

**Green HRM and Environmental Performance:
The Role of Green Behaviors and Green Self Efficacy.**



Thesis Submitted to:
The Superior University, Lahore
In Partial Fulfillment of the
Requirement for the Degree of
Mater's of Philosophy in Business Administration

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DEDICATION:

This thesis work is dedicated to my husband, ZUBAIR YOUSAF, who has been a constant source of support and encouragement during the challenges of this thesis time. I am genuinely thankful for having you in my life and for your help. This work is also dedicated to my parents, who have always loved me unconditionally and whose good examples have taught me to work hard for things that I aspire to achieve.

ACKNOWLEDGEMENTS:

I want to acknowledge very grateful to Allah Almighty to give me the strength of mind to do this thesis towards completion. I am Very Grateful to my Supervisor named, Dr Qasim Ali Nasir, who made this work possible. His friendly guidance and expert advice have been invaluable throughout all stages of the work. I would also wish to express my gratitude to my supervisor for extended discussions and valuable suggestions, which have contributed significantly to the improvement of the thesis. Special thanks are due to my husband, ZUBAIR YOUSAF, helping with the figures and the final preparation of the theory. I would like to thanks Superior university and humbly extend my thanks to all concerned persons who co-operated with me.

ABSTRACT

This Study is undertaken to examine the relationship between the Green Human Resources Practices (green hiring, green training and involvement, green performance management and compensation”) and mediator green commitment and green behavior and Moderator as green self-efficacy. .

Its aim to investigate the green HRM practices of individuals towards environment performance. It further scrutinizes the mediating effect of green commitment and green behavior of staffs and the moderating green self-efficacy for their practical implementation. The target population is HR department staff of hospital of Lahore, Pakistan. To comportment this study, a sample included of 150 staff of HR department of hospitals of Lahore Pakistan. The data were gather using a Simple Random Sampling and were investigated through the partial least structural equation modeling (PLS-SEM) technique. Some analyses also check through Statistical Packages for Social Sciences (SPSS). The data were collected from November 2020 to FEB 2021. Data Collection is a very challenging task due to the Covid19 pandemic.

This research is an extension of existing literature by adding the mediator green commitment and green behavior and Moderator as green self-efficacy. The results

advise that Green HRP completely subsidizes to the environmental performance of the organization. Mediating roles of green commitment and green behavior and Moderating green self-efficacy were also found statistically significant. Moreover, Finding also reveal that the relationship between Green HRP and environmental performance would be stronger when employees become individually more concerned about the environment environmental behavior.

Keywords: Green Human Resources Practices, green commitment, green behavior, environmental performance and green self-efficacy.

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Chapter 1

Introduction:

1.1 Background of the study:

Politicians and top administrators in various fields regard the survival and maintenance of GHRM's natural resources as a critical concern. Global businesses are now growing their productivity to find new ways to leverage the essential resources of the market, where H.R. is based. A key catalyst for controlling, enforcing and sustainably optimizing efficiency is considered (Sheehan, 2014). According to Singh et al., 2019: The profitability of the organization, where H.R. is located, plays a significant part to be a competitive benefit to organizational growth, to lead to innovation and productive productivity and the efficient use of operating tools to remove risks and challenges and to the complex nature of the industry. The establishment of the economic balance between growth and consumption is seen as a challenge to businesses to integrate strategies that enhance economic, social and environmental performance and ensure ecological accountability. The explosive rise in pollution arising from cultivation and a corresponding reduction in natural resources have driven Nations, government institutions, environmental bodies and stakeholders, producers, consumers, staff and society at large to make better use of Green practices (Chan et al., 2012).

Several research works have looked at the sustainability concepts of staff, including the development of the concept for renewable products, the equal usage of resources, the optimal use of energy and pollution removal, waste and recovery, as an essential factor of adopting green culture and values (Graves and Sarkis, 2018). The greening of industries and the conservation of the atmosphere have been the priority of

policymakers throughout the 21st century. The result is the emergence of new approaches to traditional management of human capital (HRMs). It is leveraged to encourage eco and climate policies, which could be the cornerstone of evolved GHRM research studies on environmental sustainability (Jabbour et al., 2019). Consequently, HRM's role in organizational greening, as seen by many significant articles, has gained further attention from researchers in HRM. There is little concern among environmental analysts on the extent to which these issues impact (E.P.A., 2018).

However, green opportunities and threats are increasing for states, customers, and researchers; meanwhile, H.R.M.'s actions have helped solve these environmental issues. Instant progress of technical technologies and dynamic market shifts have required companies to sustainably maintain and use their resources, presenting various hurdles to economic and sustainable growth (Wang and Song, 2014).

The green changes and issues for states, consumers and researchers are increasing; initiatives by H.R.M. have been used comparatively to solve these environmental challenges. A few investigations have discussed employees' environmental qualities as a fundamental viewpoint regarding applying green culture and rates, including improving green item plans, supportable use of resources, productive utilization of energy and contamination emanations, waste, and reusing (Graves and Sarkis, 2018). The greening of firms and environmental supportability has become the plan of chiefs in the 21st century. Furthermore, new options in contrast to conventional human asset the executives (HRM) have been created. Seemingly, HR is a force point for encouraging green and manageable activities, where environmental maintainability might be at the focal point, and focal point of rising GHRM research considers (Jabbour et al., 2019). Thus, scientists zeroing in on HRM have focused harder on

HRM in the greening of associations, as demonstrated by the significant number of significant diaries on the theme (for example, Jabbour and Santos, 2008; Jackson and Seo, 2010; Jabbour and Jabbour, 2016). There is little contention about the level of effect of these issues among environmental subject matter experts (IPCC, 2018; EPA, 2018). Governments, buyers, and specialists are developing green chances and difficulties since HRM rehearses been moderately delayed intending to these environmental issues (Jackson et al., 2011). The greening of firms and environmental supportability has become the plan of chiefs in the 21st century.

Furthermore, therefore, new options in contrast to conventional human asset the executives (HRM) have been created. Seemingly, HR is a force point for encouraging green and manageable activities, where environmental maintainability might be at the focal point, and focal point of rising GHRM research considers (Jabbour et al., 2019). Thus, scientists zeroing in on HRM have focused harder on HRM in the greening of associations, as demonstrated by the significant number of significant diaries on the theme (for example, Jabbour and Santos, 2008; Jackson and Seo, 2010; Jabbour and Jabbour, 2016). Fast mechanical changes and dynamic market changes have constrained associations to oversee and use their resources practically, presenting numerous difficulties regarding the monetary and economic turn of events (Wang and Song, 2014). Extensively talking, agricultural nations don't ultimately receive green practices in every useful region; in actuality, barely any offices receive green practices (Gupta, 2018). These nations, by and large, have poor monetary execution for an assortment of reasons, for example, slacking political changes, immature financial business sectors, prevailing and failing to meet expectations public areas. In the help area, medical care is viewed as a significant specialist

Organization and is a territory of centre among establishments worried about environmental issues because of waste created (Romero and Carnero, 2017). The medical services industry by and large disregards environmentally maintainable practices and the ecological impact of the area for several reasons, for example, mindlessness and to maintain a strategic distance from additional costs (Mbongwe et al., 2008; Yellowlees et al., 2010).

Healthcare is a significant service provider in the service sector and stresses environmental aspects with the waste generated by organizations. (Carnero, Romero and 2017). The healthcare industry usually lacks environmentally friendly practices and environmental impact of the sector for many reasons, such as negligence and minimization of excessive expense (Yellowlees et al., 2010). This department of health science data collection generates large volumes of dangerous materials in this field. Managers in this field are under demand from the community in environmental matters to have high quality and cost-effective services. They should also solve environmental issues and mitigate the use of natural resources. (Pinzone and Lettieri, 2016).

Consequently, more services are dedicated to healthcare workers to develop environmentally-conscious programs such as recycling, energy management, reuse of water, eco sourcing, and economic mobility (McCain and Naylor, 2014). Due to the political situation and tension in the region, the occupied Palestinian territories (O.P.T.) are in a particular situation about environmental issues. The leading Environmental Management Authority (E.Q.A.) leaders are consistently engaged in improving conservation practices. They are several international agreements on environmental issues, the Solid Waste & Water Reproof Journal. In some cases, this complex and unique condition is unclear to be able to follow Green Policies and

implement them. (2017, Mari & Aaron). The Environmental Sustainability Authority (E.Q.A.) representatives are participating as members of the Journal of Pre-proof of Solid Waste and Water, a series of international discussions on environmental issues, to strengthen conservation practices (E.Q.A., 2010). This complicated and unique situation reflects an unknown degree of preparation to adopt and adopt green policies in some areas (PCBS, 2016; M.O.H., 2016). This examination features three key hypothetical commitments.

