Green Human Resource Management and its Contribution to Sustainable Organizational Performance

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Abstract

In today's world, organizations are facing increasing pressure from regulators, customers and employees to minimize their environmental impact while maintaining profitability. Green Human Resource Management (GHRM) involves the incorporation of environmental goals within fundamental human resource management activities and is viewed as a means of achieving this dual objective. This paper analyses how five GHRM activities: green recruitment and selection, green training and development, green performance appraisal, green rewards and recognition, and green employee involvement influence the sustainable performance of organizations based on their environmental, economic and social performance. Adopting the Resource Based View, the AMO approach and the Triple Bottom Line Theory, the paper develops a theoretical framework where green employee behavior acts as a mediator for the GHRM-performance relationship. Questionnaires were prepared in a systematic manner for managers and employees working in manufacturing and IT organizations located in Basra, Iraq, and analyzed through reliability testing, descriptive analysis, correlation and regression analysis. It can be concluded from the findings of the research that all the five practices positively and significantly affect sustainable performance, with the strongest impact being exerted by green training and employee involvement. Green behavior of employees was observed to partially mediate the relationship between the two.

Keywords: Green HRM; Sustainable Performance; Green Employee Behaviour; Triple Bottom Line; Environmental Performance; Employee Involvement; Green Training; Organizational Sustainability.

I. INTRODUCTION

Problem Statement

Changes in climatic conditions, depletion of resources and increasing levels of pollution have made environmental responsibility a major issue in today's world of business (Khan & Faisal, 2023; Yusoff et al., 2020). Internationally, emission and waste management laws have become stringent; investors screen companies through environmental; social and governance screening and consumers love brands that demonstrate environmental awareness. Rapid industrial growth in emerging economies has created many opportunities in addition to posing serious challenges to the environment (Khan et al., 2022). In Iraq, the expansion of the oil, petrochemical, manufacturing and services sectors, particularly in southern industrial cities such as Basra, has

been accompanied by gas flaring, water scarcity, rising temperatures and air pollution. As a result, organizations need to transcend profits and add societal and environmental value to it. Initial efforts to achieve sustainability were cantered on technology. Energy efficient machines, waste treatment facilities and clean production processes were some of them. But technologies themselves are not responsible for success. The people using them should be willing to alter their behavior. It is the people who choose to switch off lights, segregate waste, conserve paper and generate ideas that are environmentally sustainable (Zhang & Peng, 2023).

The Green Human Resource Management (GHRM) uses all the tools of HRM like recruitment, training, appraisal, and reward to create an environment-friendly work force (Hooi et al., 2022) (Xie & Lau, 2023). Even though the idea has received due consideration across the world, in practice, most organizations treat green activities as independent projects executed by either the operations division or the CSR division of the organization (Huo et al., 2022; Rouholamin et al., 2023). The HR processes are never made sustainable. This means that when individuals are expected to conserve energy or reduce wastage, they are not hired, trained, appraised, or rewarded on this basis. The notices and motivational slogans put up on the notice board do not always alter the everyday behavior of workers if HR process does not support it. There are other questions left unanswered in the research literature as well. Most of the research that has been published is from the West or East Asian regions while very little research has been done in Iraq, particularly in its southern industrial cities such as Basra. The conditions in Iraq are different regarding the size of the companies, availability of resources, government regulations, and work culture, thus the results cannot be used directly without verification. Most researchers consider GHRM as one package of HR practices, thereby understating the importance of each individual practice (Marrucci et al., 2021). Therefore, a manager who has a small budget cannot identify which of the practices of GHRM should be implemented first (Irani et al., 2022; Shadi et al., 2023).

Furthermore, there is a paucity of studies concerning the effect of employee behavior and top management support on the relationship between GHRM and sustainable performance. Thus, there is no understanding whether GHRM practices have any direct impact on sustainable performance or whether it takes place via employees' behavior (Kim et al., 2023). Also, the issue of whether the visible commitment of leaders can make HR practices more effective needs to be resolved (Raut et al., 2020). Otherwise, companies may spend money on green activities that have impressive appearance but bring little real benefits. Sustainable performance is usually evaluated only according to environmental measures, while it is necessary to maintain financial results as well as take care about the health of employees and communities. Hence, the central problem of this research can be identified as a lack of local evidence from Iraq concerning the GHRM practices that influence sustainable performance of organizations.

Research Objectives

The main intention of this study is to give practical answers to the problem discussed above. This research is intended to investigate the impact of Green HRM practices on organizational performance in the environmental, economic, and social spheres and to describe the way in which this impact is generated (Awan et al., 2023). The following objectives are formulated to measure the impact.

