation is not significant. Hence, the eighth hypothesis that green human resource management affects employee job performance positively under the aggregate mediating role of employee engagement, motivation and organisational commitment is partially valid.

Table 11. Empirical results of the eighth hypothesis

	Coefficient	Std. error	Z	P> z	[95% conf. interval]	
GHRM	0.11	0.05	2.37	0.017	0.02	0.20
ENG	-0.02	0.05	-0.41	0.682	-0.11	0.07
MOT	0.08	0.05	1.46	0.145	-0.03	0.18
COM	0.13	0.05	2.75	0.006	0.04	0.23
Constant	2.13	0.14	14.79	0.001	1.85	2.41

3.4. Reliability test

Table 12 presents the output of the reliability test, which was done by determining Cronbach's Alpha for each scale. Cronbach's Alpha quantifies the internal consistency, which is the degree to which the items in a scale depict the same construct.

In the case of Green Human Resource Management (GHRM), the scale consists of 19 items, and the Cronbach's Alpha is 0.98, which is viewed as excellent. It implies that there is strong internal consistency of the scale items in the GHRM scale, and it is also highly reliable. Employee Job Performance (PER) scale is a good Cronbach scale comprising 13 items with an alpha of 0.88. Although this is a little less than GHRM, the value represents a reasonable level of reliability, that is, the items in the job performance scale all indicate the same construct.

Employee Engagement (ENG) scale consists of 9 items, and Cronbach's Alpha is 0.94, which is very high. This indicates that the engagement items in the engagement scale have an excellent fit in that they are used in combination to be able to measure consistency in employee engagement.

The MOT scale has 12 items in the Motivation (MOT) scale with a Cronbach's Alpha of 0.96, which is very reliable. On the same note, the Organisational commitment (COM) scale consists of 9 items and its Cronbach's Alpha is 0.96, also exhibiting high internal consistency.

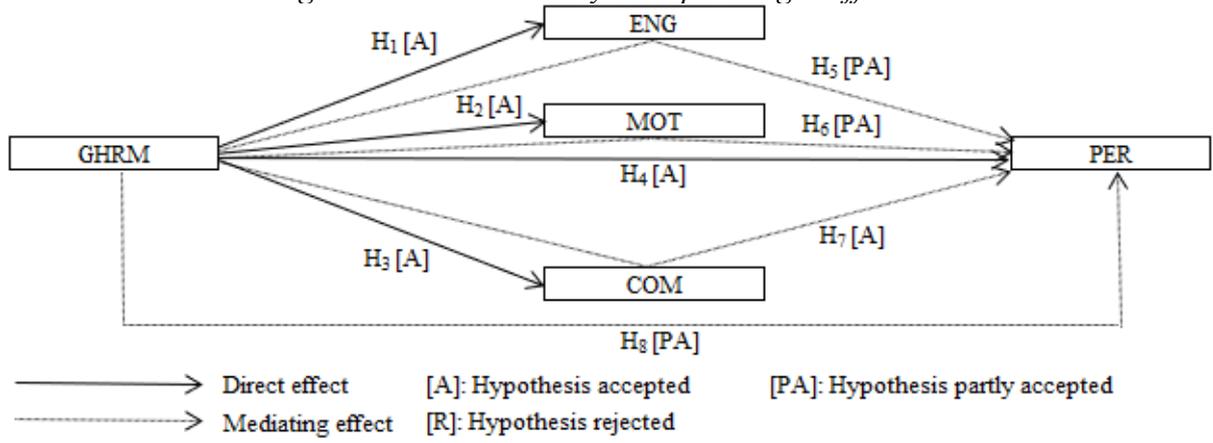
Table 12. Cronbach's Alpha values of the scales of measure

Scale	Items	Cronbach's Alpha
GHRM	19	0.98
PER	13	0.88
ENG	9	0.94
MOT	12	0.96
COM	9	0.96

3.5. Model summary

According to testing of the hypothesis with the testing of SEM, the model summary was presented in the form of path coefficients (Figure 3). The findings indicate that GHRM has a great impact on employee engagement ($H_1 = 0.63$), motivation ($H_2 = 0.63$), and commitment to the organisation ($H_3 = 0.59$). GHRM also affects the job performance of employees directly and statistically significantly ($H_4 = 0.11$). The only significant mediating effect is on organisational commitment ($H_7 = 0.13$). The mediating effects of engagement ($H_5 = 0.02$) and the motivational ($H_6 = 0.08$) effects are not statistically significant. H_1 , H_2 , H_3 , H_4 , and H_7 are thus supported and H_5 , H_6 and H_8 are not supported.

Figure 3. Model summary incorporating coefficients



4. DISCUSSION

4.1. Influences of Green Human Resource Management on Employee Engagement

The findings of the given research align with Zihan et al. (2024) and Dumont et al. (2017), showing that Green Human Resource Management (GHRM) has a positive impact on the engagement of the employees, with the practices of green recruitment, training, and environmentally sustainable performance management being particularly effective. The respondents noted that they became more engaged when they felt there was a salience between organisational sustainability values and personal environmental concerns. This confirms the claim by Zihan et al. (2024) that green HR practices lead to a feeling of purpose and organisational affiliation. In the same manner, Dumont et al. (2017) also highlighted the necessity of green training to develop responsibility, which was also supported by the respondents who appreciated sustainability-driven learning and goal setting.

The findings contrast the findings that was proposed by Renwick et al. (2013), who warned that the impact of GHRM on engagement would be superficial unless there was an authenticated commitment to culture or leadership. Conversely, the present research found statistically significant positive relationships between GHRM and engagement, and this reflects that the green HRM practices employed by sampled organisations are viewed as genuine and not tokenistic. The particular context of the study, the green-certified organisations in the Bangladesh ready-made garments (RMG) industry, may be one potential cause of this divergence, as the practices related to sustainability are becoming more of a part of business operations than an add-on service.

In addition, the results are consistent with Al-Swidi et al. (2021) and Nisar et al. (2024), who emphasised that leadership is essential in enhancing the effects of GHRM on engagement. Leadership participation in sustainability was a factor that was frequently cited by the participants of the survey as a motivating aspect. This implies that transformational leadership in the sampled organisations could have increased the impact of the GHRM practices. Thus, the structural presence of green HR policies is required, but the effects on engagement seem to be boosted by leadership authenticity and organisational culture fit to a considerable extent.

4.2. Green Human Resource Management affecting Motivation

Findings of this research indicate that there is a positive relation of high magnitude between Green Human Resource Management (GHRM) practices and employee motivation.