To begin with, it reacts to the need for experimental examinations on GHRM rehearses in the assistance area, and inside a remarkable, agricultural nation circumstance, and contributes an incentive to the current assortment of writing by giving experimental proof to the degree of usage of the GHRM pack rehearses in this significant assistance area. This investigation is the first of its sort in Palestine to be led in the medical services area. Second, it investigates the effect of the GHRM packs on manageable execution utilizing blended strategies research (subjective and quantitative) and contributes significant proof from Palestine to current GHRM rehearses and maintainable implementation writing regarding non-industrial nations. Third, a conceptual framework was created, giving a robust system and helpful bits of knowledge for medical care associations to encourage utilizing HR rehearses to improve economic execution. This study highlights three critical theoretical contributions. Firstly, the lack of longitudinal research in facilities and the unique situation in developing countries surrounding GHRM operations. The longitudinal evidence of the magnitude of implementing GHRM product procedures in this essential area brings significance to the current body of literature. This is the first study of its kind in Lahore to be conducted in the healthcare sector. This complicated and unique situation reflects an unknown degree of preparation to adopt and adopt

green policies in some areas (PCBS, 2016; M.O.H., 2016). This examination features three key hypothetical commitments.

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Second, GHRM explores the effect of GHRM 's sustainable performance packages by using mixed (qualitative and quantitative) analytic tools and presents related evidence on the latest GHRM practises and literature in developing countries on sustainable performance.

Third, a methodological framework was developed to offer reasonable procedures and realistic viewpoints for HR to healthcare organizations—sustainable performance enhancement activities.

This research document analyzed GHRM activities in Lahore hospitals in the healthcare field.

This paper investigated GHRM practices in the healthcare sector in Lahore.

To this end, this study set the following objectives:

To decide the degree of usage of GHRM rehearses in Palestinian medical services associations.

To research the connections among GHRM and practical execution in health care medical services departments.

To build up a framework that can help with executing GHRM in Lahore medical services departments.

1.2 Problem statement:

Despite special procedures in the comprehension of the development and effects of GHRM, it remains unresolved in the most essential and vital question as to how and in what ways GHRM is linked to what sectors. Like many other industries, H.R. organizations often require qualified, creative, and self-awakened people in health sectors. The study in many hospitals and research institutes is a poor technique and procedure in hospitals. The findings are unsatisfactory.

This study was focused on a shared capital perspective and further examined the effect of GHRM activities on sustainable implementation. Expert guidance is given in the study. This analysis offers welfare agencies and contractors an excellent incentive to flexibly fix green policies to meet market and income targets for welfare elements.

This research urges organizations to pursue GHRM to improve sustainability standards and reduce risks to people constantly.

The analysis indicates GHRM 's reception shows the company's image and efficiency, culminating in creating a portion of the piece of pie from earth-inquisitive customers (Zaid, Bon et al . 2018). The costly appropriation of GHRM rehearses the routine explanation for the performance. (Jaaron 2017) was the most impediment to GHRM practices amongst wellness areas in Pakistan, where GHRM investigation revealed that transparent activities aimed at defining an organisation's presentation are genuinely achievable.

Moreover, it can be found that due to the ignore of the relation between GHRM, environmental output, and self-qualify, GHRM fields have grown next to each other (Jabber and de Sousa Jabber, 2016). This lack of reverence poses a key concern (Jacob, Crawford et al., 2010) for direct analysis and clarifies the criteria for adopting green H.R.M. in human resources rehearsal and ecological behaviour. This review was used to increase the critical study that indicated the H.R.M. activity. Practices may illustrate the upper hand of the fitness segment(Zimmermann and Foerstl 2014). Owing to this void in historical inquiries that disregards the part of fair presentation, GHRM lacks the environmental performance feature and the social and financial success of the population because competitiveness has collapsed and that the health sector has suffered. The findings of this research also help health practitioners pursuing environmental performance improvement. This review was used to increase the critical study that indicated the H.R.M. activity. Practices may illustrate the upper hand of the fitness segment(Zimmermann and Foerstl 2014).

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success of the population because competitiveness has collapsed and that the health sector has suffered. The findings of this research also help health practitioners pursuing environmental performance improvement.

1.3 Research Question:

- What is the relationship between Green HR Practices and green commitment?
- What is the relationship between green
Commitment and green behaviour?
- What is the relationship between green behaviour and environmental
Performance?
- Do self-efficiency moderates
- Relationship between green commitment and green behaviour?

1.4 Research Objective:

- To Examine the relationship between Green HR Practices and green commitment.
- To observe the relationship between green commitment and green behaviour.
- To observe the relationship between green behaviour and environmental performance.
- To Check self-efficiency moderates the relationship between green commitment and green behaviour.

1.5 Significance of the study:

In this study, the results of sustainable production are illustrated in the Pakistan health sector. GHRM has assessed environmental success by mediating green actions and green participation. There is a link between environmental success and green practices. The study allows healthcare professionals to recognize that there could be a lack of competition if a company does not comply with the legislation on

green course. Environmental efficiency is not very closely evaluated in Pakistan, as no specific laws apply to waste material processing.

In our research using green human resources, human resources standards must be implemented. This theory helps to explain the advantages of using green human resources if an organization needs sustainable results in addition to introducing GHRM policies for employee protection, which safeguards businesses from the high expense of corporate reputation injury, the portrayal of corporate law and fines (Chien and Shih 2007, Raut, Mangla et al. 2019).

From a practical standpoint, this study can ensure that the correct sustainable performance enterprises are brought into play by leading their staff to align strategic environmental goals and specific H.R.M. practices. Second, the study's findings are treated as guides to health care employees to highlight GHRM investments in training, such as policy knowledge initiatives.

Thirdly, the findings of this report often inform healthcare workers that track optimal efficiency concurrently. It should be considered that the internal GHRM activities affect longevity positively, that the implementation of environmental requirements outside corporate boundaries may not represent the potential of an organization and that additional consideration might be required in this regard. It should be considered.

Fourthly, it is possible to enhance the training of workers in the health sector in Pakistan, according to studies.

1.6 Theoretical contribution:

Our research has demonstrated good connexions between the green H.R. (engagement, preparation and participation, performance monitoring, and compensation) dimensions of dependent environment success with a green behaviour intervention method, green meeting. In this study, there is also moderation in green

autonomy. The current study also established the role of promoting environmental performance culture as an accompaniment to the relationship between green

H.R.M. and green behaviour and the connexion between green and green behaviour and its environmental performance. Via these findings, our study will make diverse contributions via person green values to the self-efficiency literature and green behaviour. Practical implication; From a user perspective, this examination gives an idea of good sustainable performance in wellbeing division by depicting their concerned individual (health sector staff) to connect related ecological practices with HRM rehearses, second the investigation's results treat as a bearing for health staff to place more sources in Green HRM, in term of preparing as activities to improve representative information about strategies. The third one results from this examination that guides administrators to check the improvement of environmental performance. Thought about that the interior (GHRM) emphatically impact (EP), the reception of natural well-disposed guidelines as per hierarchical cutoff points doesn't thoroughly check an association's capacity, and it is proposed that special consideration is required on this issue. Fourth, as per the study, conceivable is to give specific enhancements in the staffs preparing in the health sector. Thought about that the interior (GHRM) emphatically impact (EP), the reception of natural well-disposed guidelines as per hierarchical cutoff points doesn't thoroughly check an association's capacity. as per study conceivable is to give specific enhancements in the staffs preparing in the health sector.

Chapter 2

Literature Review:

2.1 Definition of key terms

Green H.R. Practices: (Green Hiring, Green Training & Involvement) & (Green performance Management & Compensation)

2.1.1 Green H.R. Practices:

GHRM is a modern term that has long been popular in the world. It has many meanings. There is no clear GHRM definition. Ramachandran defines "Green H.R.M. as the integration of environmental management into human resources management." A Nath defines "Green H.R. as environment-friendly H.R. initiatives leading to better efficiencies, less cost, and heightened employee engagement levels."

Boosting the framework of incentives and expertise, enhancing corporate efficiency and increasing dedication to sustainability programs, Encourage workers to change the workplace (Daily, Bishop et al. 2012). Green Human Resources Management (GHRM) can be characterized as the set of policies, practices, and systems that stimulate the green behaviour of a company's employees to create an environmentally sensitive, resource productive and socially responsible workplace and overall organization.

2.2 Green Hiring:

"Organizations can attract and choose candidates who will commit to environmental issues" (Jabbour and Santos 2008). In green H.R.M. activities, green recruiting has been a significant factor (Yusuf & negate 2017).