The study aims to:

1. Identify the various GHRM practices employed by manufacturing firms and IT organizations in Basra: green recruitment & selection, green training & development, green performance appraisal, green reward & recognition, and green employee involvement. This will provide an exact description of what is being done rather than what the organization claims to be doing.
2. Examine the impact of each individual practice on sustainable performance of the organizations. Testing each practice individually will help identify those which are the most influential and hence help managers with limited resources identify where to start.
3. Test the mediating influence of green employee behavior. This objective will help determine whether HR practices help improve sustainable performance through their influence on employee behavior.
4. Recommend a roadmap for implementing GHRM. A roadmap of implementation will provide a step-by-step procedure based on the results obtained.

Together, these objectives take the research from descriptive to explanatory to prescriptive: from describing current practices to examining their impact and mechanism to suggesting ways of improving them.

Based on the above objectives, this research aims to investigate four issues. First, what are the GHRM practices followed by organizations in the area of study? Second, among the practices, which one has the greatest influence on environmental, economic and social performance? Third, is green behavior of employees mediating the relationship between GHRM practices and organizational performance? Fourth, how can organizations adopt GHRM practices in an organized and cost-effective manner? In total, the above issues raise the following key research issue for this paper: which GHRM practices have the greatest contribution to sustainable performance and through what process? The above objectives and issues are formulated as seven hypotheses in Section 3. Hypotheses H1 to H6 are tested through a structured questionnaire survey of managers and employees of manufacturing and information technology organizations in Basra, and H7 is proposed for future testing.

This research is beneficial to different stakeholders. First, the HR managers get information concerning areas to focus first when investing their available resources. The business people learn how to balance between the environment and competition because the research will also cover the economic aspects of going green (Yin, 2023). The policymakers and industrial organizations in Iraq can use the information for development of trainings and incentives for companies to go green. Finally, researchers will have regional data and an empirically-tested methodology that can be used in different regions (Masud et al., 2023).

II. LITERATURE REVIEW

Conceptual Background: Green HRM, Sustainable Performance and Theory

GHRM was initially proposed as an idea back in the 1990s. At that time, it became clear that environmental initiatives were not effective without the commitment of employees. The field evolved gradually from being represented by theoretical papers to becoming an empirical

discipline. Green HRM (GHRM) can be described as those policies, practices, and systems of HR that make employees more environmentally conscious, providing benefits for individuals, the community, nature, and companies (Burlea-Schiopoiu et al., 2022). GHRM includes all stages of the employee lifecycle starting from the attraction of those employees who are pro-sustainability and finishing at rewarding those people who behave eco-friendly. It can be noticed that the field of research is becoming more and more practical.

Five common strategies include green recruitment and selection, green training and development, green performance appraisal, green rewards and recognition and green employee involvement. Green recruitment and selection involve seeking applicants who are concerned about the environment, such as mentioning sustainability in job adverts and conducting green hiring process and interviews where environmental awareness will be assessed. Green training and development involve developing knowledge and skills required to conduct green activities in the form of workshops regarding saving energy, waste management and sustainable procedures (Cheng et al., 2022). Training increases awareness which is an important first step to change behavior. Green performance appraisal includes inclusion of environmental objectives in employee performance evaluation which would include such things as reduction in consumption and participation in green projects (Alipour et al., 2022). Things that are measured attract attention and thus performance appraisal will indicate that sustainability is important. Green rewards and recognition involve giving both monetary and non-monetary rewards for green activities such as bonuses and certificates.

Organizational sustainability not only entails good performance financially. The concept of sustainable organizational performance according to the Triple Bottom Line principle involves three aspects. Environmental performance entails reduced consumption of energy, reduced waste and reduced emissions. Economic performance involves cost reduction, efficiency and profitability. Social performance involves employee welfare and corporate reputation (Zhao et al., 2021). An organization performing well in all these aspects is said to be sustainable. Most researches indicate that there are economic benefits as a result of improvements in the environment, thus proving that being green does not only incur costs.

Three theories justify the application of the model in this paper. First, the resource-based view holds that a combination of valuable, rare and imitative resources ensures sustained competitive advantage. The workforce that has green skills and values is such a resource as it cannot be easily duplicated by other firms. Secondly, the AMO theory asserts that performance is dependent on an employee's ability, motivation and opportunities to perform. Green training helps develop ability, recognition helps motivate, while participation offers opportunities for performance. The TBL framework provides the results structure.