This justifies the previous research by Dumont et al. (2017), who proposed that GHRM increases the motivation levels among employees by giving them a better purpose and meaning in their jobs. Respondents of this research claimed that they felt more fulfilled when they were engaged in green training, performance appraisal based on sustainability factors, and ecologically oriented work. This is also very much in line with the self-determination theory presented by Deci & Ryan (1985), which emphasises that people are intrinsically motivated more when their work is one that is closer to their internal values and beliefs.

On the same note, the findings are consistent with Chaudhary (2020), who has established that green training and development increase the level of motivation of employees by enhancing their skills and perceived competence in sustainability practices. The participants of the study indicated that the knowledge with regard to sustainability made them feel masterful and self-developed. The perceived ability seemed to create a closer emotional attachment to their work and organisational objectives, which enhanced their intrinsic motivation even more.

The results of the study do not coincide with the scepticism expressed by Al-Swidi et al. (2021), who cautioned that the GHRM initiatives may not induce motivation when they are thought of as superficial, empty, or just symbolic. Although this issue is justified in most situations, the current study, carried out in green-certified organisations of the RMG industry in Bangladesh, revealed a little presence of such a sceptical attitude. The perceived credibility of sustainability certification and observable leadership source in these organisations was probably one of the factors that contributed to the perceived authenticity among employees, leading to an increase in trust and emotional commitment to the green initiatives by the employees.

The study also confirms the statements made by Aftab & Veneziani (2024), who emphasised that extrinsic motivation is one of the most important aspects of employee motivation. The participants reported that although purpose and alignment to values became significant in the list of motivating factors, extrinsic rewards in the form of performance bonuses, recognition, and promotion opportunities were also significant motivators. This is in line with goal-setting and reinforcement theory (Locke & Latham, 2002), which holds that extrinsic rewards can be a potent motivating power for desired behaviours, especially when the goals are well set.

4.3. Green Human Resource Management and its role in Strengthening Organisational Commitment

The results of this research prove that there is a strong positive correlation between Green Human Resource Management (GHRM) practices and organisational commitment. This contributes to the argument that Guerci et al. (2016) proposed that organisational commitment is enhanced when employees form a view of strong correspondence between their personal environmental values and the sustainability goals of their organisation. Subsequently, as per these results, the subjects of the present study found they feel a stronger emotional attachment to their organisation when the green HR practices, including sustainability training or environmental friendliness appraisals, are truly adopted. This emotional attachment was seen to be based on an inherent sense of purpose and commitment to the mission that the organisation had towards the environment.

The findings are also in line with Zaid et al. (2018), who highlighted that GHRM improves organisational commitment by facilitating the ability to develop skills and improve personal growth in sustainability practices. The opportunities to learn and develop green were often mentioned by respondents as the factors that helped them to create their sense of achievement and confidence, and this contributed further to their loyalty to the organisation. This result is part of the larger trend where the personal development and alignment of values would lead to affective commitment.

In addition, the results of the current research align with the perspectives of Noor et al. (2023) and Chuah et al. (2021), who emphasised the significance of transformational leadership in converting GHRM practice into sincere employee devotion. Some of the respondents specifically associated their organisational attachment to the observable role of their leaders in sustainability efforts. Employees became more interested in internalising the organisational goals and were more committed when the leadership behaviour was correlated to the green values. This supports the concept that authenticity of leadership increases perceived legitimacy and effectiveness of GHRM activities.

The research is in contrast with Luu (2020), who claimed that GHRM increases commitment only when regarded as credible and consistent. Although the concept of authenticity is admitted in the presented research, the majority of the participants did not voice their doubts regarding the intentions behind the green activities of their organisation. This difference could be explained by the fact that the sample is represented by the employees who

work at the green-certified organisations, where sustainability is typically ingrained in the strategy and operations, thus greenwashing is less likely to occur.

Another view was proposed by Sarmad et al. (2023), who believed that the impact of GHRM on organisational commitment is different when the preferences of the employees regarding the value of the individual environment are considered. Such differences did not find significant variance in commitment in this study. The likely answer is that workers in the chosen organisations are already inclined towards appreciating sustainability or that their environmental objectives have been acquired over the years through exposure and education.

The results also support Mousa & Othman (2020), who emphasised that there should be cultural uniformity in applying GHRM. The organisation with a strong approach to sustainability culture tended more to report strong organisational commitment, and those with less cultural alignment had relatively lower affective attachment. The research confirms that GHRM improves organisational commitment, especially when it is complemented by the leadership, cultural alignment and personal development opportunities. Though other scholars warn against exaggeration of the impact of GHRM, these issues seem to be less relevant in the case of certified organisations with instilled green values.

4.4. Impacts of Green Human Resource Management on Employee Job Performance

The results of this research validate the fact that there is a strong positive correlation between the Green Human Resource Management (GHRM) practices and employee job performance. The most common observations by the participants were that green practices, like sustainability-oriented training, environmentally conscious performance appraisal, and task designs, were part of their efficiency, confidence, and alignment with organisational objectives. These outcomes are similar to the arguments of Saeed et al. (2019), who believed that GHRM can create a sense of responsibility among employees by developing an environment of performance with a sustainability goal at its core. The potential respondents in the present study often emphasised the fact that their better job performance was due to the enhanced clarity, purpose, and environmental awareness caused by GHRM practices.

The results also align with Singh et al. (2020), who highlighted that green training helps in enhancing skills and self-efficacy, which subsequently improves performance at work. Most of the respondents reported that new competencies that were related to sustainability not only helped them become more competent but also encouraged them to take their jobs more seriously.

The results are slightly different from the apprehensions expressed by Roscoe et al. (2019) and Chuah et al. (2021), who doubted the comprehensiveness of GHRM influence in case initiatives are not based on authenticity or leader support. Within the framework of the given research, which is the green-certified organisations in the Bangladeshi RMG industry, there was no intense scepticism among the employees regarding the legitimacy of the green policies of their organisation.

The influence of leadership was found to be the most effective in determining the efficacy of GHRM, in accordance with the findings of Guerci et al. (2016) and Amjad et al. (2021). One of the central issues that were reiterated by the respondents was the significance of visible, values-driven leadership in strengthening the legitimacy and the effectiveness of green HR practices. Employees would work harder and show better job performance when the top leaders were involved in championing environmental programmes and conveying the intention of the green initiatives. The fact of transformational leadership in terms of encouragement, sharing of vision and becoming a role model seemed to enhance the impact of GHRM through inculcating a sense of belonging and shared responsibility among employees.

Though a part of earlier literature has stressed the weaknesses of GHRM when there is a weak cultural or leadership backing, the existing research established that these pre-requisites were well met in the sampled organisations. As a result, job performance was affected by the positive influence more significantly and was felt more strongly by the employees.