Many companies currently aim to provide job descriptions that can define several environmental issues and tasks linked to duties and responsibilities of the work being advertised (wherever 1996; Renwick et al.,2008). applying green environmental-

friendly practices can attract candidates to work for "green employees"; thus, an efficient approach for attracting applicant is by earning a reputation as a "green employer (Phillips,2007).companies can also promote their green image, environmental performance, and environmental policy through advertising, which can help to attract candidates to apply for potential vacancies.

A particular employment position description should illustrate the environmental tasks related to the said position and the skills and knowledge candidates will need to carry out environmental activities (Chaudhary,2018).

Green employing (GE) is considered an essential dimension in GHRM Journal Pre-proof practices. It spotlights the significance of building a workforce keen on natural issues, improving their EP (Zibarras and Coan, 2015).

Right now, numerous organizations mean to give sets of responsibilities that can characterize many environmental issues and undertakings that are connected to obligations and duties of the work being publicized (Wehrmeyer, 1996; Renwick et al., 2008). Applying green, environmentally agreeable practices can draw in the possibility to work for 'green businesses'. Consequently, a proficient methodology for pulling in candidates is by procuring a standing as a 'green manager' (Phillips, 2007). Organizations can likewise advance their green picture, environmental execution, and environmental arrangement through promoting, which can assist with pulling in contender to apply for likely opening. In that capacity, the portrayal of a specific business position ought to represent the environmental assignments identified with said position and the abilities and information competitors should do environmental exercises (Chaudhary, 2018).

Green recruiting (GH) is a fundamental measurement in GHRM Diary Pre-evidence rehearses and centres around the significance of building up a labour force that is keen on environmental issues, which can like improve their EP (Zibarras and Coan, 2015).

2.3 Green Training and involvement.

Green training and involvement (GTI) are a fundamental need for any organization, adding to its supportable turn of events (Pinzone et al., 2019). Besides, it is essential for affecting fruitful exercises identified with natural administration (Jabbour, 2013) and cleaner creation (Diana et al., 2017) Fernández et al. (2003) found that receiving an environmental approach in associations requires expanding employees' abilities, mindfulness, and information identified with the two materials and cycles; this thus requires training in EM to impact involvement and participation in environmental issues. Therefore, employee involvement is crucial for the environmental and social obligation. It will assist with urging employee commitments to environmental objectives (Ramachandran, 2011), which is a critical factor for improving the results of EM frameworks. These frameworks incorporate advantages, for example, squander decrease, productive asset utilization, and contamination decrease. Staff participation in green activities will upgrade occasions to update green administration, as it will assist with organizing green destinations, inspirations, and abilities among labourers (Florida and Davison, 2001; Kitazawa and Sarkis, 2000). Therefore, employee involvement is crucial for the environmental and social obligation. It will assist with urging employee commitments to environmental objectives (Ramachandran, 2011), which is a critical factor for improving the results of EM frameworks. These frameworks incorporate advantages, for example, squander decrease, productive asset utilization, and

Contamination decrease. Staff participation in green activities will upgrade occasions to update green administration, as it will assist with organizing green destinations, inspirations, and abilities among labourers (Florida and Davison, 2001; Kitazawa and Sarkis, 2000).

2.4 Green performance Management & Compensation:

Green Performance Management (G.P.M.) relates to the mechanisms to ensure that the company ties the task with workers' work. Beginning to boost organizations' environmental efficiency (E.P.) would contribute to more emphatic economic success (Stefan and Paul, 2008). Implementing a green standard and a metric is also an objective for increased business productivity in sectors where the sustainability goals for all employees are converted into action plans for all employees with sustainable targets (Milliman and Clair 1996). Fernández et al. (2003) found that receiving an environmental approach in associations requires expanding employees' abilities, mindfulness, and information identified with the two materials and cycles; this involves training in EM to impact involvement and participation in environmental issues. Therefore, employee involvement is crucial for the environmental and social obligation. It will assist with urging employee commitments to environmental objectives (Ramachandran, 2011), which is a critical factor for improving the results of EM frameworks. These frameworks incorporate advantages, for example, squander decrease, productive asset utilization, and contamination decrease. Staff participation in green activities will upgrade occasions to update green administration, as it will assist with organizing green destinations, inspirations, and abilities among labourers (Florida and Davison, 2001; Kitazawa and Sarkis, 2000).

2.5 Green Commitment:

Green Performance Management (G.P.M.) refers to processes to ensure that the mission is related to staff work by the organization. Starting to improve environmental productivity (E.P.) of companies will lead to tremendous economic growth (Stefan and Paul, 2008). The implementation of green principles and indicators means managers have the potential to convert environmental goals into action plans (Milliman and Clair, 1996) by setting sustainable targets for all staff to improve workers' productivity (E.P.) (Tang et al., 2018).

2.6 Green behaviour

Green-oriented behaviour is a kind of behaviour where the environment can be protected from different types of pollution: air/land/water/noise and natural resources can be conserved and used sensibly and responsibly. Green behaviour based on the philosophy of positive feelings, generalised and developed (Fredrickson, 1998, 2001). Employees' positive behaviour can positively affect organizational performance. According to Fredrickson (2001), the constructive influence of experience broadens the reach of individuals' future thoughts and behaviours and builds up their capital. This translates to increased interest in alternate and productive activities in the workplace (Fredrickson, 2003). Several experiments have found that pre-social or altruistic action has a substantial causal influence in promoting the considerable good (e.g. Isen & Baron, 1991). A robust, environmentally friendly solution can also be viewed as a public benefit (Griskevicius, Tybur and Van den Bergh, 2010). environmental behaviours in non-business settings are all around examined. The board researchers have begun investigating the precursors of willful ecological conduct in the business field as of late It includes a singular activity. It goes past assumptions regarding the manageability of the regular habitat. The expansive

development of intentional natural conduct alludes to the work conduct that representatives deliberately show at any organizational level, directed towards conserving and or improving the natural environment and making an inhabitable planet for the group of people yet to come by decreasing asset utilization, saving energy, keeping away from wastage creation, reusing, and moderating water. It includes prudential eco-accommodating conduct that isn't referenced part of the expected set of responsibilities, and such corporate ecological citizenship conduct guarantees the natural maintainability of an association. However, they are wild of any official ecological administration framework. Ongoing investigations show a few precursors anticipating intentional environmental conduct. Organizational and corporate promotion and relevant variables include the executive atmosphere and green mental atmosphere, merit referencing.

2.7 Environmental performance:

The description of the OCBE as "discretionary acts by employees within the organization not rewarded or required that are pointed toward environmental improvement" (Daily et al., 2009, p. 246).

2.8 Green self-efficacy:

Autonomy is the acknowledgement of the ability and the desire to engage and to be effective (Florer, 2015) of an individual for specific purposes in action (Bandura, 1986).

2.9 Hypothesis Development:

Green H.R.M. Practices positively influences Green Commitment:

Green H.R.M. (GHRM) practices increase employees' discretionary efforts Huselid (Huselid 1995) #3 (Crane 2002) indicated that workers are likely to exercise

themselves with the business as they consider the high standard of the trade arrangement with their organization or subordinates. For instance, more understanding by employee representatives of the H.R.M. operations is enhanced by their degree of service involvement (Tsaur, Lin, 2004). You noticed that staff with the positive experience of the H.R.M. processes (e.g. recruitment and training) presented clients with outstanding service by their extensive work. The issue of general citizenship among the national workforce has been brought to bear in all literature and tends to be a realistic approach to recognising sustainable environmental action in the working world(Daily et al., 2009; Paillé et al., 2013).

The OCBE has been described as 'discretionary attempts to improve the climate for unregulated or essential workers' (Daily and Other, 2009, p. 246) (Daily, Bishop et al., 2009). (Paillé, Chen et al. 2014) found that the strategic management of human capital, similar to the management of renewable resources, has a good connexion with Renewable participation. The research indicates a strong connexion between green HRM and green involvement as a consequence of its contribution to organizations. Green H.R.M. focuses on individual-organizational relationships. Based on the topic and summary above, this study projects that GHRM will significantly change employee interaction with the company.

Therefore, the authors propose the following hypothesis:

HP1. There is a positive relationship between Green H.R. Practices (Green Hiring, Green Training and Involvement, Green performance Management and Compensation) and Green Commitment.

Green H.R.M. Practices positively influences green behaviour.

Jobs are able, by organizational engagement, to make new and external contributions outside their positions (Paillé, Chen, etc. 2014). Previous studies have demonstrated a

significant contribution to corporations' ecological behaviour, and Ryan (1995) reveals that they are committed to human behaviour. Evêque et al. (2000) found a substantial effect on the engagement of front-line employees on their green HRMs business. The GHRM operations of the organization affect the organizational structure, and individual involvement (Meyer, Stanley et al. 2002) was proposed. Any business should support the positive relation between green H.R.M. and human behaviour.