Empirical Review and Research Gap

There have been many studies investigating HRM in relation to environmental objectives. Some of the first studies claimed that the HRM processes have a crucial place in the process of greening a corporation since an environmental management system relies on competencies and dedication of the employees. Later, were conducted to review the literature and propose a model of the process along with a research agenda. The research has been largely theoretical and required empirical validation.

Following empirical studies have analyzed the association between the GHRM and green behavior of employees in the workplace, which means that everyday behavior of employees serves as the main route through which the HRM practices influence the environmental performance of the company. There are three gaps that exist. First, studies on Iraqi companies are insufficient even though firm size, resource endowment, and organizational culture may influence the effectiveness of GHRM practices. Second, research often views GHRM as a single bundle of practices; hence, the contribution of specific GHRM practices remains unclear for managers. Third, the mediation role of green employee behavior and moderation effect of management support are not analyzed together. This study aims at filling these gaps by collecting data from manufacturing and IT companies located in Basra and analyzing the practices individually and their impact on green employee behavior.

Summary of Earlier Studies

Table 1 captures the salient features of some of the prominent past researches in the domain of Green Human Resource Management (GHRM). These researches emphasize the significance of linking HR activities with environmental activities, promotion of green behavior among employees, and creation of appropriate measurement scales. But due to lack of empirical evidence, predominance of conceptual researches, and absence of researches in Iraqi context, the area is still open for exploration.

Table 1: Summary of Selected Earlier Studies

Author (Year)	Focus	Main Contribution or Finding	Gap Left
Jabbour and Santos (2008)	Role of HRM in Corporate Greening	Showed that HR Functions are Central to Environmental management	Limited Testing of Outcomes
Renwick, Redman and Maguire (2013)	Review of Green HRM	Proposed a Process Model and a Research Agenda	Mostly Conceptual
Dumont, Shen and Deng (2017)	GHRM and Employee Green Behaviour	Linked GHRM to Green Behaviour at Work	Single-Country Focus
Tang et al. (2018)	GHRM Practice Scale	Developed and Validated a Measurement Scale	Limited Use in Iraqi Firms
Ren, Tang and Jackson (2018)	Review of GHRM Research	Mapped Trends and Suggested Future Directions	Few Regional Studies

III. CONCEPTUAL FRAMEWORK AND HYPOTHESES

Conceptual Framework and Hypothesis Development

The theoretical framework of the current study is derived from the resource-based view, AMO theory and the triple bottom line approach outlined in section two. The five GHRM practices (green recruitment and selection, green training and development, green performance appraisal, green rewards and recognition, and green employee involvement) are taken to be independent variables while sustainable organizational performance is considered the dependent variable. Performance is evaluated in terms of its environment, economics and society. There are two other variables that determine how and when the practices operate. The first one is green employee

behavior which works as a mediator because HR practices have an impact on results if they influence employee actions. The second variable that mediates between HR practices and performance is top management support; it serves as a moderator since employees tend to implement green practices under the support of their leaders. The diagram of the relationships among all these variables is given in figure 1.