4.5. Mediating role of Employee Engagement in the Relationship between Green Human Resource Management and Employee Job Performance

This study's results reveal that employee engagement is not a crucial mediator in the Green Human Resource Management (GHRM) and employee performance in this theoretical expectation. As much as GHRM practices were observed to have a direct positive effect on individual employee engagement and performance, the mediating effect of engagement in the relationship between the two was not statistically significant. This finding is contrary to the findings of Iqbal et al. (2024), who predicted that employee engagement is enhanced significantly when employees are exposed to green HR practices like sustainability training or eco-oriented performance appraisals. Their perception is that once the personal values of the employees are aligned with the organisational sustainability objectives, the involvement levels increase and consequently the performance improves.

The findings are also not the same as those of Katebi et al. (2022), which emphasised the role of engagement as an important mediator which can turn green HR efforts into performance gains. Although the subjects of the present study admitted that green programs made them more aware and interested, such effects were not reflected in the statistically significant mediation. One of the reasons could be the background of the involved organisations- even though the concept of sustainability has been integrated in HR policies, the levels of engagement might not have been deep or consistent amongst employees to an extent that will lead to a collective impact on performance.

The reservations of López-Cabarcos et al. (2022) are justified by the findings of this study. They added that the mediating role of engagement is contingent on the perceived authenticity and embeddedness of the GHRM practices by the workers. Unless employees feel that such initiatives are genuine or more symbolic, there is a likelihood that there will be low engagement, irrespective of the policy implementation. Even though the sampled organisations were identified as green-certified, there may be small loopholes between the policy and the day-to-day operations that may explain why engagement, despite being present at that time, was not a powerful driver of performance in the particular mediating pathway.

Moreover, the element of leadership, which is underpinned by Şanlıöz et al. (2023) and Jiatong et al. (2022), seems to be applicable in the interpretation of the result, as well. The transformational leadership was found in some of the participating organisations, but was not homogeneous throughout the dataset. Where the leadership was unable to have a visible commitment to sustainability values, employee engagement seemed to have lost its effectiveness as a performance enforcer. This inconsistency can have undermined the entire mediating role of engagement in the GHRM-performance relationship.

The results partially confirm the findings of Matsonaga (2022), who warned against considering engagement as a universal mediator. The present findings indicate that the engagement rates cannot be high in an environment where sustainability is not a fundamental personal value among all employees or where the GHRM practices are not implemented equally, which might not lead to performance changes. To this extent, engagement seems a context-sensitive process, rather than a certainty of connecting green HR practices with better employee outcomes.

4.6. Motivation as a Mediator of the relationship between Green Human Resource Management and Employee Job Performance

These study findings demonstrate that employee motivation is a very important mediating variable between Green Human Resource Management (GHRM) and employee performance. It was found that the practices of GHRM, especially green recruitment, sustainability training and rewards that are environmentally oriented, enhance the motivation of the employees, which subsequently leads to better job performance. These results are considered to be strong support for the conclusions made by Tang et al. (2018) that suggested that GHRM can lead to intrinsic motivation because it gives employees a sense of purpose and identification with environmental values. In this research, a good number of respondents indicated that they felt more connected to their professional practice when they thought that it was working towards greater sustainability purposes, which points to internal value alignment being an effective driver and a way to improve the quality of work.

Similarly, the results can be related to Amjad et al. (2021), who stated that green training enhances the feeling of competence and self-efficacy among employees, thus increasing motivation. The respondents of the ongoing study stated that GHRM efforts provided them with the instruments and expertise to make an effective input in the sustainability goals, which created a feeling of professional development and ownership. This, on its part, seemed to empower them in terms of commitment and zeal for work performance.

The study also admits limitations in this mediating pathway, which agrees with the critical stance of Roscoe et al. (2019). Although motivation is a clear mediator between GHRM and the performance relationship, it might not be enough on its own. Some of the respondents suggested that motivation impetuses could, at times, fade away, especially without the assistance of further organisational support or significant rewards. This implies that unless the organisation continuously and publicly espouses environmental values, the motivation impact may be lessened, hence justifying the claim by Roscoe et al. that motivation requires a robust contextual base to elicit performance.

More so, the aspect of leadership became a key influencing factor, which supports the statement presented by Chaudhary (2020). This research discovered that the motivation of employees was significantly better in organisations where leaders were actually committed to sustainability and were enforcing the green agenda. The effect of GHRM practices on motivation was less apparent where there was no or very low leadership. This helps in supporting the notion that transformational leadership enhances the impact of GHRM by

creating an environment where green values are legitimised, and the employees become more prone to be motivated to contribute.

This study supports the statement made by Aftab & Veneziani (2024) that GHRM does not similarly influence every employee regarding their motivation. Even though the overall results showed that the mediation of motivation was significant, a few respondents showed that they had less enthusiasm towards sustainability-oriented programmes. These reactions indicate that the values of the personal environments do affect the reception and response of the employees to GHRM. The least motivated by the green initiatives were employees who identified less with the sustainability targets, and this shows the significance of having individual value alignment.

Lastly, the work lends credence to the stance of Mousa & Othman (2020), who emphasised the role of organisational culture in the achievement of motivational results. In firms where sustainability was integrated into the day-to-day activities, communication, and reward systems, the employees were consistently motivated by green practices. The participants have expressed that when sustainability became more of a company identity than a stand-alone program, they got more motivated and were more motivated to stay so.

4.7. Organisational Commitment as a Pathway Linking Green Human Resource Management and Employee Job Performance

The findings of the study confirms that organisational commitment is a significant mediating variable between the Green Human Resource Management (GHRM) and job performance of workers. This mediating effect was of a significant nature, meaning that the GHRM practices, when applied appropriately, can positively influence the level of emotional attachment of the employees to the organisation and, as a result, enhance their performance. The results are congruent with Rich et al. (2010), who registered a positive correlation to a significant degree between GHRM and organisational commitment. In their work on the research, respondents frequently reported that overall green training, green performance review and involvement in a sustainability programme facilitated the process where they internalised organisational value, which in turn resulted in a better emotional attachment and dedication to their job.

Similarly, the results validate Chen et al. (2022), who hypothesise that GHRM practices strengthen commitment by satisfying the personal environmental values of employees with the sustainability goals of the organisation. The participants in the study who affirmed that their personal growth by taking the green training and the ability to make a contribution towards an

environmental target made them feel like being part of the group and knowing their purpose, and it translated to a more committed and high-performing workforce.