The most efficient relationship and actions are the green H.R.M. behaviours and a strong collaboration with each organization. It argued that high devotional workers identified their positions more broadly and dedicated themselves to selfless service, altruistic behaviour. (Carmeli 2005) has pointed out that employee profoundly invested in their organizations will grow altruistic O.C.B. because they want to be good people in good organizations. A strong association of green HRM with green measures was developed with a meta-analytical technique by Ng and Feldman (2011). The authors anticipate the intensive behaviour of workers to have a positive effect on green H.R.M. based on the theory of social identity and previous studies.

HP2: There is a positive relationship between Green H.R. Practices (Green Hiring, Green Training and Involvement, Green performance Management and Compensation) and green behaviour.

Green H.R. Practices positively influences green environmental performance.

Podsakoff mentioned enhancing personnel efficiency and describing the causes (Podsakoff, Ahearne et al . 1997). Workers should begin by supporting each other with employment-related problems. Regularly involved employees can contribute to information dissemination, and new employees can increase the organisation's

resilience to adapt to environmental change. The association between O.C.B. and restaurant efficiency has been empirically verified (Walz and Niehoff 2000).

Staff O.C.B. has a significant influence on financial results, consumers' loyalty, and the quality of services. The restaurant staff of O.C.B. pointed out that the time-series study influenced the profitability of the restaurants. In contrast, over 35 quality-related studies have been tested, and the O.C.B. connexion to business performance (such as revenues, margin gain and customer satisfaction) has been examined. They considered the success of O.C.B. positive.

Y. J and others.-J and others. The relation between OCBE workers and output on the environmental side, excluding the surveys conducted (Paillé, Chen et al . 2014), has been verified by several observational studies Journal 76(2019) 82-92. Their results showed that the OCBE is a straightforward environmental efficiency estimate. Daily et al. (2009) found that ecological actions of workers, such as waste control, can help companies meet recycling targets and enhance their overall environmental efficiency. The spontaneity of environmental response will boost environmental efficacy by complementary environmental conservation systems, as described in Roy, Boiral et coll., 2013. Similarly. In this report, the causal association between employees' environmental management behaviour and the environmental performance of hotels is discussed.

HP3. There is a positive relationship between Green H.R. Practices (Green Hiring, Green Training and Involvement, Green performance Management and Compensation), and environmental performance.

Green Commitment positively influences Environmental Performance.

Corporate and personal participation is an essential part of an employee's business, and a corporation is responsible (Currivan, 1999). Therefore, in line with its goals, the

existence of an operational body is a lead towards an entity that affects people (Yang & Chang, 2008). Meyer and Allen, reflecting on organizational duties, argued that this condition is vital to the relationship between the person and the organization and the former's willingness to stay in the latter (Larson & Luthans, 2006; Shahnawaz & Jafr, 2009). Corporate and personal participation is an integral part of an employee's business, and a corporation is responsible (Curri van, 1999). Therefore, in line with its goals, the existence of an operational body is a lead towards an entity that affects people (Yang & Chang, 2008). Meyer and Allen, reflecting on organizational duties, argued that this condition is vital to the relationship between the person and the organization and the former's willingness to stay in the latter (Larson & Luthans, 2006; Shahnawaz & Jafr, 2009).

Employee participation involves sticking more closely to definitive documents, identifying facts, partnership alignment, identifying organizational goals and principles, and phenomenal corporate advantage efforts (Allen & Meyer, 1990). The obligations of employees have a positive influence on environmental performance. Employees are a crucial resource for all organizations, primarily because they represent a substantial expenditure, let alone wages, health insurance benefits, incentives, etc., in terms of venue, recruitment, and training. Based on their operational strategy, the management of various associations creates their planning plans, advantage packages, implementation analysis, and job structure. These techniques for producing loyal leaders are typically gone, as this prompts an increasingly comprehensive residency. The longer a leader of a Company is dragged out, the more profitable they work in being. All these things and techniques for workers are relevant for any company, and they inspire staff to interact in their

organization. Furthermore, because of this, workers' morale enhances and therefore enhances the performance of the settings.

HP4. There is a positive relationship between Green Commitment and Environmental Performance.

Green Self Efficacy positively influences Green Commitment.

Auto-effectiveness means presuming a participant's desire to perform an activity for a particular cause (Bandura, 1986) and understanding his desire to participate and achieve (Florer 2015). Corporate participation and dedication by people are vital for staff committed to a particular organization (Currivan, 1999). In addition, the involvement of organizations, which leads to compatibility with the entity, is a connexion with the individual (Yang & Chang, 2008). Meyer and Allen considered the situation to be definitive to the person and the organization and select a current one to continue in a Dominant position as a psychological sentence reflecting the bond between the individual and the organization (Larsons et Luthans, 2006; Shahnawaz & Jafri, 2009). Auto-effectiveness means presuming a participant's desire to perform an activity for a particular cause (Bandura, 1986) and understanding his desire to participate and achieve (Florer 2015). Corporate participation and dedication by people are vital for staff committed to a particular organization (Currivan, 1999). In addition, the involvement of organizations, which leads to compatibility with the entity, is a connexion with the individual (Yang & Chang, 2008). Meyer and Allen considered the situation to be definitive about the person and the organization and selecting a current one to continue in a Dominant position as a psychological sentence reflecting the bond between the individual and the organization (Larsons et Luthans, 2006; Shahnawaz & Jafri, 2009).

A supportive friendship mediates green Self Effectiveness of Green Dedication and Green Actions. Self-efficiency increases the dedication of workers and also increases the actions of employees. Employee dedication means that final papers, identifying facts, and relationship integration, appreciation of hierarchical aims and principles, and phenomenal exertion for the hierarchical benefit are all the more tightly attached (Allen & Meyer, 1990).

The responsibilities of employers have a beneficial impact on environmental efficiency. Employees are a crucial resource for all organizations, primarily because they represent a substantial expenditure, let alone wages, health insurance benefits, incentives, etc., in terms of venue, recruitment, and training. According to their functional system, the management of multiple entities consolidates their preparatory activities, benefit classes, assessments on execution, and operational process.

Typically, such strategies are built to construct stable leaders, as this tends to generate an increasing number of residences. The more a delegate draws a business, the more it succeeds. This is vital for any enterprise and workforce strategy and encourages employees to connect with their organizations. In addition, workforce productivity improves, and environmental sustainability also rises. Green self-efficacy is a positive partnership with green engagement and green behaviour.

HP5. There is a positive relationship that mediates Green Self Efficacy with Green Commitment and green behaviour.

HP6.there is a positive relationship between Green Hiring and Green Commitment.

There is a positive relationship between Green Hiring and Green Commitment.

Green hiring increase employees' discretionary efforts Huselid (Huselid 1995) #3 (Crane 2002) indicated that workers are likely to exercise themselves with the

business as they consider the high standard of the trade arrangement with their organization or subordinates. For more understanding of employee representatives of the H.R.M., there are essential to good hiring of employees in operations is enhanced by their degree of service involvement (Tsaur, Lin, 2004). We noticed that staff with the positive experience of the H.R.M. at the time of hiring processes (e.g. recruitment and training) presented clients with outstanding service by their extensive work. The issue of general citizenship among the national workforce has been brought to bear in all literature and tends to be a realistic approach to recognising sustainable environmental action in the working world(Daily et al., 2009; Paillé et al., 2013). The OCBE has been described as 'discretionary attempts to improve the climate for unregulated or essential workers' (Daily and Other, 2009, p. 246) (Daily, Bishop et al., 2009). (Paillé, Chen et al. 2014) found that the strategic management of human capital, similar to the management of renewable resources, has good hiring of employees with Renewable participation. The research indicates a strong hiring of employees between green HRM and green commitment as a consequence of its contribution to organizations. Green H.R.M. focuses on individual-organizational relationships. Based on the topic and summary above, this study projects that GHRM will significantly change employee interaction with the company.

HP7. There is a positive relationship between Green Training & Involvement and Green Commitment.

there is a positive relationship between Green Training & Involvement and Green Commitment.