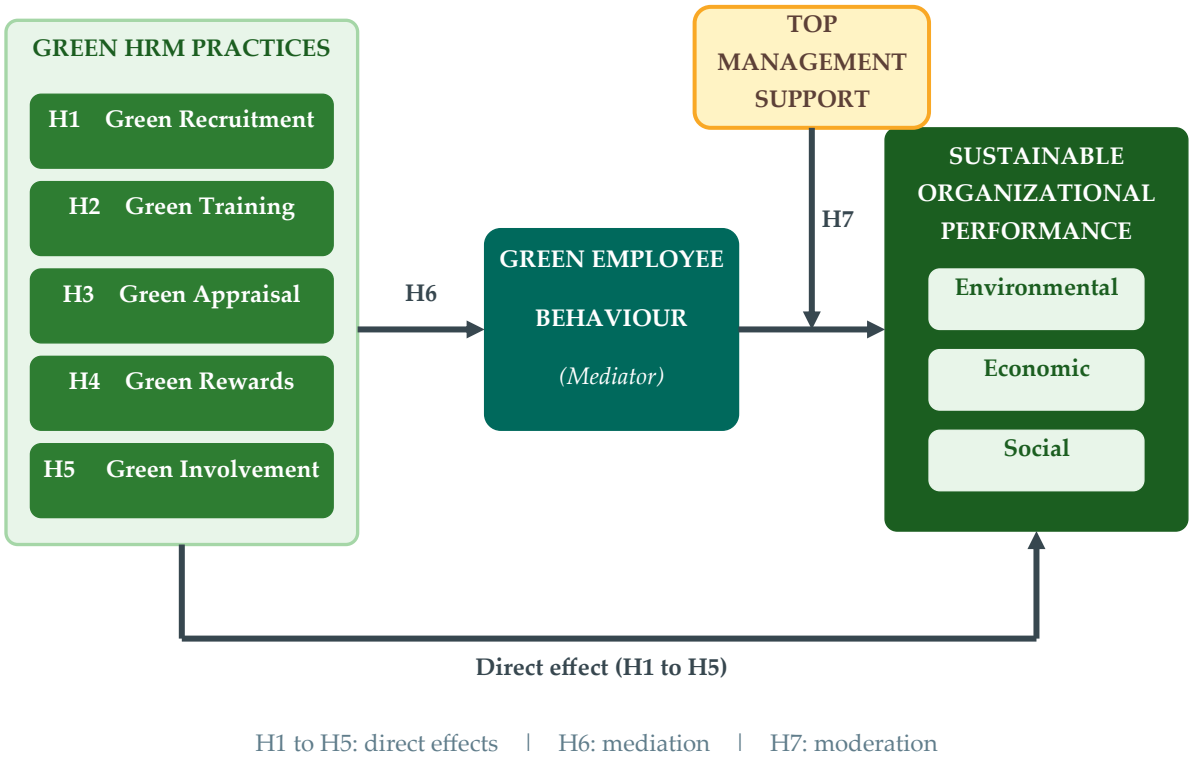

Figure 1: Conceptual Framework of Green HRM Practices and Sustainable Organizational Performance

The arrows from the practices to performance in figure 1 show the direct effects investigated in H1 to H5. The mediation process involving green behavior of employees is shown by the arrows passing through green employee behavior in H6, while the moderating effect of top management support is shown by the arrow in H7.

Direct effects (H1 to H5). Organizations that recruit employees with environmental orientation start with an existing workforce who are predisposed to green behavior. Training equips the employees with knowledge and skills needed to behave green, appraisal makes the environmental objectives part of the job, while rewards encourage repeat behavior, and involvement gives ownership of green objectives.

- H1: Green recruitment and selection have a positive impact on sustainable performance.
- H2: Green training and development have a positive impact on sustainable performance.
- H3: Green performance appraisal has a positive impact on sustainable performance.
- H4: Green rewards and recognition have a positive impact on sustainable performance.
- H5: Green employee involvement has a positive impact on sustainable performance.

- Mediation (H6). Policies remain mere policies until employees implement them. Saving energy, sorting waste and making suggestions for improvements are the day-to-day actions through which HR policies translate into outcomes, so green employee behavior is expected to mediate part of their impact.
- H6: Green employee behavior mediates the impact of GHRM practices on sustainable performance.
- Moderation (H7). The signals from leadership determine whether employees treat green policies seriously or not. When top management offers resources, serves as role model and is committed, then it is expected that the same GHRM practices have greater impact.

IV. RESEARCH METHODOLOGY

Research Design, Sample and Data Collection

The research will utilize a quantitative design that is descriptive and explanatory in nature from a cross-sectional survey. The description design in this case will describe the practices of GHRM in the organization and also the performance of the organization, whereas the explanatory aspect will test the relationship between the practices, employee behavior and performance. A cross-sectional survey is an appropriate method to use in this research since all the variables are measured at once, it takes less time and is feasible considering the resource limitations in this research. The deductive method was adopted in this study whereby the hypotheses were formed from theories discussed in section 3 before testing. The population of the study includes managers and employees working in the manufacturing and IT sector in Basra, Iraq. The manufacturing and IT sectors have been selected since manufacturing is more environmentally hazardous in terms of the consumption of energy and wastes generated while IT companies are responsible for environmental damage through employee behavior. The sample used was 120 respondents selected via convenience sampling method complemented by purposive verification that all respondents belong to companies having at least one formal environmental program such as segregation program of waste, energy saving campaign or recycling program. The managers were chosen since they formulate and implement HR practices, while the employees were selected because of their exposure to these HR practices. Participation was voluntary while anonymity was guaranteed.

The primary data were gathered via structured questionnaire distributed both online and face-to-face. Part A comprised demographic information including the field of business, designation, and experience in years. Part B assessed each construct via statements scored using 5-point Likert Scale ranging from 1 (strongly disagree) to 5 (strongly agree). Questions were adapted from existing GHRM scales and modified to be clearer and more relevant. Prior to actual data gathering, pre-test was conducted among some respondents to determine the clarity of the questions and modification of unclear questions took place.

