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The Influence of Green HRM on Environmental Performance: The Mediating Effect of Green Innovation and Moderating Effect of Environmental Strategy

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Abstract: This study has investigated and explored the influence of Green Human Resource Management (GHRM) on Environmental Performance (EP) under the mediating effect of Green Innovation (GI) and moderating effect of Environmental Strategy (ES). The study was drawn upon the basis of Social Identity (SI) theory and Natural-Resource Base View (N-RBV) theory. The nature of the study is quantitative. In this research study, the probability sampling technique straightforward random sampling technique is used; data were collected from 385 respondents of managerial and supervisory levels from textile manufacturing organizations in Pakistan. Smart PLS was used for data analysis and testing. The results indicate that GHRM positively and significantly affects EP. Likewise, this study indicates that GI mediates between GHRM and EP. ES has a positive and significant impact on moderating the relationship between GI and EP. The current research is useful for managers of textile manufacturing organizations and policymakers to operate green HRM, GI, and ES in investigating EP. It is also helpful to guide managers of textile organizations to reinforce internal resources such as GHRM, GI, and ES to enhance EP.

Keywords: Green HRM, Green innovation, Environment strategy, Social identity theory, Natural- resource-based view theory, Environmental performance

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INTRODUCTION

Environmental conservation has become the foremost critical issue, and environmental decay/deprivation has become a global problem. In the current scenario, most environmental policymakers, practitioners, people in business, and academics decide that the bases of environmental deprivation/decay contain climate change, air radiation, water pollution, resource reduction, and utilization of hazardous resources. The N-RBV theory suggests that organizations vigorously pursue expanding and harmonizing the connection with the outdoor natural environment. It can carry out three distinctive yet unified ES: product stewardship, pollution reduction, and sustainable development (Mata, 1995). By expanding the N-RBV theory, firms can ensure a competitive environmental advantage. It can be attained by (1) using advanced GHRM to encourage an organization to grow and leverage its gi capabilities and enhance its GI, (2) gripping novel knowledge developed GI, and (3) applying GHRM, GI, attached with proactive ES, to boost EP. Considering 'green' concerns has been a heavy object for manufacturing practitioners and researchers in the previous decades (Singh, Del Giudice, Chierici, & Graziano, 2020). From the academic lookout, researchers progressively shift their consideration from overall discussion to paradigms like as "green HRM" (Singh et al.,

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2020), "GI" (Singh et al., 2020), "green bonds" (Tolliver, Keeley, & Managi, 2020), "green economy" (Ahmed et al., 2022) competition of "green supply chain (Khalil, Khalil, & Khan, 2019). Overall, business developments have transformed promptly due to the economic environment. Thus, the study focuses on which predictors assess EP. Earlier studies recommend that "industrial culture" (Chen, Tang, Jin, Li, & Paillé, 2015) and "worker voice" Khan (2019) clarify manufacturing organizations' performance. Though, we propose that highlighting GHRM that take care of organizations' processes and systems and create the impact of employees properly on a higher scale (Khan, Hussain, Maqbool, Ali, & Numan, 2019) might be the finest forecasters to improve GI and green operations in manufacturing organizations, particularly in a culture like the Pakistan which is comparatively superior on power-distance (Rehman, Kraus, Shah, Khanin, & Mahto, 2021; Silva & Madushani, 2017). Therefore, the current study ventures that upper management of the manufacturing companies should focus on green HRM (Rehman et al., 2021) to generate and back internal capabilities essential for GI (Rehman et al., 2021) and with the ES to achieve EP (Rehman et al., 2021; Tolliver et al., 2020). The study examines how GI and ES play a role in the connections between GHRM and EP in large manufacturing.

