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Title: Effect of Green HRM Practices on Sustainable Performance: Mediating Role of GSCM Practices

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Conflict of Interest

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Effect of Green HRM Practices on Sustainable Performance: Mediating Role

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Abstract

This study aims to investigate the impact of GHRM practices on long-term performance in the manufacturing sector of Gujranwala, Pakistan, with the mediating role of GSCM practices.

Design/methodology/approach—Four dimensions (i.e., Green hiring, Green training, Green performance management, and Green reward and compensation) were used to operationalize the Independent Variable Green HRM Practices. The mediating variable GSCM was further divided into Internal GSCM and External GSCM, whereas performance sustainability was measured through environmental, social, and economic performance. To procure the statistical outcomes, data was collected through a questionnaire (self-administered), CFAs, and SEM analysis were then carried out using SPSS and AMOS. The study's results illustrated that Green HRM practices significantly influence organizations' performance. Moreover, the full mediating effect of GSCM was also validated in the association of GHRM and sustainable performance. This study will bridge the gap between SCM theories and HRM by providing a comprehensive analysis of the connectivity of these practices for accomplishing sustainability goals. Moreover, the study can assist manufacturing organizations in achieving sustainability by adopting Green HRM practices and GSCM. Furthermore, the noise level for green corporate culture can also balloon up in developing countries like Pakistan. In this model, the

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researcher studied GHRM practices, GSCM practices, and SP in the future. This model can be extended further by considering other dimensions of on-hand variables and by altering the sector. To accelerate innovative culture outcomes, the recommendations of this study can be applied to the overall manufacturing sector of developing countries. Previously published literature and studies have explored the linkage among GHRM practices and long-term performance in various countries and sectors. However, in ongoing exploration, the authors added several dimensions of GSCM practices as a mediating factor that hasn't been tested in any developing country previously.

Keywords: *GHRM practices, IGSCM practices, EGSCM practices, and sustainable performance.*

Introduction

To achieve excellence in performance and long-term sustainability, regulatory bodies are compelling businesses to adopt environmentally friendly practices at all levels of their operations (Sun et al., 2024). Yan and Solangi (2024) assert that preserving and protecting natural ecosystems has been regarded as the top priority of management and decision-makers in various business fields. In the prevailing competitive era, organizations explore innovative ways to optimize crucial organizational resources (Perano et al. 2025). Moreover, researchers believe that human resources are one of the indispensable success factors for sustainable performance (Shoaib et al., 2025). Furthermore, Ertz et al (2025) assert that balancing resource consumption, economic growth, and environmentally friendly actions is important for financial sustainability (Perano et al., 2025). Moreover, due to industrialized growth and increased pollution, natural resources are rapidly depleted. Therefore, firms need to adopt green practices. Adopting such procedures will result in a competitive advantage, operational development, enhanced environmental performance, and economic gain (Danish et al., 2025). According to published research, there are few empirical investigations on GSCM and GHGRM in the industrial sectors of developing nations (Baawain et al., 2025). This research examined the effects of green management on supply chains and human resource management. Despite extensive research on this topic, a window remains for further exploration of the effects of corporate ethics on society and stakeholders' views of green initiatives. Moreover, addressing the shortcomings of managerial commitments and HR practices is essential to achieve a competitive advantage, adopt technological advancements, and improve environmental and economic performance (Azhar et al., 2025).

This article intends to formulate a comprehensive model by integrating corporate green initiatives and stakeholders' views of green ethics to achieve sustainability in performance. The developed framework considers Green HRM practices (i.e., Green

hiring, Green training, Green performance management, and Green reward and compensation), mediating variable GSCM (internal GSCM and external GSCM), and the sustainability of performance, measured through environmental, social, and economic performance. Various organizations are employing green techniques to enhance their performance and sustainability. Among these eco-friendly practices, Green HRM remains a dominant tool to ally human capital with ecological goals. However, the exact mechanism by which Green HRM practices promote performance sustainability remains unclear. To address this shortcoming, it is essential to investigate the mediating role of GSCM in the relationship between performance sustainability and GHRM practices. Although past explorations have scrutinized the effects of GSCM and Green HRM practices on performance sustainability individually, there is a lack of understanding of how these practices interrelate to achieve performance sustainability. To be specific, the ongoing paper addresses the following questions:

To what extent is the sustainability of performance affected by Green HRM practices (i.e., Green hiring, Green training, Green performance management, and Green reward & compensation)?

To what extent is connectivity between Green HRM practices and Sustainable performance mediated by GSCM practices (internal GSCM & external GSCM)?

What are the specific instruments through which GSCM enhances the impact of GHRM practices on performance sustainability?