However, the findings do not entirely agree with Rachmad (2022), who also brought up the question of whether organisational commitment would be sufficient to ensure better job performance. Even though most of the respondents in the current study perceived the sustainability activities undertaken by their organisation as authentic, a small proportion of the respondents doubted the absence of consistency in the implementation process, which sometimes compromised their authenticity.

The findings can be extended to Widarko & Anwarodin (2022), who added the role of leadership as a way of strengthening the GHRM-commitment-performance relationship. The staff members in this study stated that they were more committed and motivated when they were guided by a leadership that took an active part in the green initiatives and presented behaviours oriented towards sustainability. Poor or uninterested leadership in the environment led to low prospects of employees internalising the environmental values, and performance results were very low.

The impressions suggested by Peramatzis & Galanakis (2022), according to which organisational commitment is perceived differently by individuals, are also partially verified in this work. Though the channelling effect of the organisational commitment as a whole was also notable, the impact varied across the employees. Some individuals who themselves were not major admirers of environmental sustainability revealed that they were not as committed, and their performance gain was weaker in relation to the exposure to GHRM initiatives. It implies that the commitment-performance relationship is moderated by the Green values-personal alignment.

Al-Swidi et al. (2021) also claimed that GHRM needs a more personalised approach that would take into account the motivations of individual employees. Based on the findings of the current study, one can say that even though the overall organisational commitment can be enhanced with the assistance of the homogeneous application of the green HR practices, a more precise approach, which will consider the various levels of the environmental interest of the employees.

4.8. Combined Mediation Effects of Employee Engagement, Motivation and Organisational Commitment on the Impacts of Green Human Resource Management on Employee Job Performance

This study indicates the consistent evidence that Green Human Resource Management (GHRM) practices contribute to improving the performance of employees and that the mentioned relationship is moderated by three major psychological processes that include employee engagement, motivation, and organisational commitment. The mediators were observed to enhance the connection between GHRM and performance in the presence of uniformity. The results confirm the idea that GHRM provides a working environment that is favourable to personal development and value alignment that subsequently enhances work performance.

The findings can be well compared to those of Roscoe et al. (2019), who wrote that GHRM, through such initiatives as green recruitment, green sustainability training, and performance management aligned with the environment, can be used to align the values of employees and organisational sustainability objectives. This is also reflected in this study, where the respondents said they were more engaged, motivated and committed to their work as they realised that their efforts were helping towards greater environmental goals.

The fact that the mediating effect of engagement, motivation, and commitment is positive also agrees with the model suggested by Dumont et al. (2017), who considered these variables as interconnected processes, through which GHRM generates a cumulative performance effect. Their theory of a virtuous circle is confirmed by our results, as they indicate that engagement and motivation can enhance commitment, and the combination of the three can result in high-quality performance. Specifically, the workers involved in this paper reported that sustainability-related HR practices allowed them to experience a sense of competence, autonomy, and purpose, which are some of the primary stimuli of intrinsic motivation and prolonged performance.

Saeed et al. (2019) stated that GHRM practices generate intrinsic motivation and environmental commitment that are essential to high-performing employees. This was also the case in our data, since most of the participants were empowered by the green training and realised that their efforts were in line with both the environmental and organisational priorities, thereby supporting the commitment and performance.

The findings are also indicative of the issue that was brought up by Chaudhary (2020), who doubted the homogeneity of GHRM effectiveness. The author suggested that GHRM

efforts will not yield significant performance improvement in a company where employees feel that such efforts are tokenistic or superficial. A little but significant number of the respondents of this research expressed the same feeling, underlining that their trust and contact decreased because of inconsistent or tokenistic green behaviours.

Another critical determinant of the effectiveness of such mediators was leadership, which is congruent with the report of Al-Swidi et al. (2021). The results indicate that transformational leadership was influential in strengthening the GHRM mediator-performance relationship. When leaders were seen to encourage sustainability in their organisations, demonstrate green behaviours, and sustainability became an organisation's priority, the employees became much more engaged and committed. Conversely, the weaknesses of mediating effects of motivation and engagement occurred, and performance outcomes were low, where there was no leadership or where the leadership was not engaged. This goes a long way in arguing that leadership is not a secondary but a core requirement that GHRM can affect the outcomes of employees using psychological processes.

The argument in favour of Aftab & Veneziani (2024), who suggested that not every employee is influenced by GHRM, is partially supported by the study, as well. Based on their results, individual value alignment is a crucial factor towards defining the mediating effect of engagement, motivation, and commitment. In the research study, although most of the employees were positive about GHRM programs, other participants did not identify themselves with environmental sustainability and were less engaged and motivated. This supports the fact that GHRM strategies must be customised in a manner that is responsive to individual diversity in terms of personal values in the workplace.

Amjad et al. (2021) further their discussion by proposing a more personalised approach to GHRM, according to which the HR strategies should be tailored to fit the unique motivations and value systems of the employees. Besides, the results support those of Mousa and Othman (2020), who also noted the role of organisational culture. The results revealed that the positive mediating effects of engagement, motivation, and commitment had the greatest associations in organisations in which sustainability was incorporated in the organisational culture. The employee in such organisations referred to the green practices as being a natural extension of the identity of the company, and this increased their buy-in and kept them performing.

5. CONCLUSION AND RECOMMENDATIONS

5.1. Conclusion of the Study

The research has given a thorough analysis of how Green Human Resource Management (GHRM) influences employee performance with special emphasis on how employee engagement, motivation, and organisational commitment mediate that effect. The findings provide insights into the way green recruitment, green training programmes, and green performance management are possible to stimulate employee performance through the improvement of the key psychological and emotional factors underpinning effective performance at the workplace.

The main assumption in the study was that GHRM practices have a positive impact on employee performance, as they create more engagement, motivation and organisational commitment. The findings are mostly consistent with this assumption that GHRM indeed contributes much to the enhancement of employee performance, although the influence is mediated mostly by the engagement, motivation, and commitment of employees. Specifically, the study has discovered that when employees are involved and feel that they are part of the sustainability activities of the organisation, their overall performance is greatly improved.

One of the most important elements of this research was that employee engagement was identified as one of the major mediators between GHRM and job performance. The research has shown that employees who are more engaged in their work, especially in the sustainability efforts, are more apt to exhibit elevated degrees of job performance. This matching of personal and organisational values, and this is enabled by GHRM practices seem to be a potent source of engagement. The employees feel more motivated to do better when they realise that their efforts are helping to achieve greater environmental objectives. This result supports the notion that employee engagement is not merely about motivation and emotional investment but also about the actual results it leaves as far as job performance is concerned.