LITERATURE REVIEW

GHRM and Environmental Performance (EP)

The term "GHRM" focuses on the structured and organized collaboration of traditional human resource management within a firm's environmental concerns (Jabbour, 2013). Resource base-view theory specifies that organizational sources and abilities can support significantly to accomplish a competitive advantage (Mata, 1995). In addition, the NRBV theory is the extension of the Resource Base View (RBV) theory, which indicates that businesses can increase competitive advantage in replying to answer matters related to the natural environment (Hart, 1995). So, the Green HRM is a process certifying that an organization practicing a management system is ecologically balanced and environment friendly (Rehman et al., 2021). Hart (1995) suggested that RBV theory has some lapses. For example, it cannot incorporate contact with the natural environment of organizations. In the earlier period, this lapse was understandable, while it is currently clear that the natural environment supports achieving an advantage. It reflects human resource management policies as a cause of utilizing consuming resources in sustainable ways (Deshwal, 2015; Farooq, Akhtar, Hijazi, & Khan, 2010; Rehman et al., 2021). It also enhances employee morale, decreases employee turnover, appeals to human talent, improves the internal and external quality of the organization, advances shareholders' relations, improves growth, and offers competitive advantage (Deshwal, 2015). The developing zone of exploration is the point at which human resource management structures, strategies, and actions are connected with EP (Renwick, Jabbour, Muller-Camen, Redman, & Wilkinson, 2016).

H1: GHRM is positively connected with Environmental Performance (EP) GHRM and Green Innovation (GI).

GHRM encourages the commitment culture and organization's innovative orientation (Verburg, Den Hartog, & Koopman, 2007). Moreover, Seeck and Diehl (2017) propose that HRM significantly positively affects product innovation in corporations with progressive cultures and smooth organizational structures. According to Seeck and Diehl (2017), the previous research on the GHRM and Innovation, communication associated with product development and technological innovation, the simple HRM does not have a solid impact on executive and process innovation (Rehman et al., 2021). Consequently, earlier research recommends different results linking HRM and organizational innovation. Depiction upon the RBV (Barney, 2001) as well as AMO (Appelbaum, Bailey, Berg, & Kalleberg, 2000), and we expect that organization that standards and powers the likelihood of its human talent will go about institutionalizing GHRM to fascinate, provoke, and offer opportunities for GHRM to control their potencies for green development and product innovation. Consequently, we suggest that,

H2: GHRM is positively connected to Green Innovation (GI).

Green Innovation (GI) and Environmental Performance (EP)

EP depends on administrative creativities encounters, beating social prospects vis-à-vis typical situations (Chan, 2005), now a mode towards driving simple amenabilities through principles or procedure (Chen, Chang, & Lin, 2014). Existing literature explored such dependency of EP upon that excellence in environmental kindly goods, GI, and green development, as well as assimilation between ecological stability and occupational tasks as well

as invention growth (Chen et al., 2014; Darnall, Jolley, & Handfield, 2008; Nabilla, 2019; Rehman et al., 2021). An organization's environmental management agenda is associated with green invention, and EP is stimulated by GI (Kammerer, 2009). With the RBV, this study claims that firms use the green method and create final products towards the development of EP along with gross willingness amid crucial shareholders, which is a critical organizational resource.

H3: Green Innovation (GI) is positively connected to Environmental Performance (EP).

Green Innovation (GI) as Mediator

GHRM raises workers' environmental attentiveness, green vision, and green compact achievement. According to the preceding literature, green social source management affects GI (Zhou, Zhang, Lyu, & Zhang, 2018) and green organizational performance. Meanwhile, those regions to study are rare and have questions and require more empirical investigation exclusively when vital stakeholders continue pressurizing firms to practice environmentally friendly management. The researchers state that firms should focus on employees' knowledge, values, and beliefs about the environment at the time of recruitment (Jam, Donia, Raja, & Ling, 2017; Renwick, Redman, & Maguire, 2013). It should make sure of green recruitment and selection system. It also understands and appreciates the organization's own opinion and ethics about the environment (Jackson & Seo, 2010) by reaching workers' ecological opinions. Likewise, performance management and evaluation of green training & development (Singh & El-Kassar, 2019), green rewards & compensation are central to HRM's care for higher EP. Here could say which green exercise and growth plans are expected to develop expert skills in personnel to green workshop examination, lasting administration, recycling, and energetic effectiveness (Ayuningrat, Noermijati, & Hadiwidjojo, 2016; Renwick et al., 2013; Singh & El-Kassar, 2019). Besides establishing recyclable organizational objects, tasks also enhance EP in the management system's performance (Renwick et al., 2013).