One of the core contributions of this study is bridging the gap of empirical explorations on Green HRM practices in the manufacturing sector, which is of utmost significance in an emerging economy like Pakistan. This investigation into the industrial sector is the first of its kind to be carried out in Pakistan. Moreover, GSCM (both internal and external GSCM) serves as a mediating variable when examining the relationship between Green HRM practices and performance sustainability. In conclusion, a thorough conceptual framework presents a persuasive mechanism and workable strategy for the industrial sector to utilize HR practices and achieve sustainable performance.

Researchers have examined how GHRM and performance sustainability are intertwined in several other emerging markets, with the GSCM as a mediating factor. Additionally, the inclusion of GSCM as a mediator, in light of the research conducted in a developing market, is a significant contribution. The remaining sections of this paper are detailed below. The article's next section presents a literature review and conceptual framework, followed by an illustration and detailed discussion of the statistical findings.

Its conclusion contains the majority of the study's findings and suggestions.

Literature Review

Businesses can improve their environmental performance sustainably by implementing a green HRMP (Shuwaikh et al., 2025). Many firms have adopted GHRM techniques to enhance performance (Shoaib et al., 2025). The organization attempts different ways to reduce its harmful effects on the environment while also seeking to improve performance sustainability (Chowdhury et al., 2023). Sharifa et al. (2019) investigated the relationship between GHRMP and sustainable performance, conducting a study in the service sector and employing the SEM approach for statistical analysis. Outcomes depicted a positive and significant association between sustainable performance and GHRMP. Ahmed et al. (2023) explored the connectivity between Sustainable performance and GHRM. They employed a quantitative methodology to collect data from 121 manufacturing companies through a survey and performed statistical analysis using structural equation modeling (SEM). They discovered that GHRMP, GSCM, and sustainable performance have a significant association.

Numerous studies have examined how environmental human resource management (HRM) might enhance an organization's environmental performance (Arda et al., 2018). Past literature regularly covered the effect of particular HRM methods on company performance. Few researchers have investigated the manufacturing and service industries (Wang, 2024). Investigators are gradually understanding the connection between HR practices and performance sustainability (Wang, 2024).

Green Hiring

Organizations highlight their environmental policies and performance through well-planned campaigns to win stakeholders' confidence (Shahrulnizam et al., 2024). People read the environmental policies of organizations seeking new recruitment through advertisement. So, new entrants in organizations come with the proper mindset to achieve performance sustainability through green practices (Lahmidi, & Youssef, 2025). Increasing a company's reputation as a "green employer of choice," HR can attract more environmentally conscious employees. According to Laghari et al. (2025), organizations that adopt green strategies can enhance their environmental performance. In the green HRMP, the most significant dimension is green hiring, which is directly connected to sustainable and environmental performance; therefore, it improves their Environmental Performance (EP) (Jamil et al., 2023). Relying on the rationale provided by the literature, it is explicit that there is some connectivity between green hiring and sustainable performance (Lahmidi & Youssef, 2025). Thus, based on these rationales, green hiring is hypothesized to have the indispensable capacity to administer performance

sustainability.

H1a: Green hiring has a significant impact on sustainable performance.

Green Training

Employers train their staff in green competencies to improve the organization's green initiatives (Sarwar & Mustafa, 2024).. Organizations must use environmental techniques to improve staff abilities, knowledge, and awareness, as Veerasamy et al. (2024) claimed. Employees require green training about environmental issues and sustainable performance. After training and educating employees, organizations can achieve corporate social responsibility and environmental goals (Saputra et al., 2024). Training to inspire recycling and effective management of unused resources is highly beneficial for reducing the harmful environmental impacts of firms (Ly & Pathak, 2024). The existing literature provides ample substantiation concerning the supremacy of green training over sustainable performance. Subsequently, the researcher hypothesizes that green training significantly impacts performance sustainability.

H1b: Green training has a significant impact on sustainable performance

Green Performance Management System

Sustainability is typically accepted collectively by management, society, business leaders, and customers (Al-Romeedy, & El-Sisi,2024). Researchers gradually understood the connection between HR practices and sustainable performance (Alkhozaim et al., 2024). Top management should establish green goals, targets, and responsibilities for their departments and sections (Sadek, & 2025). Consequently, there would be a strong link between the HR policies that facilitate the improvement of sustainable performance and EP, EM, and economic success (Abbas & Khan, 2023). Rehman et al. (2023) maintained that the organizational performance management system should focus on establishing a green performance and environmental standard. All levels of the company's employee performance evaluation system must be aware of green plans, and a company-wide discussion on green products should be established (Alkhozaim et al., 2024). Wherefore relying on the rationale offered by the discursive literature concerning the interactivity among green performance management systems and sustainable performance, it is hypothesized that green performance management system has a remarkable potential to steer the sustainability of performance:

H1c: Green performance management system has a significant impact on sustainable performance.