On the same note, motivation also came out as a major mediator of the relationship between GHRM and performance. This study established that GHRM practices, especially those that cover green training and development, are very important in enhancing intrinsic and extrinsic motivation. Intuitively, employees have a feeling of pride and mission when they are aware that their labour is helping to sustain the environment. Green principles like environmental rewards or awards that are given due to eco-friendly behaviour are extrinsically

reinforcing and create a sense of achievement and motivation. The more the employees get motivated, the more they are committed to the organisation, thus leading to better performance. These results indicate the need to develop GHRM strategies that support intrinsic and extrinsic motivation since the two forms of motivation are associated with increased job performance.

It was also established that organisational commitment mediated the relationship between GHRM and job performance significantly. Job performance was more prevalent among employees who are loyal to the organisation, particularly when it comes to the sustainability objectives of the organisation. The research found that organisational commitment, especially affective commitment, was at the centre stage of motivating the employees to do their best. Employees who have an emotional attachment to the organisation and have confidence in its mission will also tend to perform better than expected. This is especially true in organisations that believe in sustainability, as dedicated employees have higher chances to invest in the green activities of the organisation, which will add to its success.

Along with these positive results, the study also identified several critical aspects that determine the effectiveness of GHRM in enhancing the performance of employees. Among such important findings is the fact that the authenticity of GHRM practices is vital. Organisations that are involved in greenwashing, the adoption of green activities superficially in the effort to enhance their public image without committing to sustainability, will hardly realise the identical beneficial impacts on employee performance, engagement or commitment. Employees are sensitive, and they may easily tell when environmental initiatives are not well entrenched in the organisational culture or not. In this situation, GHRM practices are unlikely to result in improved job performance since employees are less inclined to become motivated or committed to practices which they view as being false.

One of the enablers of the positive impact of GHRM on employee performance was found to be leadership. Leaders who are proactive and advocates of sustainability efforts can encourage workers to become more deeply concerned about green practices. Transformational leadership, especially, is quite instrumental in employee motivation and commitment towards the sustainability agenda of the organisation. The example set by the leaders who support the notion of green behaviours and make the employees understand the significance of being green can help build a culture in which staff members will be emotionally engaged in the environmental mission of the organisation. This affective investment enhances the connection between GHRM practices and enhanced job performance.

In addition, the research found that the effect of GHRM on employee performance is not constant for all employees. Individual values and motivations of the employees are key

determinants in relation to the impact of the GHRM practices on the performance outcomes. The people who have common environmental values with the organisation are more likely to enjoy the benefits of GHRM practice because they will be interested in the sustainability objective of the organisation. However, the reverse is true since employees who are not concerned with environmental matters might fail to receive the full benefits of GHRM practices in terms of engagement, motivation, and commitment, and this might reduce the impact of the practices in enhancing their job performance.

5.2. Recommendation for Practical Implications

The results of the current research offer useful information about how the Green Human Resource Management (GHRM) practices may positively impact employee performance, especially when mediated by employee engagement, motivation, and organisational commitment. To achieve the full potential of GHRM in organisations, it is crucial to ensure that such practices are done wisely and efficiently. The set of recommendations should assist organisations in understanding how to make the most out of GHRM in terms of employee performance:

Authentic Commitment to Sustainability

In the quest to determine whether Green Human Resource Management (GHRM) can play a role in enhancing the performance of the employees, organisations need to make sure that their sustainability efforts are not empty rhetoric, but rather integrated into the organisational core values. Greenwashing sustainability is superficial or performed to create an impression on society, and this may undermine the positive impact of GHRM. Such efforts will be seen as insincere by the employees; they will not be engaged, and they will not feel committed. Companies must therefore invest in sustainability as an essential element of their strategy, whereby the aspects of green practices are not only symbolic, but also form part of the operations of the organisation. This genuineness will create a stronger emotional bond in employees, which can have a great impact on increasing the involvement and work performance.

Leadership Support and Involvement

Leadership plays an essential part in the establishment of the culture in which the GHRM practices result in a noticeable change in the performance of employees. Leaders are not only supposed to encourage green, but they are expected to be at the front line when it comes to ensuring sustainability, and they should be the first to show the desired behaviours they want their employees to adopt. Effective leadership support will provide a situation where

employees will be motivated to participate in sustainability practices and become more motivated and devoted to the organisational objectives. The leaders should make clear the significance of sustainability and make resources available to make sure that the employees possess the right tools to make it. Such a leadership engagement is critical in developing an environment that would appreciate environmental stewardship and high performance among the employees.

Tailored GHRM Practices for Employee Needs

Although GHRM practices can be used to improve the performance of employees, they need to be aligned with the needs and values of the individual employees. The coverage of sustainability efforts by all employees is not as high, and the effectiveness of GHRM may depend on personal traits. There are those employees who are intrinsically driven by the organisational environmental objectives and those who require highly extrinsic rewards, be it in the form of finances or recognition, to feel involved. Organisational approach to GHRM ought to be personalised, wherein various incentives and engagement techniques ought to be provided in order to address the diverse motivations of the employees. This may include establishing the preference of the employees and modifying GHRM activities to make sure that everyone is inspired to play with the objectives of the organisation to achieve sustainability.

Integration of Sustainability into Organisational Culture

Sustainability should be a culture of the organisation to ensure that the GHRM has a lasting influence on the performance of the employees. Companies that incorporate the concept of sustainability in their values and daily activities would be more prone to the rise of employee engagement and performance. This integration is based on harmonising the practices of GHRM with the overall organisational mission and making the employees realise the relationship between their own functions and the environmental goals of the company. Establishing a sustainability culture implies that green projects are not considered peripheral or fringe, but are core to the organisation. When the employees appreciate the fact that sustainability is an organisational value, they will be compelled to participate in the GHRM practices and become valuable members of the organisational objectives.

Continuous Evaluation and Improvement of GHRM Practices

In order to make sure that the GHRM practices are producing desired results, organisations should have systems where the practices are constantly evaluated and enhanced. Continuous evaluation enables organisations to quantify the effect of their green practices on their employee engagement, motivation and performance. Employee feedback can also be a valuable information source on what is and what should be modified. Conducting regular

assessments will make sure that the GHRM practices are relevant and effective so that organisations can make data-oriented decisions that will improve not only sustainability outcomes but also employee performance. This continuous review and refining are important in keeping the momentum of GHRM and making it successful in the long run, in motivating employees.