Measurement of Variables, Analysis Tools and Research Process

For each construct, several items were used to measure it to make sure that the questionnaire measures the construct completely and accurately. Table 2 contains the seven constructs, an example of the item measuring each construct, the number of the items, and the reliability

coefficient. Five GHRM practices are the independent variables, while green employee behavior is the mediator and sustainable performance is the dependent variable.

Table 2: Constructs, Sample Items and Reliability

Construct	Sample item	No. of Items	Cronbach's Alpha
Green Recruitment	My Company Mentions Environmental Values When Hiring	4	0.82
Green Training	I Receive Training on Saving Energy and Reducing Waste	5	0.86
Green Appraisal	My Appraisal Includes Environmental Targets	4	0.79
Green Rewards	Green Achievements Are Recognised or Rewarded	4	0.81
Green Involvement	I Can Suggest Green Ideas to Management	4	0.84
Green Employee Behaviour	I Switch Off Equipment and Segregate Waste at Work	5	0.85
Sustainable Performance	Our Company Has Reduced Waste and Costs	6	0.88

The alpha values are all higher than the acceptable value of 0.70, thus indicating satisfactory internal consistency. The scale with the lowest alpha value is green appraisal at 0.79 and that with the highest is sustainable performance at 0.88; all the scales are therefore reliable for further analysis. Content validity was achieved through item adaptation from existing scales and the use of a pilot test, while response bias was reduced through anonymity and neutral wording of the items. The cleaning and analysis of data was done using SPSS and SmartPLS. Any incomplete data was deleted prior to analysis. Data cleaning involved deleting any outliers. The methods used in data analysis include reliability analysis to verify the scales, descriptive statistics to describe respondents' characteristics and their mean ratings, correlation to investigate the strength of the relationship, multiple regression to determine the effect of the practices on performance and mediation analysis to determine the mediating effect of green employees' behaviour.

The process starts with problem formulation and literature review and ends with the data analysis and testing hypotheses. This is an integral process where each stage provides input into the following stage making the study structured and reproducible.

V. RESULTS AND ANALYSIS

Respondent Profile and Descriptive Analysis

The findings from this research give an insight into the profile of the respondents and the implementation of GHRM practices in various organizations working in the field of manufacturing, information technology and other services sectors. A total of 120 respondents have participated in the research. The profile of the respondent is critical to this research since

inclusion of various industries gives a broad view of how the environmental goals are integrated within human resource management functions. In addition, the descriptive score of five GHRM practices including green recruitment, green training, green appraisal, green rewards and green employee involvement have been analyzed.

Of the 120 individuals surveyed, 52 belonged to manufacturing organisations, accounting for 43.3% of the total population. There were 41 individuals belonging to IT companies, accounting for 34.2%, and 27 others belonging to other service organisations, amounting to 22.5%. Manufacturing had the largest share in the survey population, followed by the IT industry and other service organisations. The above demographic distribution can offer perspectives from organisations that may vary in terms of their environmental responsibility, labour demands, and sustainability considerations. While manufacturing companies may give priority to conserving resources, avoiding waste, and maintaining compliance with regulations regarding the environment, IT and service firms may consider energy efficiency and sustainable resource use at their workplaces.