Green training and involvement (GTI) is viewed as a fundamental need for any organization, as it adds to its supportable turn of events (Pinzone et al., 2019). Besides, it is fundamental for affecting fruitful exercises identified with natural administration (Jabbour, 2013) and cleaner creation (Diana et al., 2017) Fernández et al. (2003) found that receiving an environmental approach in associations requires expanding employees' abilities, mindfulness, and information identified with the two materials and cycles; this thus requires training in EM to impact involvement and participation in environmental issues. So **there is a positive relationship between Green Training & Involvement and Green Commitment.** Therefore, employee involvement is crucial for the environmental and social obligation. It will assist with urging employee commitments to environmental objectives (Ramachandran, 2011), which is a critical factor for improving the results of EM frameworks. These frameworks incorporate advantages, for example, squander decrease, productive asset utilization, and contamination decrease. Staff participation in green activities will upgrade occasions to update green administration and green environment as it will assist with organizing green destinations, inspirations, and abilities among labourers (Florida and Davison, 2001; Kitazawa and Sarkis, 2000).

Indicators mean managers have the potential to convert environmental goals into action plans (Milliman and Clair, 1996) by setting sustainable targets for all staff to improve workers ' Productivity (E.P.) (Tang et al . , 2018).so there is a positive relationship between Green performance Management & Compensation and Green Commitment.

Research Hypothesis:

HP1. There is a positive relationship between Green H.R. Practices (Green Hiring, Green Training and Involvement, Green performance Management and Compensation), and Green Commitment.

HP2: There is a positive relationship between Green H.R. Practices (Green Hiring, Green Training and Involvement, Green performance Management and Compensation), and green behaviour.

HP3. There is a positive relationship between Green H.R. Practices (Green Hiring, Green Training and Involvement, Green performance Management and Compensation), and environmental performance.

HP4. There is a positive relationship between Green Commitment and Environmental Performance.

HP5. There is a positive relationship that mediates Green Self Efficacy with Green Commitment and green behaviour.

HP6.there is a positive relationship between Green Hiring and Green Commitment.

HP7. There is a positive relationship between Green Training & Involvement and Green Commitment.

HP8. There is a positive relationship between Green performance Management & Compensation and Green Commitment.

Table 1*Descriptive statistics*

	N	Mini	Maxi	Mean	S.D	Skewness	Kurtosis		
	Statistic	Statistic	Statistic	Statistic	Statistic	stat	S.D	Statistic	S.D
EP	166	3.2	11.8	3.7518	0.68797	9.824	0.188	114.734	0.375
GB	166	2	20.67	4.3775	2.61092	4.999	0.188	25.147	0.375
GSE	166	3	20.33	3.8153	1.36799	10.788	0.188	130.579	0.375
GHRM	166	3	14	4.1928	1.74092	5.214	0.188	26.741	0.375
GH	166	2.8	12	3.9048	1.16467	6.132	0.188	40.997	0.375
GTI	166	3.4	12	4.0771	1.10221	6.643	0.188	45.67	0.375
GPM	166	3	4.4	3.7157	0.34832	0.013	0.188	-0.212	0.375
Valid N (listwise)	166								

S.D= Standard Deviation

As illustrated in Table, the mean value of us of emotions was 4.052. The mean value of deep acting was 4.0771, which were the highest mean values of all the Malaysian and Pakistani data variables. Surface acting had lower mean values ($M_M = 1.831$; $M_P = 1.815$) for both data sets. In the Malaysian context, the mean values of all the other variables were ranged between 3.38 and 4.046. Similarly, for the data collected from Pakistan, the mean values of all the other variables were varied between 3.432 and 3.979.

Moreover, the mean values for followers' attitudes (emotional engagement and positive emotional reactions) and behaviours (task performance and

organizational citizenship behaviour) were ranged between 3.482 and 3.996 for Malaysia and 3.432 and 3.905 for Pakistan. Likewise, all the dimensions of emotional intelligence (regulation of emotions, self-emotions appraisal, use of emotions and others-emotions appraisal) were perceived to be ranged between 3.883 and 4.052 for Malaysia and 3.491 and 3.979 for Pakistan. Table 4.6 has also revealed that the mean values of all the dimensions of perceived transformational leadership (idealized influence, individual consideration, inspirational motivation and intellectual stimulation) were also ranged between 3.386 and 3.902 for Malaysia and 3.710 and 3.923 for Pakistan respectively. Lastly, emotional consonance and perceived emotional sincerity had mean values of 3.798 and 3.854 for Malaysia and 3.513 and 3.977 for Pakistan.

Chapter 3

Methodology:

3.1 Introduction:

The analysis approach that will be used in this study is explained in this chapter. The final section describes the statistical methods used to experiment with the theories. The sections explain the nature, population, and sample of the analysis, testing methods, and method for data collection.

3.2 Research Design:

This research aims to investigate green H.R.M. activities such as the influence on Green Motivation, green conduct, environmental performance, and green self-efficacy (Green Employment Green Training & Participation Green Performance Management & Compensation). This study will also examine and determine the role of self-efficacy as a mediator between green commitment and green behaviour. Also, this study will examine the impact of green H.R.M. practices on variables of Green Commitment, green behaviour, Environmental performance, and Green self-efficacy.

3.3 Population and Sample:

Lahore is the primary home to some of the best health centre institute in Pakistan. According to the Punjab health board, a list of private and government hospitals in Lahore is given on Wikipedia. The target population will be the institute of 10 private hospitals in Lahore. The sample size will be 370 questioners. Sample Data will be collected from the hospital's staff nurses and doctors. There is a list of government and private hospitals in Lahore.

3.4 Private hospitals in Lahore:

- Sheikh Zayed, Lahore
- Farooq hospital Lahore
- Primer care hospital, Lahore.
- Shaukat Khanum cancer hospital & research centre, Lahore
- Surgimed hospital, Lahore
- Bahria Town Hospital, Bahria Lahore
- Fatima memorial hospital, Lahore
- Midcity hospital, Lahore
- Lahore University teaching hospital – The University of Lahore
- Hameed Latif Hospital, Lahore
- Rashid Hospital, Lahore
- Dental hospital – The University of Lahore
- Mayo Hospital, Lahore
- Doctor hospital, Lahore
- Ittfaq hospital, Lahore
- Lahore Shalamar hospital (I.H.S.)

3.5 The public hospitals in Lahore.

- Jinnah hospital.
- United Christian.
- Children hospital.
- Lahore Lady Willingdon hospital
- Services hospital
- Sheikh Zahid hospital
- Ganga ram hospital.

- Wapda hospital.
- General Hospital.
- Janki Devi hospital.
- Nawaz sharif hospital.
- Mayo hospital.

3.6 Sampling Procedure:

In this research, use the sampling method that will be simple random sampling, a straight forward procedure that shows each element of the sample an equal chance of being chosen as the subject. This technique provides a sample that is highly characteristics of the population being studied and enables According to Hair, Black, Babin, and Anderson (2010), the simple random technique can keep the researcher is becoming biased in selecting respondents Since there is an equivalent probability of being chosen for each population variable.

3.7 Data Collection Procedure:

Once the respondents are identified, the following procedure will be the distribution of the questionnaires. Questionnaires are considered an efficient data collection method. It is commonly used in quantitative studies to acquire extensive data to generalize to the population as a whole (Hair, Money, Samouel, & Page, 2007). The questionnaires will be personally distributed to the respondents. Initially, the researcher will contact the higher education students to ensure that they are willing to be a respondent. A brief description will be provided to respondents regarding the purpose of the study, and they will be assured that all the feedbacks and information will be kept confidential. Subsequently, a questionnaire will be delivered

to them. The respondents will be asked to complete the questionnaire within two weeks.

3.8 Measure

The questionnaire of this study will have a cover letter and questions divided into sections A and F. The cover letter will State the survey's aim extensively, the security of the data gathered, and instructions on how to answer the questions mentioned in the questionnaire. The dependent variable is entrepreneurial behaviour/new venture creation, and the independent variables are entrepreneurial education, lecturers competency, and perceived social support. The learning environment, self-efficacy, and entrepreneurial intention will be the mediating variables, while entrepreneurial passion will be the moderator. The Likert-type scale of different points will be used to measure the items. Since most students will have a moderate educational background, these different point scales could facilitate them when answering the questions.