5.3. Recommendations for Future Researchers

Although the present research has been very useful in identifying the relationship that exists between Green Human Resource Management (GHRM) and the performance of employees, there are areas in which future research can explore further and elaborate on the results. Among the areas that can be researched in the future is the study of GHRM in various industries and within varying cultures. This research is related to one particular industry, yet the practices of GHRM can be much more effective in different industries, and the values of environmental conditions in different regions. Thus, the researchers of the future may explore the effects of GHRM on the performance of employees in other sectors, including manufacturing, health care or services industries and in other countries or cultural contexts. This would enable us to get a more in-depth insight into the generalisability of the GHRM practices and their overall applicability.

The longitudinal research on the impact of GHRM practices is also another area in which future research can be done. Although this research study may offer insightful information on the short-term effect of GHRM on employee engagement, motivation, and performance, a longitudinal study may also be able to provide deeper information on long term effects of GHRM. Longer-term research would enable the scholars to trace the changes in the levels of engagement, motivation and organisational commitment in reaction to GHRM practices and whether the effects are long-lasting. It would also provide insight into how the perception of employees towards the GHRM practices evolves as they get more assimilated into the organisational culture.

In addition, scholars may investigate how green innovation can be used in GHRM and its impact on employee outcomes. Green innovation can be defined as a new process, product, or idea that is environmentally friendly. More research into the effect of innovative green practices, including new technologies or sustainable business models, on employee motivation, engagement and performance might offer useful information on how organisations can improve their GHRM strategies. This may result in a more proactive and progressive approach to GHRM to keep organisations ahead in a world that is becoming more environmentally aware.

The other research opportunity is an investigation into the phenomenon of greenwashing in GHRM. Greenwashing is the term used to describe the act of organisations marketing themselves as environmentally responsible without making any significant or serious commitment towards sustainability. Research conducted in the future might look at how employees perceive greenwashing in GHRM practices and the effect on their engagement, motivation and job performance. This would provide a more insightful perspective on the adverse outcome of dishonest environmental programs and the role of authenticity in the GHRM practice.

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SUMMARY IN LITHUANIAN

95 puslapiai, 12 lentelių, 3 paveikslai, 68 literatūros šaltiniai.

Tyrimė analizuojamas žaliojo žmogiškųjų išteklių valdymo poveikis darbuotojų veiklos rezultatams bei darbuotojų išitraukimo, motyvacijos ir organizacinio įsipareigojimo tarpininkaujantis vaidmuo. Didėjant aplinkosaugos grėsmėms pasaulyje, verslo aplinkoje vis plačiau taikomos įmonių socialinės atsakomybės praktikos. Žalioji darbuotojų atranka, mokymai ir veiklos vertinimas yra žaliojo žmogiškųjų išteklių valdymo praktikos, kuriomis siekiama formuoti darbuotojų elgseną pagal tvarumo tikslus, prisidedant prie organizacijos ir aplinkos sėkmės.

Šiame tyrime daroma prielaida, kad žaliasis žmogiškųjų išteklių valdymas gerina darbuotojų veiklos rezultatus per išitraukimą, motyvaciją ir įsipareigojimą, kitaip tariant, per darbo atlikimo kokybę. Tyrimo rezultatai rodo, kad žaliojo žmogiškųjų išteklių valdymo praktikos turi teigiamą poveikį darbuotojų išitraukimui, motyvacijai ir organizaciniam įsipareigojimui. Kai darbuotojai yra išitraukę ir susiję su organizacijos tvarumo tikslais, jų darbo rezultatai gerėja.

Išitraukimas yra pagrindinis tarpininkaujantis veiksnys ryšyje tarp žaliojo žmogiškųjų išteklių valdymo ir darbuotojų veiklos rezultatų. Motyvacija, ypač vidinė arba išorinė, taip pat didina žaliojo žmogiškųjų išteklių valdymo praktikos veiksmingumą darbuotojų veiklos rezultatams. Emocinis prisirišimas prie darbo, atsirandantis dėl organizacinio įsipareigojimo, ypač afektinio įsipareigojimo, dar labiau stiprina veiklos rezultatų gerėjimą.

Tyrimas pabrėžia, kad vadovų palaikymas, organizacinė kultūra ir tvarumo praktikų autentiškumas sudaro žaliojo žmogiškųjų išteklių valdymo veiksmingumo pagrindą. Taip pat akcentuojama žaliojo žmogiškųjų išteklių valdymo praktikų integravimo su organizacijos vertybėmis svarba ir nuoširdus vadovybės įsipareigojimas tvarumui, siekiant užtikrinti visapusišką teigiamą poveikį darbuotojų veiklos rezultatams. Tyrimo rezultatai papildė esamą literatūrą apie žmogiškųjų išteklių valdymo ir tvarumo sąsajas bei suteikia praktinę reikšmę organizacijoms, siekiančioms didinti darbuotojų veiklos rezultatus taikant žaliojo žmogiškųjų išteklių valdymo praktikas.

SUMMARY IN ENGLISH

95 pages, 12 tables, 3 figures, 68 references.

The research explores the effects of green human resource management on employee performance, and the mediating effect of employee engagement, motivation, and organisational commitment. Due to the increase in environmental threats in the world, corporate social responsibility practices are being embraced in the world of business more and more. Green recruitment, training and performance management are all green human resource management practices that strive to ensure that employee behaviours are developed towards the sustainability goals, as part of the success of the organisation and the environment. This study assumes that green human resource management improves the performance of employees through engagement, motivation and commitment, which, in other words, leads to job performance. The results indicate that green human resource management practices have a good impact on employee engagement, motivation and organisational commitment. When employees are engaged and related to the sustainability goals of their organisation, they perform better. The participation is central to the mediation of the relationship between green human resource management and employee performance. Motivation, particularly intrinsic or extrinsic, also boosts the effectiveness of green human resource management practices on performance. Emotional attachment to work, which comes as a result of organisational commitment, especially the affective commitment, enhances further performance improvements. The study points out that leadership support, organisational culture and authenticity of sustainability practices form the basis of the effectiveness of green human resource management. The study highlights the relevance of integrating green human resource management practices with organisational values and having genuine leadership dedication to sustainability in the pursuit of ensuring the full benefits of a positive effect on employee performance. The findings add to the existing literature on the correlation between human resource management and sustainability, and provide a practical meaning to organisations that may aim to increase employee performance by adopting green human resource management practices.

APPENDICES

Survey Questionnaire

This study on “The Effect of Green Human Resource Management (GHRM) on Employee Performance: The Mediating Role of Engagement, Motivation, and Organizational Commitment” is being done as a part of the researcher’s Master’s Thesis. The topic has been chosen as green human resource management has become an interesting concept at present in the field of day human resource management. The primary aim of this study is to assess the impact of Green Human Resource Management on employee performance, employee engagement, motivation and organisational commitment. The study focuses on the ready-made garments (RMG) industry to understand how GHRM is stimulating employee performance in this sector. Thus, this survey is intended for the employees working in the RMG sector in Bangladesh.