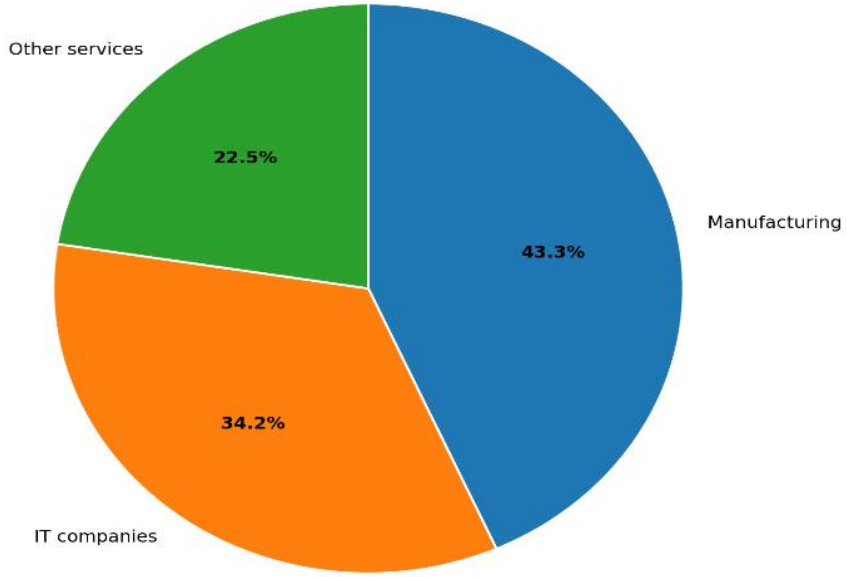

Figure 2: Distribution of Respondents by Industry

Description: Figure 2 shows the sectoral distribution of the 120 respondents participating in the study. Manufacturing constitutes the majority with 43.3%, while IT firms make up 34.2% and others constitute 22.5%. This distribution suggests that manufacturing employees make up the majority of respondents, thus offering perspectives on GHRM from various industrial sectors.

Based on the results of the descriptive analysis, green training received the highest average score of 4.05 out of five points. This is followed by green employee involvement which received an average score of 3.98. The scores imply that respondents considered green training and green employee involvement as relatively strong factors in GHRM implementation. Green training will help employees acquire awareness on the organization's environmental accountability and knowledge on the proper way of managing wastes, conserving energy, and engaging in

sustainable practices at the workplace. Employees who are aware of their actions and its effects on the environment become more capable of implementing sustainability at work.

Similarly, the score for the variable 'green involvement' was quite high, meaning that the involvement of employees in environmental actions is viewed positively by the respondents. Participation in offering suggestions, taking part in green activities, and helping with green decisions can make employees feel responsible about their organizational sustainability. The score for 'green recruitment' came out at 3.62, whereas for 'green rewards' at 3.55.

Green appraisal obtained the lowest mean score of 3.48. Even if this score is still greater than half of the scale, it shows that performance evaluation associated with environmental objectives can be underdeveloped compared to training and participation practices. Organizations can make use of this practice more efficiently by introducing environmental measures as criteria for employees' appraisals. Fig. 3 gives the mean scores of all five practices in a bar graph. It becomes possible to compare the performance of all five practices. Green training and involvement practices can be considered as comparatively strong practices, while green appraisal is identified as a practice which needs to be paid more organizational attention to.

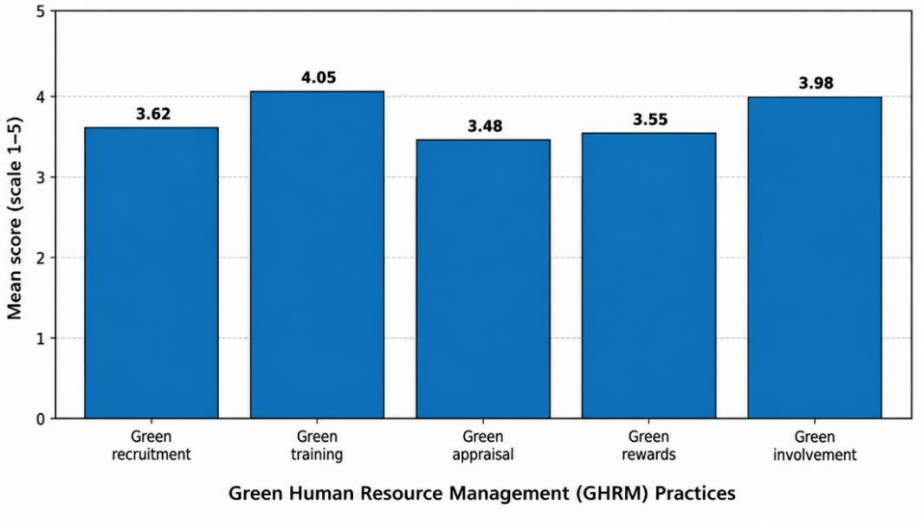

Figure 3: Mean Scores of Green Human Resource Management (GHRM) Practices

Figure 3 shows the average ratings of the five GHRM practices based on a five-point rating system. The green training received the highest average score (4.05), while green employee involvement has an average score of 3.98, green recruitment 3.62, green rewards 3.55, and green performance appraisal 3.48. The findings show that the two strong GHRM practices are training and employee involvement.

Multiple Regression Analysis

In order to identify the relationships among the five GHRM practices of green recruitment, green training, green performance appraisal, green reward, and green employee involvement, multiple regression analysis was conducted. The coefficient of determination obtained from the analysis was $R2 = 0.58$, meaning that the five predictor variables accounted for 58% of the variation in sustainable organizational performance within the scope of this study. The remaining 42% could be attributable to other organizational factors.