Green Reward & Compensation

Green rewards and compensation encompass non-financial and financial incentives to compensate the organization's employees. These incentives aim to motivate and retain employees while achieving the organization's environmental goals (Yu et.al. 2023). Some organizations have rewarded environmental performance with green and special incentives (Das & Dash, 2024). The lack of financial incentives has led to appreciation awards for EP in numerous organizations. Yin et al. (2024) suggest that rewards and incentives can effectively ensure that employees' work aligns with the organization's mission and goals. However, most researchers acknowledge that nonfinancial and financial rewards are more effective in inspiring employees. Nonfinancial rewards include performance acknowledgment certificates, paid vacations, and other benefits. Employees who receive monetary and non-monetary green incentives perform effectively to achieve organizational goals (Saputri et al., 2024).

Based on the rationale presented in the above literature, it is evident that there is a connection between green rewards, compensation, and sustainable performance. Thus, relying on these rationales, it is hypothesized that green rewards and compensation have the noteworthy capacity to pilot performance sustainability.

H1d: Green rewards and compensation have a significant impact on sustainable performance.

GSCM Practices on Sustainable Performance

Prior research has examined GSCM approaches from various angles (Haldorai et al., 2025). Since past explorations have focused on a unidirectional aspect, businesses are now seeking a multidimensional (Ahmad et al., 2022) approach to GSCM that integrates internal and external techniques to enhance their performance sustainability (El Mokadem et al., 2025). The relationship between green acquisition and customer engagement as a component of External-GSCM practices and environmental performance is supported by Naseer et al (2023). By engaging in educational and observational activities with dealers, organizations can enhance EP (Opok & Li, 2025). Tronnebati and Jawab, (2024) state that eco-design is a component of internal GSCM that proposes cost reductions by minimizing waste and maximizing resource utilization. According to the findings of this study, there is a favorable correlation between eco-friendly design and energy performance (EP).

Based on recent literature, GSCM practices can be examined from two key dimensions: exterior and internal GSCM practices (Mahar et al., 2025). It has been discovered that GSCM techniques enhance environmental performance (Naseer et.al, 2023). For Ext-

GSCMs, Holt and Ali et al. (2024) claim that green practices are far superior to economical practices (saving cost, sales, increase in profits, and market share). According to Abbas (2024), when GP rises, net revenue rises, and product expenses are reduced. In the long run, companies can save money by decreasing costs and increasing productivity. A global benchmark for corporate sustainability is the Internal-GSCM (Rashid et al. 2025).

Reduced expenses for acquired resources, unnecessary treatment, excess discharge, and environmental accident penalties are all linked to improved economic performance in industrial equipment (Mahar et al., 2025). Another opinion is that GSCM will positively affect the company's earnings per share. GSCM could boost brand image, connection with investors, owners, other stakeholders, and staff motivation (Al Masud, et al.2024). Furthermore, Ext-GSCM has been shown to improve the financial performance of an organization (Jomon Jose et.al., 2025). The two dimensions listed below are further divisions of green supply chain management practices:

Internal GSCM Practices

Product development and production are internal processes that reduce raw material consumption, waste output, toxic materials, and harmful emissions (Lee & Lim, 2020)

External GSCM practices

Limiting the purchasing of products, use of hazardous materials, and waste production (Nazeri et al., 2024)

Therefore, it is hypothesized that GSCM has a notable potential to pilot the sustainability of performance based on the justification provided by the literature mentioned above regarding the interactivity among GSCM practices and sustainable performance:

H4: Ext-GSCM has a significant impact on sustainable performance.

H5: Int-GSCM has a significant impact on sustainable performance.

Green HRMP, GSCM Practices, and Sustainable Performance

Organizations can improve their environmental performance sustainably by implementing a green HRMP (He et al., 2025). GHRM practices are being adopted by management to achieve sustainable performance within organizations (Al-Tahitah et al.,2023). Green HRM practices are indispensable to steer the organization toward GSCM practices (He et al., 2025). Organizations attempt to reduce their harmful effects on environmental pollution in various ways while striving to improve their performance's sustainability (Ibrahim & Alzubi,2024).). Obeidat et a. (2023) conducted a study to investigate the relationship between GHRMP and sustainable performance. The study was conducted in the services sector, and SEM was applied for statistical

analysis. Outcomes revealed a significant and positive association between sustainable performance and GHRMP.