H4: Green Innovation (GI) significantly facilitates the relationship between GHRM and Environmental Performance (EP).

Environmental Strategy (ES) as a Moderator

Previous studies have shown that the environment of an organization and exact proactive strategies to ripen eco-friendly technologies can expand its economic outcomes (Khan et al., 2019). Ineffective managerial culture might make up ES oversensitive instead proactive, possibly growing the potential risk of calamities and a destructive reputation (Rehman et al., 2021). Also, the theory of Natural-resource-based respects adulteration restraint, product stewardship, and organic growth as dynamic ES which can lead organizations near competitive gains (Han, Seo, Li, & Yoon, 2016). Meanwhile, GI in a firm can be supported through an active ES and equally enfeebled by a volatile ES, so assume that.

H5: The Environmental Strategies (ES) can moderate between Green Innovation (GI) and Environmental Performance (EP).

Theoretical Framework

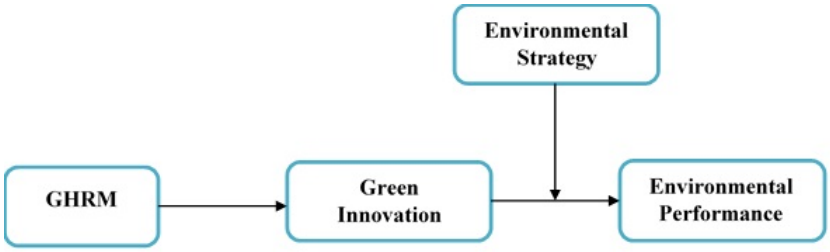

Figure 1: Theoretical framework

METHODOLOGY

Sampling and Population

This study considers the interrelationship among green HRM, EP, GI, and ES in textile manufacturing organizations. Therefore, all the textile manufacturing organizations in Pakistan constitute the population for the present study. In this research study, the probability sampling technique straightforward random sampling technique is used. Specifically, the population of this study included managerial and supervisory level personnel having experience more than one year of experience in textile manufacturing organizations in Pakistan. The complete population frame was not available for the present study. Since the sample size should be a true population proportion corresponding to the requisite error margin and level of confidence. In our study, the sample size was determined statistically based on our desired confidence level of 95%, wherein a 5% margin of error and a 50% population proportion. In this way, our sample size is statistically calculated as 383 respondents at least to have the required confidence level of 95%. To achieve the desired number of responses, the survey form link was emailed to 650 managers and supervisors working in textile manufacturing organizations through the HR department of textile manufacturing organizations so that they distribute these online questionnaires to their employees. A total of 398 responses were received. After entering the data into statistical software, an outlier analysis was performed, 13 x responses were rejected, and 385 questionnaires were accepted, matching the appropriate number of respondents for the required confidence level.

Measurement

GHRM used the scale developed by (Singh et al., 2020). “Here 7-point Likert scale sequence was as follows (1-strongly disagree, 2-disagree,3, Somewhat Disagree 4-neutral, 5-agree, 6-strongly agree,7 Somewhat agree)”. We adopted 7 item scale to measure GI (Singh et al., 2020). For the questionnaire survey, we adopted a 7 items scale of EP (Seman et al., 2019). For the questionnaire survey, we adopted a 7 items scale of EP (Seman et al., 2019)

DATA ANALYSIS

Measurement Model

The First PLS algorithm test was conducted to test the measurement model. We tested convergent validity through average variance extracted and loading values. The construct validity table shows that all the variables’ lording values increased from 0.7 and lower than 0.95 (Hair, Risher, Sarstedt, & Ringle, 2019). The composite reliability valve from 0.7 that portrays the degree of construct indicates the latent construct. Composite reliability values of variables are EP 0.933, GI 0.931, green HRM 0.874, and ES 0.946, so all the values for variables are acceptable (Hair et al., 2019).