The overall regression model was statistically significant, $F(5, 114) = 31.48$, $p < 0.001$, which shows that the five GHRM practices jointly explain a significant share of the variance in sustainable organisational performance.

Among the predictors, the predictor with the highest reported standardised coefficient was green training with ($\beta = 0.31$), ($t = 3.87$), ($p < 0.001$), followed by green employee involvement with ($\beta = 0.28$), ($t = 3.52$), ($p < 0.001$). The predictors of green recruitment with ($\beta = 0.18$), ($t = 2.21$), ($p < 0.05$), green rewards with ($\beta = 0.17$), ($t = 2.18$), ($p < 0.05$), and green performance appraisal with ($\beta = 0.15$), ($t = 2.05$), ($p < 0.05$) had positive associations with sustainable organisational performance as well. Therefore, H1 to H5 are supported. However, since the study involves cross-sectional survey data, the findings represent associations only.

Mediation Analysis: Green Employee Behaviour

Mediation analysis was conducted to test whether green employee behaviour carries the effect of GHRM practices to sustainable organisational performance. The results show that green employee behaviour partially mediates this relationship ($p < 0.01$), which means that GHRM practices influence sustainable performance directly and also indirectly through the everyday green behaviour of employees. H6 is therefore supported.

The partial nature of the mediation indicates that employee behaviour is an important, but not the only, channel through which GHRM practices improve sustainable performance.

Top Management Support (H7)

Top management support was included in the conceptual framework as a moderator (H7). The present study focuses on the direct effects of the five GHRM practices (H1 to H5) and the mediating role of green employee behaviour (H6). The moderating effect of top management support is therefore not tested here and is proposed as a direction for future research with a larger sample.

Table 3 highlights the results of the hypothesis testing on the relationships between green Human Resource Management (GHRM) practices and organizational performance. From the results, it is clear that the five constructs (green recruitment, green training, green performance appraisal, green rewards, and green employee involvement) positively and significantly influence performance. Of all the direct effects, green training has the most substantial effect ($\beta = 0.31$) followed by green employee involvement ($\beta = 0.28$).

Table 3: Hypothesis Testing Results

Hypothesis	Path	β	t-value	p-Value	Result
H1	Green Recruitment → Performance	0.18	2.21	< 0.05	Supported
H2	Green Training → Performance	0.31	3.87	< 0.001	Supported
H3	Green Appraisal → Performance	0.15	2.05	< 0.05	Supported
H4	Green Rewards → Performance	0.17	2.18	< 0.05	Supported
H5	Green Involvement → Performance	0.28	3.52	< 0.001	Supported
H6	Mediation by Green Employee Behaviour	–	–	< 0.01	Supported (partial mediation)

VI. Discussion

These results demonstrate that GHRM plays a significant role in sustainable organizational performance through inclusion of environmental goals in human resource management. Out of all the practices mentioned in the study, green training is the best predictor of sustainable performance. It is consistent with the AMO model that stresses the need for people to have relevant knowledge and skills in order to complete tasks well. Green training helps people know about environmental policies, conserve energy, avoid waste and conduct themselves in an environmentally-friendly way in the process of doing things. Green employee involvement turned out to be the second most important factor. Involvement of employees in environmental decision making creates sense of ownership, cooperation and commitment to sustainability. Employees who come up with ways of saving energy, managing waste and conserving resources can help create feasible environmental solutions for companies.

Green performance appraisal and rewards, however, had less influence than the other constructs. This could imply that some organizations value environmental awareness and voluntariness but not the integration of sustainability into performance management and incentive mechanisms. Organizational environmental targets, evaluation of employees' green activities, and their appropriate recognition or reward is vital in motivating them and ensuring sustainable behaviors. The fact that green employee behavior partially mediates GHRM constructs and organizational performance shows that GHRM practices improve performance of organizations partly through the employees' behaviors. Sustainable behaviors of employees help organizations reduce wastages and become more efficient in their utilization of resources hence facilitating environmentally sustainable operations. The improvement of environmental performance, in addition to good economic performance, further proves that there is dual benefit of sustainability practices since they not only ensure ecological performance but also economic performance. The conservation of energy, effective utilization of materials, and the reduction of wastages help reduce the cost of operation hence making organizations financially and environmentally sustainable.

Generally, organizations need to have a clear implementation roadmap for GHRM which involves the incorporation of green recruitment, green training, green performance appraisal, reward, participation, and monitoring. In this regard, GHRM would help an organization become environmentally responsible and increase operational efficiency and sustainable organizational performance.