In another study, Ahmed et al. (2018) examined GHRM practices and GSCM, as well as their long-term effectiveness. Researchers employed a quantitative approach to collect data from 121 manufacturing companies through a survey and used Structural Equation Modeling (SEM) for statistical analysis. The outcome showed that GHRMP, GSCM, and sustainable performance were significantly correlated. Several scholarly investigations have explored the potential for environmental human resource management (HRM) practices to enhance an organization's environmental performance (Shaikh & Mahesar, 2024). Currently, associations between HRM practices and GSCM that mediate environmental issues are being explored. Prior experimental research also showed a link between GHRM practices and GSCM execution (Jehangir et al. 2024). Organizations provide green competencies to their employees, as it is believed that enhancing their green activities requires improving green training (Naik & Melo, 2024). According to Jobour et al. (2013), green rewards and compensation refer to non-financial and financial incentives given to employees to inspire and retain them in meeting the organization's environmental objectives. GSCM practices serve as an intermediate step in investigating the relationship between GHRM practices and environmental performance (Khawaja & Janjua, 2025).

Based on complementary validation provided by the literature, there is no doubt about the presence of connectivity between GHRM practices and GSCM practices. However, the extent of that connectivity varies across different studies. Thus, based on these validations, it is hypothesized that GHRM practices have a significant capability to govern GSCM practices.

H2a, b, c, d: GHRM practices significantly impact External GSCM practices.

H3a, b, c, d: GHRM practices significantly impact Internal GSCM practices.

GHRM and Performance Sustainability: Mediating Role of GSCM

Certainly, the amalgamation of diverse resources can yield a sustainable edge over rivals (Al Masud et al., 2024). In general, it can be presumed that previous investigations generally agree that GHRM plays a major role in ensuring optimal GSCM execution (Van It, 2023). The archive of environmentally competent personnel remains empty without exemplary HRM practices, and conventional thinking in corporate cultures may be a barrier to adopting contemporary GSCM approaches (Ali et al., 2024). Because of this, this study examines sustainable performance by combining the two best green

management factors. Since GHRM served as the cornerstone for creating GSCM, it is undoubtedly important in disseminating environmental strategies and standards by facilitating the hiring of qualified and dedicated employees to implement environmental policies and standards (Kara & Edinsel, 2023).

GSCM practices mediate between the interactivity of firm performance and GHRM (AlMasud et al., 2024). Considering this RBV's theoretical stance, more comprehensive and systematic scrutiny is needed regarding interactivity among sustainable performance and GSCM-GHRM practices by identifying the linkage between sustainable performance and these green practices. Based on all these affirmations, the subsequent hypotheses were developed:

H6a, b, c, d: Internal GSCM practices significantly mediate between GHRM practices and sustainable performance.

H7a,b,c,d: External GSCM practices significantly mediate between GHRM practices and sustainable performance.

Theoretical Framework

A diagram is sketched within the ambiance of the ongoing study, along with the inclusion of all the variables discussed earlier. This projected composition is supposed to render a significant contribution to the existing archive of literature by achieving the objectives of the study.

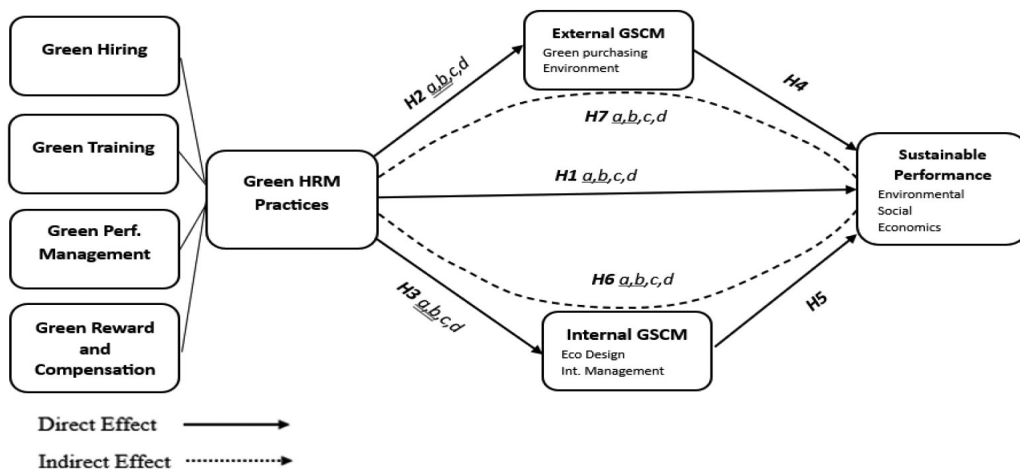


Fig 01: Conceptual Framework

Research Methodology

The ongoing study was guided by positivism. In it, researchers tried to examine the linkage between GHRM practices and long-term success by examining how they interact with GSCM traditions. Since the data was collected through a questionnaire, deductive and quantitative methods were applied to procure the statistical outcomes.