Meanwhile, the average variance extracted also exceeded 0.7. Ave shows the number of variables in the latent constructs. The values of Ave for research variables are green HRM 0.581, GI 0.659, ES 0.745, and EP 0.735.

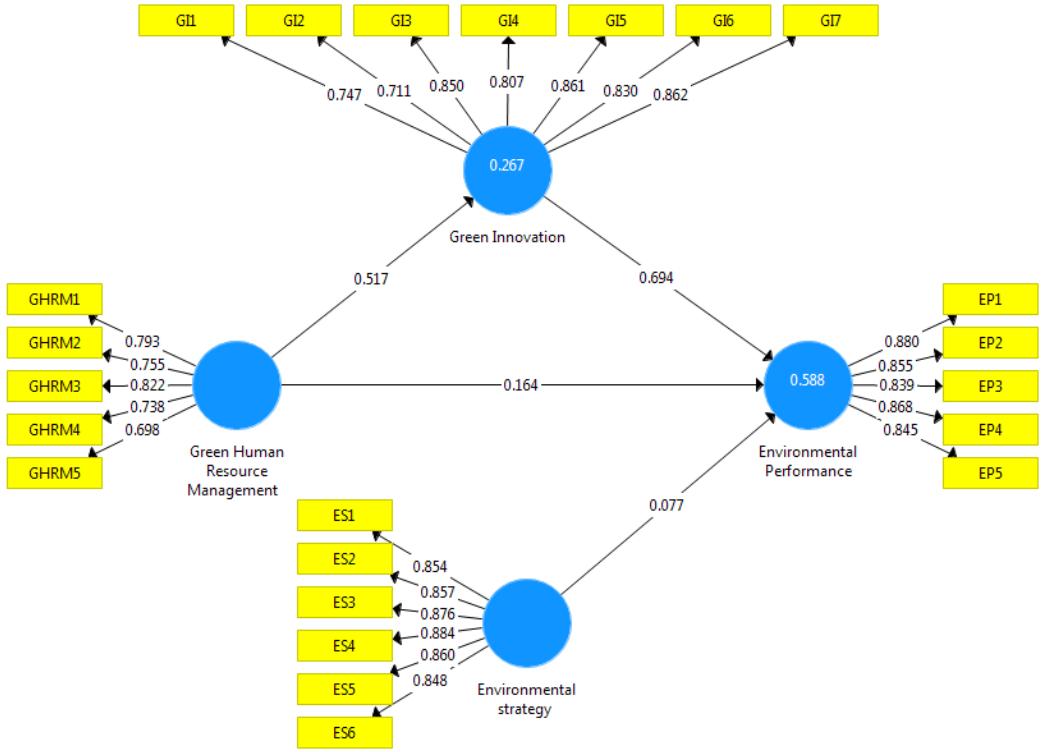

Figure 2: Measurement model

Table 1: Reliability & validity

	Items	Loading	Cronbach's Alpha	CR	AVE
Environmental Performance	ENP1	0.880	0.910	0.933	0.735
	ENP2	0.855			
	ENP3	0.839			
	ENP4	0.868			
	ENP5	0.845			
Environmental strategy	ENS1	0.854	0.932	0.946	0.745
	ENS2	0.857			
	ENS3	0.876			
	ENS4	0.884			
	ENS5	0.860			
	ENS6	0.848			
Green Human Resource Management	GHRM1	0.793	0.820	0.874	0.581
	GHRM2	0.755			
	GHRM3	0.822			
	GHRM4	0.738			
	GHRM5	0.698			
Green Innovation	GI1	0.747	0.913	0.931	0.659
	GI2	0.711			
	GI3	0.850			
	GI4	0.807			
	GI5	0.861			
	GI6	0.830			
	GI7	0.862			

Cronbach's alpha coefficient differs with GI at 0.913, GHRM at 0.927, ES at 0.932, and EP at 0.910. All the results show that the scale's internal consistency is at a satisfactory level.