Please provide the following socio-demographic information about yourself:

1. Are you a Bangladeshi residing in the country?
 - a. Yes (leading to the next question)
 - b. No (ending the survey)
2. Do you work in a RMG organisation in Bangladesh?
 - a. Yes (leading to the next question)
 - b. No (ending the survey)
3. What is your gender?
 - a. Male
 - b. Female
 - c. Prefer not to say
4. What is your age group?
 - a. 18 to 25 years
 - b. 26 to 35 years
 - c. 36 to 45 years
 - d. 46 to 55 years
 - e. Above 55 years
5. What is your last education level?
 - a. High school certificate
 - b. College degree
 - c. Bachelor degree
 - d. Master degree
 - e. Preofessional degree
 - f. PhD/Doctoral degree
 - g. No formal education
6. In which sector does your organisation operate?
 - a. Private sector
 - b. Public sector
 - c. Non-governmental sector (non-profit organisations, associations, societies)
 - d. Other (please specify) _____

7. What is your field of work?
 - a. Production
 - b. Supply chain
 - c. Admin and security
 - d. HR and recruitment
 - e. Finance and accounts
 - f. Sales and marketing
 - g. Others
8. What is the size of your organisation (in terms of the number of employees in your organisation)?
 - a. Very small (up to 9 employees)
 - b. Small (10 to 49 employees)
 - c. Medium (50 to 249 employees)
 - d. Large (250 employees or more)
9. Do you have subordinates?
 - a. Yes
 - b. No
10. What is your full-time job in the organisation?
 - a. Full-time
 - b. Part-time

Please provide your opinion on the following statements regarding how green human resource management can affect employee job performance in the presence of employee engagement, motivation and organisational commitment:

Green Human Resource Management:

1. Job candidates seeking green criteria to select organisation are attracted to our organisation.
 - a. Strongly disagree
 - b. Disagree
 - c. No opinion
 - d. Agree
 - e. Strongly agree
2. Our organisation uses green employer branding to attract green employees.
 - a. Strongly disagree
 - b. Disagree
 - c. No opinion
 - d. Agree
 - e. Strongly agree
3. Our firm recruits employees who have green awareness.
 - a. Strongly disagree
 - b. Disagree
 - c. No opinion
 - d. Agree
 - e. Strongly agree

4. We develop training programs in environment management to increase environmental awareness, skills and expertise of employees.
 - a. Strongly disagree
 - b. Disagree
 - c. No opinion
 - d. Agree
 - e. Strongly agree
5. We have integrated training to create the emotional involvement of employees in environment management.
 - a. Strongly disagree
 - b. Disagree
 - c. No opinion
 - d. Agree
 - e. Strongly agree
6. We have green knowledge management (link environmental education and knowledge to behaviours to develop preventative solutions).
 - a. Strongly disagree
 - b. Disagree
 - c. No opinion
 - d. Agree
 - e. Strongly agree
7. We use green performance indicators in our performance management system and appraisals.
 - a. Strongly disagree
 - b. Disagree
 - c. No opinion
 - d. Agree
 - e. Strongly agree
8. Our firm sets green targets, goals and responsibilities for managers and employees.
 - a. Strongly disagree
 - b. Disagree
 - c. No opinion
 - d. Agree
 - e. Strongly agree
9. In our firm, managers are set objectives on achieving green outcomes included in appraisals.
 - a. Strongly disagree
 - b. Disagree
 - c. No opinion
 - d. Agree
 - e. Strongly agree

10. In our firm, there are disbenefits in the performance management system for non-compliance or not meeting environment management goals.
 - a. Strongly disagree
 - b. Disagree
 - c. No opinion
 - d. Agree
 - e. Strongly agree
11. We make green benefits (transport/ travel) available rather than giving out prepaid cards to purchase green products.
 - a. Strongly disagree
 - b. Disagree
 - c. No opinion
 - d. Agree
 - e. Strongly agree
12. In our firms, there are financial or tax incentives (bicycle loans, use of less polluting cars).
 - a. Strongly disagree
 - b. Disagree
 - c. No opinion
 - d. Agree
 - e. Strongly agree
13. Our firm has recognition-based rewards in environment management for staff (public recognition, awards, paid vacations, time off, gift certificates).
 - a. Strongly disagree
 - b. Disagree
 - c. No opinion
 - d. Agree
 - e. Strongly agree
14. Our company has a clear developmental vision to guide the employees' actions in environment management.
 - a. Strongly disagree
 - b. Disagree
 - c. No opinion
 - d. Agree
 - e. Strongly agree
15. In our firm, there is a mutual learning climate among employees for green behavior and awareness in my company.
 - a. Strongly disagree
 - b. Disagree
 - c. No opinion
 - d. Agree
 - e. Strongly agree

16. In our firm, there are a number of formal or informal communication channels to spread green culture in our company.
- Strongly disagree
 - Disagree
 - No opinion
 - Agree
 - Strongly agree
17. In our firm, employees are involved in quality improvement and problem-solving on green issues.
- Strongly disagree
 - Disagree
 - No opinion
 - Agree
 - Strongly agree
18. We offer practices for employees to participate in environment management, such as newsletters, suggestion schemes, problem-solving groups, low-carbon champions and green action teams.
- Strongly disagree
 - Disagree
 - No opinion
 - Agree
 - Strongly agree
19. Our company emphasizes a culture of environmental protection.
- Strongly disagree
 - Disagree
 - No opinion
 - Agree
 - Strongly agree

Employee Job Performance:

- How do you rate the quality of your own work in the past three months?
 - Insufficient
 - Poor
 - Adequate
 - Good
 - Very good
- Compared to last year, I judge the quality of my work in the past three months to be....
 - Much worse
 - Worse
 - About the same
 - Better
 - Much better

3. How often was the quality of your work below what it should have been in the past three months?
 - a. Never
 - b. Rarely
 - c. Sometimes
 - d. Frequently
 - e. Often
4. How do you rate the quantity of your own work in the past three months?
 - a. Insufficient
 - b. Poor
 - c. Adequate
 - d. Good
 - e. Very good
5. Compared to last year, I judge the quantity of my work in the last three months to be....
 - a. Much worse
 - b. Worse
 - c. About the same
 - d. Better
 - e. Much better
6. How often was the quantity of your work less than it should have been in the past three months?
 - a. Never
 - b. Rarely
 - c. Sometimes
 - d. Frequently
 - e. Often
7. I managed to plan my work so that it was done on time.
 - a. Seldom
 - b. Occasionally
 - c. Sometimes
 - d. Usually
 - e. Always
8. I worked towards the end result of my work.
 - a. Seldom
 - b. Occasionally
 - c. Sometimes
 - d. Usually
 - e. Always
9. I kept in mind the results that I had to achieve in my work.
 - a. Seldom
 - b. Occasionally
 - c. Sometimes
 - d. Usually
 - e. Always