Data Collection, Sample, and Instrument

The research population is a significant part of the investigation plan since it is the study population that answers the study problems (Bell et. al., 2022). The ongoing inquiry is based on the connectivity between GHRM and GSCM and long-term performance. Due to limited time and financial constraints, a convenience sampling technique was used. Data was collected from employees of the manufacturing sector of Gujranwala, Pakistan, through questionnaires using five-point Likert scales. The individuals working in the manufacturing sector of Gujranwala, Pakistan, were the units of analysis.

In this study, the author used four independent (i.e., green hiring, green training, green reward and compensation, and green performance management system) variables, one dependent, and two mediating (i.e., internal GSCM and external GSCM) variables to procure statistical figures. AMOS was utilized. Table 1 depicts the scale and measure used in the study

Table 1: Scale and Measures

Constructs	Sources	Items
Green Hiring	Jabbour and Santos (2013)	3
Green Training	Jabbour, (2013)	4
Green Performance Management	Renwic et al.(2013)	3
Green Reward and Compensation	Jabbour, and Santos. (2008)	3
Internal GSM Practices	Zhu, and Sarkis, (2004)	7
External GSM Practices	Zhu, and Sarkis, (2004)	5
Environment Performance	Montabon, et al (2007)	3
Economic Performance	Montabon et al.(2007	4
Social Performance	Zhu and Sarkis. (2004)	4

Results

Demographic Profile

A demographic profile is a summary of a population group's characteristics. It is often used in marketing, social research, education, and policy planning to understand and target specific segments of people. Table 2 depicts the demographic profile of the study.

Table 2: Demographics

Demographic	Demographic Features	Frequency	Percentage
Age	Less than 20	140	38.8
	21-35	183	50.7
	Above 35	38	10.5
	Total	361	100.0
Gender	Male	314	87.0
	Female	47	13.0
	Total	361	100.0
Qualification	Matric/Inter	241	66.8
	Graduation/Master	91	25.2
	M.Phil/PHD	29	8.0
	Total	361	100.0
Job Experience	Less than 5 years	152	42.1
	5-10 years	129	35.7
	10 or Above	80	22.2
	Total	361	100.0

Table 2 demonstrates the description of demographics (gender, qualification, age, and job experience) of the selected sample from the manufacturing sector of Gujranwala, Punjab, Pakistan. In this survey, 361 participants gave responses, out of which 314 were male and only 47 were female. Moreover, 18.8 percent of workers were under 20, 50.7 percent were in the range of 21-35, and the percentage of workers above 35 was 10.5. Furthermore, information was obtained on the qualification: 66.8% of the employees were matric/inter, and 25.2% were graduated/master. More information was attained on professional experience: 42.1 % had less than 5 years of occupation experience, 35.7% had 5-10 years of job experience, and 22.2% had more than 10 years of job experience.

Factor Loading

Loadings refer to the factor loadings in a measurement model, which represent the relationship between a latent construct and its indicators. Table 2 below shows the factor loading value of all the items used in the questionnaire. It also shows the items dropped with low loading value, composite relativity and AVE values

Table 3: Factor Loading Values

Scale	Item	Factor loading	CR	AVE
Green Hiring (1)	GH1	0.53	0.738	0.542
	GH2	0.69		
	GH3	N/A		
Green Training(2)	GT1	0.51	0.811	0.731
	GT2	0.45		
	GT3	0.86		
	GT4	0.82		
Green Performance Management	GP1	0.50	0.760	0.593
	GP2	0.69		
	GP3	0.66		
Green Reward and compensation	GR1	0.80	0.932	0.679
	GR2	0.89		
	GR3	N/A		
Internal GSCM Practices	IGS1	0.50	0.941	0.621
	IGS2	0.52		
	IGS3	0.57		
	IGS4	0.79		
	IGS5	0.88		
	IGS6	0.49		
	IGS7	0.48		
External GSCM Practices	EGS1	N/A	0.726	0.568
	EGS2	0.62		
	EGS3	0.61		
	EGS4	0.62		
	EGS5	0.62		
Environmental performance	EP1	0.74	0.834	0.666
	EP2	0.69		
	EP3	0.67		
Economics Performance	EC4	0.57		
	EC5	0.59		
	EC6	0.76		
	EC7	0.77		
Social Performance	SP8	0.57		
	SP9	0.47		
	Sp10	0.54		
	SP11	N/A		

In Table 2, it can be seen that all items had a factor charge value greater than or equal to 0.30. Factor loadings were to meet a minimum of 0.36 and a maximum of 0.89.. This study's fit indices include

Fit Indices

Allows for evaluation of measurement model quality and structural model fit. Table shows that all the fit indices are with the prescribed limits The CFI values was 0.940, and RMSE values was 0.041, which are within the prescribed limits

Reliability Statistics

The reliability of each variable's scale and performance structure was investigated using Cronbach's alpha (Cronbach, 1951). All scales were acceptable regarding reliability (Nunnally & Bernstein, 1994). Table 3 shows that the value of Cronbach's alpha is 0.805, which falls within the acceptable threshold.