Table 2: Discriminant validity

Discriminant Validity	EP	ES	GHRM	GI
Environmental Performance	1			
Environmental strategy	0.218			
Green HRM	0.563	0.463		
Green Innovation	0.825	0.34	0.584	1

The discriminant validity of variables through two methods computing the square roots value of AVEs with the correlation coefficient and observing the Hetrotrait-monotrait Ration of correlation. When the square root value of Aves beat, their corresponding correlation coefficient between construct and HTMT is less than its standard range, discriminating validity transparently.

Structural Model

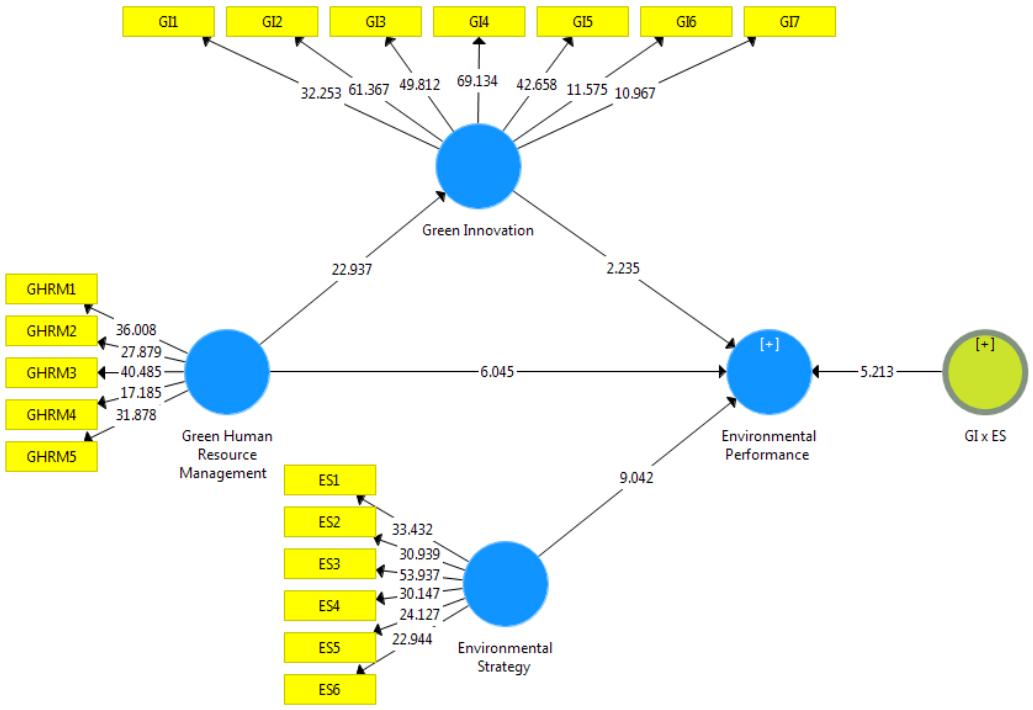

Figure 3: Structural model

Table 3: Hypothesis testing

Structure Estimator	beta	*t* value	Sig Level	Hypothesis Testing
Green HRM -> Environmental performance	0.0164	2.708	$p > 0.00$	Accepted
Green HRM -> Green innovation	0.517	8.654	$p > 0.00$	Accepted
Green innovation -> environmental performance	0.694	14.244	$p > 0.00$	Accepted
Green HRM -> Green innovation -> environmental performance	0.055	11.219	$p > 0.00$	Accepted
Environmental strategy*Green innovation -> environmental performance	0.231	5.213	$p > 0.00$	Accepted

To inspect the direct and indirect hypotheses of the study. This study used convenience-based Structural Equation Modeling (SEM), which helps to measure this study's hypothesis acceptance.