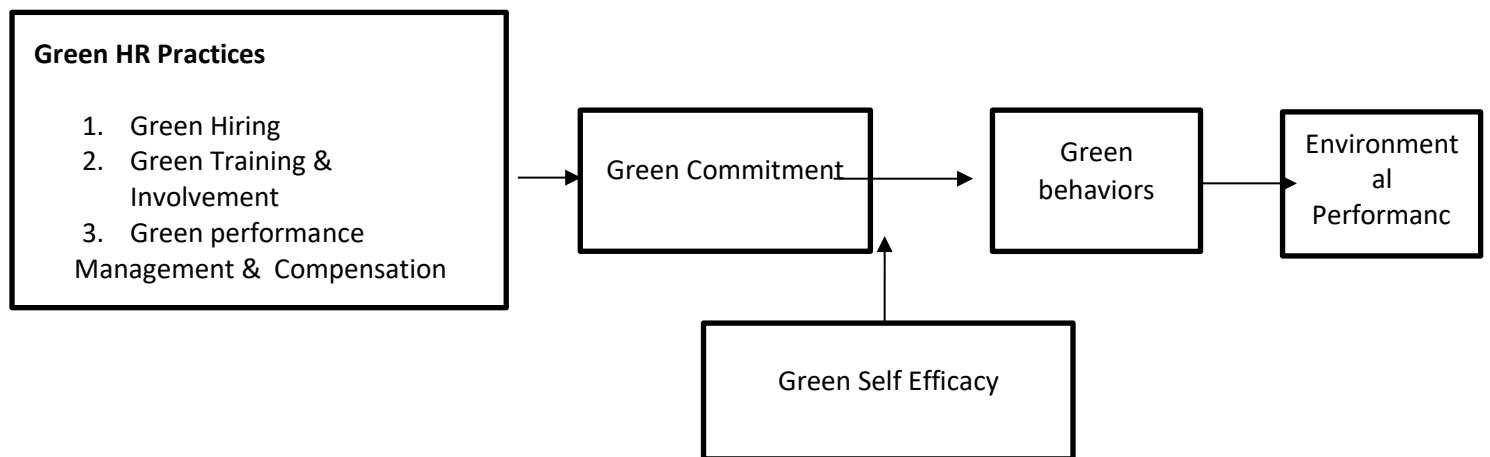
Furthermore, selecting the number of scale points used for Likert-type items did not affect either reliability or validity, as the number of points used is separate Matell & Jacoby, 1971). The measures were mostly adapted from numerous sources with acceptable reliabilities (Cronbach's alpha coefficient). Table 4.3 exhibits a summary of the study (refer to Appendix A for details on the questionnaire).

3.9 Data Processing and Analysis

Facts and figures in this work will be examined by using "Statistical Package for Social Science (SPSS)" version 25 and Tools of the second century, known as "Partial Least Squares Structural Equation Modeling (PLS-SEM)" Analyzing the data used for clarifying the sample features may use the previous method (Hair et al., 2007) and the

latter will examine the possibility of linkages within the new research model (Hair, Hult, Ringle, & Sarstedt, 2014; Wong, 2013).

Theoretical Framework:



Chapter 04

4.1 Introduction

This chapter shows the results of the measurable information analysis, coordinated into four key segments. First are the results of the engaging measurements and the attributes of the respondents. The second segment maps the results of estimation model appraisal. At last, the results of theory testing and the prescient importance of the model are introduced.

4.2 Response Rate

A total of 200 questionnaires was distributed to the owners/managers of the HR department of health care in some areas of Lahore. This area of Lahore was selected due to all the big gov hospitals available in Lahore. The table shows the response rate of the sampled health care departments. Of the 200 questionnaires distributed, 180 were returned. Nonetheless, 20 cases were omitted, of which five were incomplete and non-managers answered six. Hence, only 180 questionnaires representing a valid response rate of 180 were used for data analysis. It was with tremendous effort, hard work and extra financial cost that this response rate was obtained. The response rate was also relatively high because of the use of a self-administered questionnaire (Farouk, Elanain, Obeidat, & Al-Nahyan, 2016).

Table 2

Response Rate

Hospitals	Distributed Questionnaires	Returned Questionnaires
15	200	180

4.3 Profile of Respondents:

This section presents the demographic profile of the respondents, as shown in Table 4.2. Table 4.2 shows that more than half of the owners/managers were male (66.7%). In terms of age, close to half of them were relatively young, 145 (45.2%) within the age of 31 to 40 years old, followed by those of the age of 41 to 50 (31.2%), below 30 (11.8%) and 51 to 60 (10.6%). In terms of race, almost half were Chinese (46.7%), followed by Malays (39.3%), Indians (11.5%), and others (0.3%). For education, 41.4% had a diploma, 38.3% had a bachelor's degree, 49% secondary school, and 3.7 % possessed a master's degree.

Regarding job tenure, 112 respondents (34.9%) had been working at the current firm between 5 and 10 years, 81 respondents (25.2%) had less than five years of working experiences, 53 respondents (16.5%) between 11 and 15 years, 49 respondents (15.3%) between 16 and 20 years, while 11 respondents (3.4%) more than 20 years. In terms of job position, 31.5% of the respondents were human resource manager, 20.6% business owner, and 20.2% senior manager. Less than 15% were business partner (11.5%) and general manager (10%), while 5.9% held other positions such as listed below

Table 3*Demographics variable of men and women*

Demographic Variables	Categories	Frequency	Percentage
Gender	Male	81	48.5
	Female	86	51.5
Age	Up to 25	85	50.9
	26-45	70	41.9
	46-55	12	7.2
	56+	0	0
Qualification	Bachelor's	86	51.5
	Master's	79	47.3
	PhD	2	1.2
	others	0	0
Nature of Employment	Contractual	22	13.1
	Permanent	140	83.2
	Internee	05	3.8
Length of Service	Up to 1 Year	07	4.2
	2-5 Years	90	53.9
	5-10 Years	70	41.9
	10+ Years	0	0

4.4 Non-response Bias:

Because of how the data were collected by the specialist, testing non-response bias couldn't be completed. This is because all proprietors/administrators were given two weeks to fill in the surveys, after which the specialist by and by gathering them. This way, the distinction between the individuals who reacted before and later was a non-issue.

4.5 Common Method Variance:

Regular technique difference (CMV) alludes to change infancy from estimation strategy instead of the build of revenue (Podsakoff, MacKenzie, Lee, and Podsakoff, 2003). In research, varieties stay a potential issue once similar people give self-revealed information to evaluate things for the reliant and free factors (Podsakoff

et al., 2003; Richardson, Simmering, and Sturman, 2009). As this examination accumulated data from a solitary respondent, regular strategy difference was plausible. As Podsakoff et al. (2003) proposed and Chang, van Witteloostuijn, and Eden (2010), the scientist directed pre-and post-solutions to limit the effect of CMV. Concerning pre-cure, unprecedented scale types were utilized, and the marks of each part in the poll were taken out.

To decrease CMV, pre and post cures were regulated by analysts (Chang, Van Witteloostuijn, and Eden, 2010; Podsakoff, MacKenzie, Lee, and Podsakoff, 2003). As a pre-medicinal advance, every one of the names in the survey was eliminated, and different kinds of the scale were additionally utilized.

An investigation by Kock (2015) talked about the regular strategy inclination in the space of underlying condition demonstrating (SEM) by utilizing fractional least squares (PLS-SEM) approach. This examination suggests that essential strategy change could be evaluated with the full collinearity test regarding primary condition displaying. In light of the analysis by Kock (2015), the current investigation utilized this reasonable way to deal with recognize basic strategy predisposition with the assistance of difference expansion factors (VIF) caused by a full collinearity test. The estimations of difference swelling characteristics higher than 3.3 show that the model might be tarnished by regular technique predisposition (CMB). Thus, if estimates of VIFs with full collinearity test are lower than 3.3, the model could be considered as liberated from basic strategy predisposition. The discoveries of this examination uncovered that every one of the estimations of VIFs for all develop is lower than 3.3 that demonstrated that there is no pollution of normal technique inclination in this investigation. Accordingly, it is summarized that CMV was not an issue in the examination.

4.6 Data Coding;

After the confirmation that there was no non-response bias, the data coding process was embarked on by the researcher. According to Churchill (1999), data coding is mainly divided into two categories. One category is in regards to assigning code numbers to each construct for identification and glitch-free analysis. Another type assumes that each construct has its miscellaneous section that asks questions about this particular construct. Therefore, this study arranged the questions in conformity with the constructs.

Preliminary Analysis:

This section gives a brief discussion on the preliminary analysis using the SPSS before assessing the measurement model and structural model. The initial tests included data screening, missing value analysis, outlier detection and fundamental statistical assumptions.

Data Screening:

Data screening needs to be performed on raw data before proceeding with the statistical analysis to ensure data accuracy. It is crucial as it makes sure that the collected data are good enough to proceed with the various investigations needed to test the hypotheses for the study. Meanwhile, Hair, Money et al. (2007) also described that data screening is essential before multivariate analysis. Data screening deals with the following steps.

Fundamental Statistical Assumptions:

This study used Smart PLS3 (Ringle, Wende et al. 2015) for the data analysis, and it is non-parametric software that does not need to fulfil statistical assumptions. But, it is essential to refer to some basic assumptions of normality and

multicollinearity regarding the constructs to confirm the results and deal with errors (Hair, Black et al. 2006, Hair, Black et al. 2010).