Table 4: Reliability Statistics

		N	%	Cronbach's Alpha	N of Items
Cases	Valid	361	100.0	.805	7
	Excluded	0	.0		
	Total	361	100.0		

Descriptive Statistics and Correlations

Table 5 illustrates the summary statistics and correlation analysis for all variables employed in this study. Descriptive statistics include standard deviation and mean values of all the variables, which fall between 0.575 and 0.744 and 3.73 and 4.04, respectively.

Table 5: Descriptive statistics and Correlations

Constructs	Mean	SD	GHH	GTT	GPP	GRR	IGSM	EGSM	SSP
GH	3.94	.575	1						
GT	3.89	.709	.243**	1					
GP	3.73	.744	.156**	.115*	1				
GR	4.04	.601	.254**	.254**	.075	1			
Int. GSCM	3.82	.648	.718**	.348**	.142**	.279**	1		
Ext GSCM	3.77	.598	.796**	.302**	.178**	.269**	.871**	1	
SP	3.83	.597	.644**	.376**	.131*	.316**	.959**	.853**	1

Furthermore, Table 5 shows positive and significant relationships between these variables. The correlation values are: GH and GT ($r = .243, p = 0.000$), GH and GP ($r = .156, p = 0.000$), GH and GR ($r = .256, p = 0.000$), GH and Int. GSCM ($r = .718, p = 0.000$), GH and

Ext-GSCM ($r = .796, p = 0.000$), GH and SP ($r = .644, p = 0.000$), and similarly for GTT, GPP, GRR, IGSM, EGSM, and SPP.

Discussion and Conclusion

Discussion

The ongoing study's hypothesized model (see Figure 1) and hypotheses were evaluated using a structural equation modeling (SEM) approach. The initial step was to compare the fit indices of the postulated model, depicted in Table 6.

Table 6: Regression Weights: Direct effect

	Hypotheses	B	C.R	P. Values	Results	
SP	<---	GH (H1a)	-.167	-7.157	***	Supported
SP	<---	GT(H1b)	.033	2.677	.007	Supported
SP	<---	GP(H1c)	-.009	-.802	.422	Not supported
SP	<---	GR (H1d)	.050	3.496	***	Supported
SP	<---	Int-GSCM(H4)	.820	31.536	***	Supported
SP	<---	Ext-EGSCM (H5)	.181	5.692	***	Supported

The earlier sketched Figure 1 depicts the correspondence between the direct path and mediation analyses. The results suggest that GHRM practices like GH are negatively associated with SP (H1a supported; p -value < 0.05). GT is optimistically associated with SPP (H1b-supported; p -value < 0.05). These outcomes are similar to Ren et al. (2011) and Kuan et al.(2022). GP is insignificantly associated with SP (H1c Not supported = p -value is >0.05). The outcome is contradictory to (Rayner & Morgan, 2018). The GR, Int-GSCM, and Ext-GSCM are positively associated with SP (H1d, H4, and H5 supported p - <0.05). These outcomes are similar to those reported by Jabour et al. (2013), and Zhu et al. (2021).

The results above indicate that performance sustainability mainly relies on green practices associated with HRM and supply chain management. Therefore, it can be concluded that GHRM practices play an essential role in achieving sustainable performance. Furthermore, it is recommended that managers aiming for performance sustainability implement GHRM and GSCM practices for the best outcomes.

Table 7: Regression Weights: Indirect effect

Hypothesis	Estimate	S.E.	C.R.	P Label	Results
Int-GSCM<---GH(H2a)	.741	.042	17.572	***	Supported
Ext<---GH (H3a)	.782	.034	22.692	***	Supported
Int.GSCM<---GT(H2b)	.155	.034	4.547	***	Supported
Ext-GSCM<---GT(H3b)	.085	.028	3.068	.002	Supported
Int-GSCM<---GP(H2c)	.013	.031	.411	.681	Not supported
Ext-GSCM<---GP(H3c)	.037	.025	1.452	.146	Not supported
Int-GSCM<---GR(H2d)	.048	.033	1.473	.141	Not supported
Ext.GSCM<--- GR(H3d)	.073	.040	1.816	.053	Supported
SP<---GH(H1a)	-.167	.027	-6.174	***	Supported
SP<---GT(H1b)	.033	.013	2.645	.008	Supported
SP<---GP (H1c)	-.009	.011	-.803	.422	Not supported
SP<---GR(H1d)	.050	.014	3.486	***	Supported
SP<---GSM(H4)	.820	.019	44.010	***	Supported
SP<---EGSM (H5)	.181	.023	7.943	***	Supported