10. I had trouble setting priorities in my work.
 - a. Seldom
 - b. Occasionally
 - c. Sometimes
 - d. Usually
 - e. Always
11. I was able to separate main issues from side issues at work.
 - a. Seldom
 - b. Occasionally
 - c. Sometimes
 - d. Usually
 - e. Always
12. I was able to perform my work well with minimal time and effort.
 - a. Seldom
 - b. Occasionally
 - c. Sometimes
 - d. Usually
 - e. Always
13. It took me longer to complete my work tasks than intended.
 - a. Seldom
 - b. Occasionally
 - c. Sometimes
 - d. Usually
 - e. Always

Employee engagement:

1. When I am doing my work as an employee, I feel bursting with energy.
 - a. Never
 - b. Rarely
 - c. Sometimes
 - d. Very often
 - e. Always
2. I feel energetic and capable when I am working or going to work.
 - a. Never
 - b. Rarely
 - c. Sometimes
 - d. Very often
 - e. Always
3. I am enthusiastic about my work.
 - a. Never
 - b. Rarely
 - c. Sometimes
 - d. Very often
 - e. Always

4. My work inspires me.
 - a. Never
 - b. Rarely
 - c. Sometimes
 - d. Very often
 - e. Always
5. When I get up in the morning, I feel like going to work.
 - a. Never
 - b. Rarely
 - c. Sometimes
 - d. Very often
 - e. Always
6. I feel happy when I am working intensely.
 - a. Never
 - b. Rarely
 - c. Sometimes
 - d. Very often
 - e. Always
7. I am proud of my work.
 - a. Never
 - b. Rarely
 - c. Sometimes
 - d. Very often
 - e. Always
8. I am immersed in my work.
 - a. Never
 - b. Rarely
 - c. Sometimes
 - d. Very often
 - e. Always
9. I get carried away when I am working.
 - a. Never
 - b. Rarely
 - c. Sometimes
 - d. Very often
 - e. Always

Employee Motivation:

Using the scale below, please indicate for each of the following statements to what degree they presently correspond to one of the reasons for which you are doing this specific job.

1. I do my job because I enjoy this work very much.
 - a. Does not correspond at all
 - b. Corresponds a little
 - c. Corresponds moderately
 - d. Corresponds a lot
 - e. Corresponds exactly

2. I do my job because I have fun doing my job.
 - a. Does not correspond at all
 - b. Corresponds a little
 - c. Corresponds moderately
 - d. Corresponds a lot
 - e. Corresponds exactly
3. I do my job for the moments of pleasure that this job brings me.
 - a. Does not correspond at all
 - b. Corresponds a little
 - c. Corresponds moderately
 - d. Corresponds a lot
 - e. Corresponds exactly
4. I chose this job because it allows me to reach my life goals.
 - a. Does not correspond at all
 - b. Corresponds a little
 - c. Corresponds moderately
 - d. Corresponds a lot
 - e. Corresponds exactly
5. I do my job because this job fulfills my career plans.
 - a. Does not correspond at all
 - b. Corresponds a little
 - c. Corresponds moderately
 - d. Corresponds a lot
 - e. Corresponds exactly
6. I do my job because this job fits my personal values.
 - a. Does not correspond at all
 - b. Corresponds a little
 - c. Corresponds moderately
 - d. Corresponds a lot
 - e. Corresponds exactly
7. I do my job because I have to be the best in my job, I have to be a winner.
 - a. Does not correspond at all
 - b. Corresponds a little
 - c. Corresponds moderately
 - d. Corresponds a lot
 - e. Corresponds exactly
8. I do my job because my work is my life and I do not want to fail.
 - a. Does not correspond at all
 - b. Corresponds a little
 - c. Corresponds moderately
 - d. Corresponds a lot
 - e. Corresponds exactly

9. I do my job because my reputation depends on it.
 - a. Does not correspond at all
 - b. Corresponds a little
 - c. Corresponds moderately
 - d. Corresponds a lot
 - e. Corresponds exactly
10. I do my job because this job affords me a certain standard of living.
 - a. Does not correspond at all
 - b. Corresponds a little
 - c. Corresponds moderately
 - d. Corresponds a lot
 - e. Corresponds exactly
11. I do my job because it allows me to make a lot of money.
 - a. Does not correspond at all
 - b. Corresponds a little
 - c. Corresponds moderately
 - d. Corresponds a lot
 - e. Corresponds exactly
12. I do this job for the paycheck.
 - a. Does not correspond at all
 - b. Corresponds a little
 - c. Corresponds moderately
 - d. Corresponds a lot
 - e. Corresponds exactly

Organisational Commitment:

1. I feel a strong sense of belonging to my organization.
 - a. Strongly disagree
 - b. Disagree
 - c. No opinion
 - d. Agree
 - e. Strongly agree
2. I feel emotionally attached to my organization.
 - a. Strongly disagree
 - b. Disagree
 - c. No opinion
 - d. Agree
 - e. Strongly agree
3. I feel like "part of the family" at my organization.
 - a. Strongly disagree
 - b. Disagree
 - c. No opinion
 - d. Agree
 - e. Strongly agree
4. It would be very hard for me to leave my organization right now, even if I wanted to.
 - a. Strongly disagree

- b. Disagree
 - c. No opinion
 - d. Agree
 - e. Strongly agree
5. Too much of my life would be disrupted if I decided I wanted to leave my organization.
- a. Strongly disagree
 - b. Disagree
 - c. No opinion
 - d. Agree
 - e. Strongly agree
6. I feel that I have too few options to consider leaving this organization.
- a. Strongly disagree
 - b. Disagree
 - c. No opinion
 - d. Agree
 - e. Strongly agree
7. I would feel guilty if I left my organization now.
- a. Strongly disagree
 - b. Disagree
 - c. No opinion
 - d. Agree
 - e. Strongly agree
8. I feel a sense of obligation to remain with my current employer.
- a. Strongly disagree
 - b. Disagree
 - c. No opinion
 - d. Agree
 - e. Strongly agree
9. Even if it were to my advantage, I do not feel it would be right to leave my organization.
- a. Strongly disagree
 - b. Disagree
 - c. No opinion
 - d. Agree
 - e. Strongly agree