Table 5
Environmental performance and their alpha values

Construct	Item	Loading	Alpha	CR	AVE
environmental performance	Env.P1	0.918	0.771	0.857	0.75
	Env.P3	0.81			
green behavior	GB1	0.922	0.913	0.945	0.852
	GB4	0.933			
	GB5	0.914			
Green commitment	GC1	0.816	0.711	0.838	0.633
	GC3	0.756			
	GC4	0.813			
green hiring	GH1	0.971	0.629	0.765	0.635
	GH4	0.571			
green performance management & com	GPMC1	0.884	0.887	0.917	0.691
	GPMC2	0.803			
	GPMC3	0.889			
	GPMC4	0.86			
	GPMC5	0.704			
green self efficacy	GSE1	0.95	0.897	0.951	0.907
	GSE2	0.954			
green training	GTI1	0.873	0.884	0.928	0.812
	GTI2	0.928			
	GTI3	0.902			
	Green Commitment *				
	Green Self Efficacy	1.111			

The presence of multi collinearity among predictors could increase the standard errors of the coefficients (Tabachnick & Fidell, 2007) and, it could also affect the regression coefficients and statistical significance tests (J. F. J. Hair et al., 2006).

Therefore, it was crucial to assess the multicollinearity before the assessment of the proposed model. Table 4.5 reveals that the VIF values for all the predictors were less than 5, as suggested by J. F. Hair et al. (2011); so, it could be said that there was no issue regarding multicollinearity.

Convergent validity;

To assess convergent validity, the average variance extracted (AVE) was determined.

This Table exhibits the concurrent validity, which revealed that the AVE values of all latent constructs were more significant than the acceptable threshold of 0.5. The values were in the range of 0.771 and 0.857. The AVE value greater than 0.5 specified that the latent construct explained more than half of the variance of its indicators. This table summarizes the result of the measurement model. The result showed that all ten primary constructs, namely, entrepreneurial orientation, communication and information sharing, compensation, job design, performance appraisal, selection, training, organizational innovation, managerial ties, and organizational performance, were valid measures of their respective constructs based on their parameter estimates and statistical significance (Chow and Chan, 2008). Hence, the model constructs had sufficient convergent validity.

Table 7

Cross loadings:

EP	GC	GB	GC	GH	GPM&C	GSE	GTI
0.918	-0.109	0.381	0.478	0.293	0.413	0.387	0.331
0.81	-0.101	0.257	0.33	0.147	0.279	0.279	0.234
0.365	-0.036	0.922	0.34	0.203	0.462	0.449	0.458
0.337	-0.056	0.933	0.336	0.22	0.44	0.44	0.393
0.346	-0.086	0.914	0.358	0.215	0.432	0.374	0.412
0.411	-0.076	0.297	0.816	0.245	0.391	0.366	0.362
0.342	-0.194	0.325	0.756	0.23	0.487	0.406	0.287
0.389	-0.11	0.257	0.813	0.162	0.379	0.336	0.258
0.248	-0.096	0.231	0.284	0.971	0.438	0.351	0.282

0.196	-0.009	0.106	0.082	0.571	0.214	0.203	0.23
0.309	-0.187	0.358	0.477	0.346	0.884	0.568	0.267
0.383	-0.18	0.449	0.41	0.373	0.803	0.451	0.368
0.362	-0.215	0.423	0.472	0.397	0.889	0.645	0.287
0.356	-0.224	0.387	0.496	0.415	0.86	0.637	0.304
0.299	-0.158	0.41	0.336	0.284	0.704	0.359	0.32
0.383	-0.25	0.427	0.456	0.365	0.643	0.95	0.353
0.365	-0.237	0.444	0.438	0.324	0.601	0.954	0.361
0.28	-0.088	0.394	0.331	0.252	0.322	0.353	0.873
0.306	-0.109	0.43	0.362	0.291	0.354	0.349	0.928
0.315	-0.065	0.409	0.341	0.286	0.315	0.312	0.902
-0.121	1	-0.064	-0.163	-0.087	-0.234	-0.256	-0.097

EP= Environmental performance, GB= green behavior, GSE= green self efficacy, GTI= green training & involvement.

Table 8

HTMT RATIO

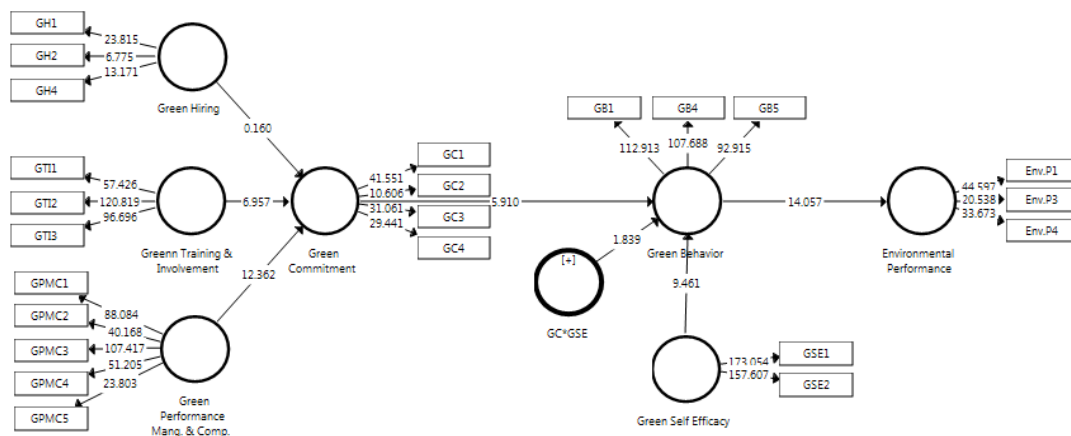
	EP	GC*GSE	GB	GM	GH	GPM	GSE	GT I
Environmental Performance								
GC*GSE	0.147							
Green Behavior	0.467	0.07						
Green Commitment	0.67	0.19	0.457					
Green Hiring	0.423	0.09	0.294	0.353				
Green Performance Mang. & Comp.	0.517	0.25	0.542	0.656	0.577			
Green Self Efficacy	0.491	0.27	0.503	0.581	0.488	0.719		
Green Training & Involvement	0.42	0.1	0.507	0.479	0.453	0.421	0.421	

EP= Environmental performance, GB= green behaviour, GM= green commitment, GH= green hiring, GSE= green self-efficacy, GTI= green training and involvement

Hypothesis:

		beta	Standard Deviation (STDEV)	t value	P Values	LL	UL	decision
h1	GC*GSE -> Green Behavior	0.06	0.035	1.703	0.089	-0.003	0.131	not supported
h2	Green Behavior -> Environmental Performance	0.379	0.035	10.938	0	0.305	0.442	supported
h3	Green Commitment -> Green Behavior	0.207	0.036	5.785	0	0.136	0.277	supported
H4	Green Hiring -> Green Commitment	0.006	0.035	0.162	0.871	-0.067	0.078	supported
H5	Green Performance Mang. & Comp. -> Green Commitment	0.451	0.038	11.917	0	0.379	0.522	supported
H6	Green Self Efficacy -> Green Behavior	0.377	0.038	10.003	0	0.296	0.445	supported
H7	Green Training & Involvement -> Green Commitment	0.216	0.034	6.31	0	0.153	0.285	supported

Measurement Model Assessment



Chapter no 05

Discussion:

The current investigation findings hypothesize the meaning of the GHRMP (Green hiring, green training & involvement, green performance management & compensation) in enhancing environmental execution under the hypothetical underpinnings of the theory of planned behaviour Theory. The outcomes confirmed a green mental environment as an antecedent of pro-environmental behaviour and significantly impacted environmental practices. Furthermore, environmental information directs the relationship of supportive of environmental behaviour and environmental performance. The findings suggest that human asset experts working in assembling firms could find one of the dynamic specialists. The latter can include different employees by making and creating environmental knowledge base HR practices. Such environmental knowledge further induces employees to adopt pro-environmental behaviour, which could react in advancing environmental execution. Subsequently, the investigation overcomes any barrier by experimentally checked the directing impact of environmental information. The investigation findings indicated that GHRM has a significant association with the mental green environment; GHRM is a modern term that has long been popular globally. It has many meanings. There is no clear GHRM definition. Ramachandran defines "Green H.R.M. as the integration of environmental management into human resources management." Anjana Nath defines "Green H.R. as environment-friendly H.R. initiatives leading to better efficiencies, less cost, and heightened employee engagement levels." It suggests that eco-friendly organizational strategies and obligation to execute GHRMP impact representative

practices while working in a mental green environment as affirmed by before research (Das et al., 2019; Dumont et al., 2017a, b; Pham et al., 2020; Yusliza et al., 2017).