The direct effects of mediating variables are illustrated in Table 6 above. Direct effects were examined by using structure question modeling. The outcomes suggest that GH is positively and significantly associated with Int-GSCM (H5a supported, $\beta = 0.71$, <0.05). Similarly, GH is optimistically and significantly connected with Ext-GSCM too (H5b supported, $\beta = 0.78$, <0.05). This outcome is similar to (Teixeira et al., 2016). The outcome of (GT→Int-GSCM and GT→Ext-GSCM) in Table 5 also shows a positive association ($\beta = 0.15$, <0.05), ($\beta = 0.08$, <0.05); thus, this outcome supports H5a and H5b, and it is similar to the findings of Mohammed Othman, (2019).

Table 7 illustrates that connectivity among GPInt-GSCM and GPExt-GSCM is insignificant ($\beta = 0.01$, p-value is >0.05), ($\beta = 0.03$, p-value is >0.05). These outcomes contradict Zaid et al.(2018). Moreover, table 5 presents that the outcome of (GRInt-GSCM) is also insignificant (not supported $\beta = 0.048$, the p-value is >0.05). These results are similar to those of Jabbour and de Sousa Jabbour (2016). However, the connectivity among (GR→Ext-GSCM) is of a direct and significant nature (H5b supported, $\beta = 0.073$, the p-value is <0.05). This outcome is similar to the endorsement of (Arda et al., 2019).

Based on these statistical Outcomes, it can be argued that environmentally friendly actions that improve a business's operational, environmental, social, and financial aspects are necessary to balance economic growth and resource consumption. Due to the rapid depletion of natural resources, green initiatives within and outside organizations must

be pushed at an increasing scale. Managers and decision-makers should explore all possible strategies to promote green practices to achieve sustainability. Refer to Table 8.

Table 8: Regression Weights: Mediating Role of GSCM

Hypothesis	Hypothesis	Hypothesis	Hypothesis
GH-->Int. GSCM->SP (H6a)	Supported	GH-->Ext. GSCM->SP (H7a)	Supported
GT-->Int. GSCM->SP (H6b)	Supported	GT-->Ext. GSCM->SP (H7b)	Supported
GP-->Int. GSCM->SP (H6c)	Not Supported	GP-->Ext. GSCM->SP (H7c)	Not Supported
GR-->Int. GSCM->SP (H6d)	Not Supported	GR-->Ext. GSCM->SP (H7D)	Supported

Table 8 above shows how GSCM activities act as a mediator to reduce the indirect influence of GHRM practices on sustainable performance. The author used regression analysis to find that GH and GT have a strong mediated effect on sustainable performance through internal GSCM practices. However, the results showed no significant mediation by internal GSCM practices for GP and GR. Additionally, a similar pattern is seen with external GSCM, which effectively mediates the impact of green reward, green hiring, and green training.

Therefore, it can be established that GSCM practices mediate the association between GHRM practices and sustainable performance in general. These findings align with the endorsement of Kauppi et al. (2016). Adoption of a green corporate culture is indispensable for organizations wanting to achieve sustainability in financial and environmental performance.

Conclusion

This study aimed to investigate how GHRM practices (green hiring, green training, green reward & compensation, and green performance management system) affect long-term performance in the manufacturing sector of Gujranwala, Pakistan, with GSCM practices serving as a mediating role. The broad gamut theoretical foundation and literature on the chosen variables was illustrated in second portion of the study. Out of several aspects of the problem, this exploration tried to accomplish these main objectives:

Explore the direct impact of GHRM practices (green hiring, green training, green reward & compensation, and green performance management system) on sustainable performance.

Effect of independent variable GHRM practices (green hiring, green training, green reward & compensation, and green performance management system) on the mediator (GSCM practices).

Effect of the mediator (GSCM practices) on the dependent variable (sustainable performance)

By incorporating the effects of a mediator, examine the impact of the independent variable GHRM practices (green performance management system, green hiring, green training, and green rewards & compensation) on the dependent variable (sustainable performance).

The results of this study indicate that GHRM and GSCM practices may largely regulate the sustainability of performance (environmental, social, and economic). Furthermore, the relationship between GHRM practices and sustainable performance was found to be significantly mediated by GSCM practices.