Figure 4: Green HRM Implementation Roadmap

The diagram figure 4 above shows a series of steps to be taken in order to adopt GHRM practices in an organization. These include management commitment and development of environmental policies, green recruitment and selection, training of employees, participation of employees, green performance appraisal, and rewards. Continuous monitoring and evaluation enable organizations to evaluate their environmental performance and the participation of employees.

VII. IMPLICATIONS

Theoretical Implications

The research is also a valuable contribution to theoretical development of Green Human Resource Management (GHRM), providing evidence in support of Ability–Motivation–Opportunity (AMO) model and the Resource-Based View (RBV). According to the results, green training contributes to development of employees' environmental knowledge and skills and to the capability of employees to implement sustainable practices at the workplace. Likewise, green employee involvement allows employees to have opportunities to be involved in environmental decision-making process and share new ideas that could contribute to the sustainability of an

organisation. In accordance with RBV, green skills, environmental awareness and employee involvement could be considered organisational resources which help to build competitive advantage and sustainable performance.

Managerial Implications

These results offer valuable insights for HR professionals on how to design a successful green HRM strategy. Firms need to emphasize green training programs that will help employees learn more about energy saving, reducing waste and being eco-friendly. Participation of the employees also needs to be stimulated through green committees, suggestions schemes, raising awareness programs, and participation in decision making. While training and participation lay a solid basis, firms need to introduce step-by-step environmental performance appraisal systems and green incentives for employees. The introduction of green incentives based on employee recognition in line with the achievement of environmental goals is likely to enhance the sustainability of the behavior. In addition, the firm's management needs to show its commitment to sustainability projects. In Iraq, where environmental regulation and sustainability reporting by firms are still developing, such internal HR mechanisms matter even more, because they allow organisations to improve their environmental conduct without waiting for external enforcement.

Statistical Limitations and Regional Generalizability

The current research is based on the 120 respondents in the Basra region. Even though the above-mentioned sample is useful to generate initial understanding of Green Human Resource Management, it can lead to the lack of sufficient statistical power while using regression analysis to test interactions, mediations and conditional indirect effects. Specifically, interaction effects and indirect effects can be estimated inaccurately if there is small effect size or high measurement error. That is why one should interpret the results of regression and mediation analysis carefully and view all the conclusions about the proposed relationships as preliminary or indicative rather than conclusive. The partial mediation needs further confirmation with the help of bootstrapping confidence intervals for indirect effects. Further investigation with the use of different and bigger samples across geographical regions and industries is needed.

Limitations and Future Research

There are some weaknesses with this study that need to be considered in analysing its findings. First, the sample size included 120 respondents in the Basra setting. Even though the sample size gives some preliminary information about green HRM, it may not be adequate enough to make any generalization to firms elsewhere in Iraq. Second, the sample of 120 people may give inadequate statistical power in case of structural models with many predictors, mediator, moderator and conditional indirect relationships. For instance, interaction relationships and indirect relationships may not be estimated accurately in cases where the effect sizes are small or there is measurement error. This is why the reported regression relationships need to be cautiously interpreted and the proposed moderating role of top management support needs to be statistically tested. Finally, the cross-sectional survey design only gives one-time responses and is unable to determine the cause-and-effect relationship between GHRM practices and sustainable organizational performance. Furthermore, data from self-report questionnaires may suffer from common-method variance, social desirability effects or discrepancies between how

the respondents perceive things. While the measurement instruments had reasonable levels of internal consistency, it does not imply that the validity of all structural relationships is guaranteed just because of reliability. It is recommended that future research uses samples which include respondents from various regions and industries. It is suggested that probability sampling or stratified sampling may improve the representativeness of the sample. Longitudinal studies and organisational sustainability measures may serve to prove change over time. Moreover, future research should provide regression analysis and test mediation and moderation with the use of bootstrapping.

VIII. Conclusion

The present research was conducted to identify the impact of Green Human Resource Management on sustainable organisational performance in Basra, Iraq. Based on the presented results, it is possible to speak of significant correlations between green HRM practices such as green recruitment, green training, green performance appraisal, green rewards and green employee involvement and sustainable organisational performance. The standardised coefficient values revealed in the course of the research show that the greatest contribution is made by green training and employee involvement among all predictors while the five predictors account for 58% of the variance in sustainable organisational performance. Green employee behaviour was found to partially mediate the relationship between GHRM practices and sustainable organisational performance, which means that the practices work partly through the everyday green behaviour of employees. The moderating role of top management support (H7) is proposed for future testing. Since the research was conducted with convenience sampling and 120 respondents in the Basra context, the results should be treated as preliminary rather than definitive.

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