FINDINGS

H1 focused on the connection between GHRM and EP. According to the H1, PLs SEM results from the exhibit show that GHRM positively and significantly impacts EP (Beta = 0.164, t = 2.708, p > 0.00). The study formulates the positive relationship between green HRM and GI as H2. The results (Beta = 0.517, t = 8.654, p > 0.00) showed that GHRM positively influenced GI. The study constructs H3 related to GI positively influencing EP. As shown in the results (Beta = 0.694, t = 14.244, p > 0.00), GI also positively and significantly affects EP. Therefore, hypotheses H1, H2, and H3, fully supported the direct effect of variables. The association between green HRM and EP was also observed through indirect effect. The indirect effect between GHRM and EP has been studied through mediator GI and moderator environmental. The table illustrates that H4 (Beta = 0.359, t = 8.124, p > 0.00) and H5 (Beta = 0.231, t = 5.213, p > 0.00) result demonstrates such GI has positive as well as the significant outcome on GHRM and EP. The finding revealed that GI positively and significantly mediated GHRM and EP. On the other side, the ES also positively and significantly affects GI and EP. Outcomes recommended that both indirect H4 and H5 supported the study. All the proposed hypotheses of the study, namely H1, H2, H3, H4, and H5, are acceptable.

DISCUSSION

Previous literature helps to support the existing studies about green to inspire green HRM, GI, ES, and EP of an organization (Rehman et al., 2021; Renwick et al., 2013). H1 reveals that green HRM significantly and positively impacts EP, and outcomes prove the significant positive influence of the variable. Past studies support the outcome, exhibiting a positive and significant impact of green HRM and EP (Bono & Judge, 2003; Chen et al., 2014; Renwick et al., 2013). Moreover, H2 indicates that green. GHRM significantly impacts GI. The results give evidence that the effect is significant. Past studies support the results, which exhibit the positive and significant impact of GHRM and GI (Chen et al., 2014). Besides, H3 shows the positive and significant connection between GI and EP, and the results evidence that association. Past studies support the results (Chen et al., 2014).

Furthermore, H4 supports the outcomes that GHRM on EP had been mediated by GI. Moreover, H5 supported the ES's moderating role in GHRM and EP. Previous studies could be advanced and contributed through such research (Jia, Liu, Chin, & Hu, 2018) in which GI and ES play a severe role in impacting the GHRM and predicting EP in the organization.

CONCLUSION

Specifically, based on Social Identity Theory (1996) and N-RBV Theory (1995), this research spread the works by exploring the part of employees' organizational vow among GHRM and innovative green behavior. A few studies in environmental literature have discovered the character of GI and ES as an intermediary between GHRM and EP. These discoveries emphasize the declarations of earlier research (Carmeli, 2005; Chen et al., 2014; Liden et al., 2003; Rehman et al., 2021) about the hypothesis that GHRM has a vital role in an organization's EP. The findings of these studies also disclose the interceding significance of GI and ES.

In the end, this research backings the social identity perception and has factual inferences for employees' innovative actions. Employees are motivated to follow their organization's environmental aim when their principles trigger it. Moreover, this study disclosed experimental evidence that an organization's EP is aggregated by the individual employees' environmental actions (Daily, Bishop, Govindarajulu, & Society, 2009).

The main focus of this learning scale is on GHRM applications and by what means the textile manufacturing organizations attempt to inspire their workers' contribution to the environment's safety. The scholars trust that this scale can be a step to easing scholars' advanced research of GHRM.

FUTURE RESEARCH AND STUDY LIMITATIONS

This investigation makes some boundaries, representing an upcoming course for upcoming research. To start with, we directed this investigation to the manufacturing division of Pakistan, which restricts the generalizability of our examination for the non-manufacturing area. Along these lines, we propose that future exploration ought to

stretch out our research framework system to the non-manufacturing area in Pakistan. Second, this examination did not utilize worker-level development to be specific environmental convictions and qualities to dig into human resource management results. Accordingly, we suggest that research in the future should propel our research framework to remember employees' environmental convictions and qualities as a mediator for the influence of GI. Third, we recommend that future research in Pakistan explore both inside and outside components opposite in selecting the environmental strategies in organizations for a more profound comprehension of defining, actualizing, and supporting proactive environmental systems. At long last, our investigation inspected authoritative individuals' discernment to quantify EP and GI. We recommend that later research tests the view of equal inner and outer partners to be all the more likely to comprehend and clarify firms' GI and EP.

The current study outcome suggests important implications for business authorities and policymakers. This research model aims to suggest directions for textile manufacturing organizations about the effect of GHRM, GI, and ES on the execution of EP.

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