Green hiring, training, rewards, and performance management systems positively and significantly influence performance sustainability, whether social, economic, or environmental, as demonstrated by an analysis of the relationship between GHRM practices and sustainable performance. In addition, the author concludes that GSCM practices mediate the relationship between GHRM practices and sustainable performance.

Theoretical and Managerial Implications

Exploring and illustrating the linkage among environmental strategic goals and specific aspects of green HRM of an organization (together with green supply chain management) may exert numerous practical and managerial implications as follows:

This study will bridge the gap between SCM theories and HRM by providing a comprehensive analysis of the connectivity of these practices for accomplishing sustainability goals

Supply chain managers responsible for implementing green supply chain strategies must consider human factors.

Administrators must implement a green supply chain by providing empowerment, education, and a clear pay and reward structure.

Regarding "green employee empowerment," supervisors might encourage forming green teams to motivate employees. Due to green groups, employees may discuss and select the best ideas for a greener supply chain.

Management is responsible for creating financially and nonfinancial sustainable incentives. Therefore, a compensation system that acknowledges green practices and projects could be considered and implemented to promote more employee involvement in the company.

Limitations and Future Suggestions

The study has a few limitations that future researchers can overcome. Firstly, this study collected data from only the manufacturing sector and one city of Pakistan. The exclusion of other sectors and regions of the country is a limitation of the study. Future researchers can expand this study by considering other sectors and regions of the country. Due to cultural and economic variations, the study's conclusions may not be generalizable to other nations because it focuses on an Asian developing country. Secondly, this study has only included GHRM practices as an independent variable; future researchers may include HRM outcomes, too. Finally, researchers may modify their protocols and use different software to research and analyze the findings to show more noteworthy outcomes.

Annexure: 1

Construct and Item Used in the Questionnaire

Green Hiring

GH1. Our organization considers environmental awareness and skills a key criterion when hiring.

GH2. The training programs in our organization include modules on reducing waste and conserving resources."

GH3. Our organization's training initiatives encourage employees to adopt environmentally friendly practices."

GH4. The training provided by our organization has enhanced my knowledge and skills related to environmental sustainability.

Green Training

GT1. Our organization provides regular environmental sustainability and conservation training

GT2. The training programs in our organization include modules on reducing waste and conserving resources."

GT3. Our organization's training initiatives encourage employees to adopt environmentally friendly practices."

GT4. The training provided by our organization has enhanced my knowledge and skills related to environmental sustainability

Green Performance Management

GP1. My performance appraisal includes goals and targets related to environmental sustainability

GP2. My supervisor provides feedback on my environmental performance as part of my regular performance evaluation

GP3. Our organization recognizes and rewards employees for their contributions to environmental sustainability

GP4. Environmental performance metrics are used to evaluate employee and departmental performance in our organization.

Green Reward and Compensation

GR1. Our organization offers incentives for employees who contribute to environmental sustainability initiatives

GR2. Employees are recognized and rewarded for suggesting and implementing environmentally friendly practices

GR3. Our compensation package includes benefits for employees who participate in environmental programs or achieve environmental goals.

Internal GSCM Practices

IGS1. Our organization has a clear environmental policy for supply chain management

IGS2. We regularly assess and mitigate environmental risks in our supply chain operations

IGS3. Our organization uses environmentally friendly materials and resources in our supply chain

IGS4. We have implemented green logistics and transportation practices in our supply chain.

IGS5. Our organization monitors and measures its environmental performance in supply chain operations

IGS6. We collaborate with our internal stakeholders to implement sustainable supply chain practices.

IGS7. Our organization provides training and resources to employees to support green supply chain practices

External GSCM Practices

EGS1. We collaborate with our suppliers to implement environmentally friendly practices

EGS2. Our organization works with suppliers who share our commitment to environmental sustainability

EGS3. We evaluate and select suppliers based on their environmental performance.

EGS4. Our organization communicates its environmental expectations to its suppliers

EGS5. We work with our customers to reduce environmental impacts throughout the product lifecycle

Environmental Performance

EP1. Our organization has reduced its environmental footprint through sustainable practices

EP2. We have achieved significant reductions in waste, energy consumption, or emissions.

EP3. Our organization's environmental performance has improved over the past year

Economic Performance

EP1. Our organization's revenue has increased due to sustainable practices."

EP2. We have achieved significant cost savings through efficient resource use

EP3. Our profitability has improved due to sustainability initiatives

EP4. Our organization's market share has increased due to its commitment to sustainability.

Social Performance

SP1. Our organization prioritizes the well-being and safety of its employees.

SP2. We engage in practices that support the local community and promote social development

SP3. Our organization ensures fair labor practices and promotes diversity and inclusion

SP4. We are transparent and accountable in our business practices and decision-making

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