similarly, the corporate environmental system positively predicts the mental green environment. The positive findings showed that employees' positive insights about the significance of corporate procedure empower the production of the green mental environment. The reaction of such an environment urges employees to adopt the pro environmental behavior leads to improved environmental execution. The significant bits of knowledge unveiled by employees about the corporate environmental technique is significant for adopting supportive of environmental practices as such practices are not authoritatively evaluated and remunerated unsurprisingly HRM rehearses (Das et al., 2019). Moreover, the investigation discoveries pushed that supportive of environmental practices contribute decidedly to building environmental execution. The ebb and flow research by gathering information from employees working in assembling types of China and scientific discoveries upheld the speculations. In this way, the investigation filled a hole in the current writing by assessing the interceding part of the green mental environment between GHRMP and environmental conduct (Saeed et al., 2019). the green GHRMP and green environmental practices. Despite the meaning of green environmental practices, there still a zone of thorough observational exploration related to the proposed research structure Norton et al., 2015; Paillé et al., 2014). Green Performance Management (G.P.M.) relates to the mechanisms to ensure that the company ties the task with workers' work. Beginning to boost organizations' environmental efficiency (E.P.) would contribute to more emphatic economic success (Stefan and Paul, 2008). Implementing a green standard and a metric is also an objective

for increased business productivity in sectors where the sustainability goals for all employees are converted into action plans for all employees with sustainable targets (Milliman and Clair 1996). Fernández et al. (2003) found that receiving an environmental approach in associations requires expanding employees' abilities, mindfulness, and information identified with the two materials and cycles; this requires training in EM to impact involvement and participation in environmental issues. Therefore, employee involvement is crucial for the environmental and social obligation. It will assist with urging employee commitments to environmental objectives (Ramachandran, 2011), which is a critical factor for improving the results of EM frameworks. These frameworks incorporate advantages, for example, squander decrease, productive asset utilization, and contamination decrease. Staff participation in green activities will upgrade occasions to update green administration, as it will assist with organizing green destinations, inspirations, and abilities among labourers (Florida and Davison, 2001; Kitazawa and Sarkis, 2000). This research aims to investigate green H.R.M. activities such as the influence on Green Motivation, green conduct, environmental performance, and green self-efficacy (Green Employment Green Training & Participation Green Performance Management & Compensation). This study will also examine and determine the role of self-efficacy as a mediator between green commitment and green behaviour. Also, this study will examine the impact of green H.R.M. practices on variables of Green Commitment, green behaviour, Environmental performance, and Green self-efficacy. Consequently, the investigation perceived that employees assume a critical part in environmental behaviour while supporting environmental conduct by utilizing green human behavior rehearses and observing

health sector environmental methodology with a focal intent to advance mental green culture.

Theoretical Contributions:

As discussed above, the investigation perceived that employees perform a critical part in environmental exhibition while supporting environmental conduct by utilizing green human resources rehearses and observing corporate environmental methodology with a focal intent to advance mental green culture. The current investigation hypothetically contributes in various manners. Right off the bat, to connect the exploration hole, the ebb and flow research hypothetically contributes by testing the connections among the investigation develops under the coordinated hypothetical ideal models of SCM and NAM with regards to Chinese assembling firms. Furthermore, while reviewing the developing exploration patterns in the Chinese setting, the current research study is attempted to fill the examination hole and get top to bottom information about the mind-boggling wonder of the pro environmental conduct of the employees and how it is identified with the environmental exhibition. Thirdly, the researcher constructs agreement that information is one of the significant parts which improves the ecological display (Ojo and Raman, 2019).

Limitations and Future Research Directions:

Though the current research study has achieved its objectives, there are certain limitations associated with it. Firstly, the data was collected from the HR department of health care only by employing a purposive sampling technique. So future research could

be conducted by collecting data from different health care departments who follow the green practices to bring for the valuable insight regarding the role of GHRMP towards environmental performance. Self-reported survey questionnaires were used to collect data via a single source of the data. However, various statistical procedures were deployed to eliminate the possible influence results. It is recommended to conduct future research while collecting multiple source data for different measures. Utilizing other sources of information assortment using various hotspots for autonomous and dependent constructs from numerous sources could minimize the shortcomings of single-source data sets, impacting testing of speculations.

At last, this examination study analyzed ecological information as a directing variable on the connection between favourable to natural conduct and natural execution. Representatives performing extra-job behaviour and having a feeling of corporate social duty could likewise impact the model variable of the examination. Accordingly, we creator call for future investigates to investigate the directing impact of hierarchical citizenship conduct at the person and at the organizational level and modelling corporate social obligation as an arbiter. Investigating hierarchical citizenship conduct and corporate social duty will make more prominent commitments to the writing of GHRMP and ecological execution.

Chapter no 6

Conclusion:

This research study concludes that GHRMP and corporate environmental strategy hinges as an essential antecedent of green psychological climate and pro-environmental behaviours in health care to augment ecological performance. The study minutely examined how GHRMP and corporate environmental strategy develop employees' psychological green environment to adopt pro-environmental behaviour.

Green HRM	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
"Provide training programmers on environmental management for our employees".	1	2	3	4	5
"Organize environmental education activities for our employees ".	1	2	3	4	5
"Promote employee participation for green development "	1	2	3	4	5
"Our employees introduce environmental issues to customers "	1	2	3	4	5
Green hiring					

“The organizations prefer to recruit employees that have knowledge about environment”.	1	2	3	4	5
“Applicants for jobs in the organization are subject to interviews to test their knowledge about environment”	1	2	3	4	5
“In addition to other criteria, employees are selected based on environmental standards”.	1	2	3	4	5
“Job seekers are attracted by the environmental image and policies of the organization”	1	2	3	4	5
“The job description includes the job’s environmental aspects”	1	2	3	4	5
“The recruitment message includes organizations’ environmental values in job advertisement”	1	2	3	4	5
Green Training and Involvement					
“Training programs about environment are provided to large-scale individuals in the organization.”	1	2	3	4	5
“In general, staff is satisfied with the organization’s green training.”	1	2	3	4	5
“Topics offered through green training are modern and suitable for the institution's activities.”	1	2	3	4	5
“The organization provides formal environmental training programs for employees to increase their ability to promote them.”	1	2	3	4	5
Green Performance Management and Compensation					
“Specific environmental goals are adopted by every manager and employee in the organization”	1	2	3	4	5
“When environmental programs are improved, employees are rewarded for their remarkable ideas”	1	2	3	4	5
“Employees who have achieved or exceeded the objectives of the environmental institution are rewarded with non-cash equivalents or other cash prizes”.	1	2	3	4	5
“Section managers reward staff in their departments when they	1	2	3	4	5

improve environmental programs.”					
“Environmental performance is recognized in public.”	1	2	3	4	5
“One of the criteria employee performance assessments is the achievement of environmental objectives”.					
“There are adequate assessments of staff performance after attending courses on environmental topics.”	1	2	3	4	5
“Employees are punished for non-compliance with environmental standards in the organization”.	1	2	3	4	5
Environmental Performance					
“Direct and indirect toxic emissions are reduced”	1	2	3	4	5
“Increase the volume of recycled materials and reduce waste”.	1	2	3	4	5
“Commitment to the system of separating medical waste from the public sewage system”.	1	2	3	4	5
“Increase the rate of purchase of environmentally friendly goods (e.g., medicines)”.	1	2	3	4	5
“Increase activities that protect our natural environment such as the presence of green areas in the institution.”	1	2	3	4	5
“Reduced the risk of environmental accidents such as medical waste leakage, poisoning or radiation emissions”.	1	2	3	4	5
“Green commitment”	1	2	3	4	5
“Green commitment within our organization has reduced wastes;”	1	2	3	4	5
“Green commitment within our organization has conserved water usage;”	1	2	3	4	5
“Green commitment within our organization has conserved energy usage;”	1	2	3	4	5
“Green commitment within our organization has reduced purchases of non-renewable materials, chemicals, and components.”	1	2	3	4	5

Green behavior	1	2	3	4	5
“I share my knowledge about the environment with co-workers.”	1	2	3	4	5
“I suggest new practices that could improve the environmental performance of my organization”	1	2	3	4	5
“At work, I question practices that are likely to hurt the environment.”	1	2	3	4	5
Green Self efficiency	1	2	3	4	5
“I find working with digital technology very easy.”	1	2	3	4	5
“I am very unsure of my abilities to use digital technology.”					
“I seem to have difficulties with most of the software or online applications I have tried to use.”	1	2	3	4	5
“I often have difficulties when trying to learn how to use a new software package or online applications.”	1	2	3	4	5
“Digital technology is very complicated for me.”	1	2	3	4	5

Chapter no 7

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