

## **Can Employee's Green Creativity be nurtured? Clarifying the Roles of Green Employee Engagement and Green Self Efficacy: Proximal and Distal Effects of Green Human Resource Management Practices**

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### **Abstract:**

*The creation In persuasion of green agenda, firms are now taking an active part to create pro-environmental behavior within employees via Green Human Resource Management Practices (GHP). Many scholars agreed to the fact that there is a need of implementing GHP properly as this way; a better green outcome can be achieved. Therefore, the present study aims to examine whether GHP affects green creativity and ultimately the green performance of employees in the presence of green factors i.e. green self-efficacy and green engagement in terms of environmental sustainability. The proposed model highlighted the role of green self-efficacy and green employee engagement as two important mediators in the relationship between GHP and green creativity. A framework is developed in the light of previous literature and is evaluated through AMOS-22 and SPSS-22 software. The study adopted a convenience sampling approach and collected data from the respondents in the context of the telecommunication industry. Lastly, the implications, limitations, and future recommendations have also been discussed at the end of the paper.*

**Keywords:** Green Human resource management Practices, Green Employee Engagement, Green Creativity, Green Employee Performance and Green Self-Efficacy

## **I. Introduction**

Sustainable environmental practices play a key role in shaping an organization's competitive advantage and reputation around the world (Agarwal & Kapoor, 2022). Numerous organizations have been addressing the significance of employee engagement in the efforts they especially make to enhance green employee and organizational performance so that their aims such as reducing wastages and proactive use of energy resources, are to be fulfilled (Singh & El-Kassar, 2019). Muisyo et al. (2022) revealed in a survey that adopting Green Human resource management Practices (GHP) as a system has been utilized frequently to facilitate employee engagement in sustainable behavior. Al-Hawari (2021) discussed that green practices precipitate environmental management by synchronizing GHP i.e. (training, recruitment and selection, performance management, and rewards, etc.) with the firm's environmental goals. Islam et al. (2022) argued that recent environmental issues and global climatic changes cannot be ignored. For this, firms need to foster creativity among employees to respond to such challenges uniquely. According to Al-Swidi et al. (2022), green creativity is dependent on the synchronization between a firm's environmental strategy and Human Resource Management (HRM). Similarly, we need to consider individual factors like self-efficacy that can be leveraged through green practices to bring green outcomes (Farooq et al. 2022).

In the past 40 years, Telecommunication industry has grown all over the world but its environmental stress cannot be forsaken. The telecom industry in Pakistan had exercised the benefits of HRM to attain marvelous growth, however, it is also necessary to consider innovative HRM practices which benefit the environment as well (Ali et al., 2021). Convincingly, the whole argument highlights the significance of GHP in the telecom industry and urges scholars to find those variables of human capital which may add environmental value through a green performance of their employees. Many scholars have explored the association between GHP and Green Employee Performance (GEP). However, there is inadequate research behind the proposed relationship between GHP and GEP where other factors such as Green Self-Efficacy (GSE), Green Employee Engagement (GEE) and Green Creativity (GC) are considered. Most of the research either explored the direct linkage among these variables or considered a few of these factors in their model to explore the possible linkage between GHP and GEP such as GHP and GC (Al-Ghazali & Afsar, 2021), GSE and GC (Chen, et al., 2015), and so on. Similarly, Farooq et al. (2022) instructed scholars to explore the green factors such as GSE, GHP and GC altogether and extend the existing models. Therefore, this encourages the researchers to propose a framework where all of these constructs are incorporated.

This way, the present study fills this gap by introducing multiple mediators such as GSE and GEE between the relationship of GHP and GC. Furthermore, this study identifies those green behaviors that are drivers to bring GEP. Further, we can argue that relevant existing literature is scarce from the perspective of sectors such as the telecommunication sector. Linking with this issue, examining the GHP and its effect on GC through a mediating mechanism may help telecom firms in shaping GEP. We posed a question for the present research i.e. what is the impact of GHP on GC in the presence of GEE and GSE as mediators and what is the impact of GC on GEP?

## **II. Theoretical Framework**

To support the proposed framework, the Resource-Based View (RBV) theory and the Ability-Motivation-Opportunity (AMO) theory have been applied to explore the

effectiveness of green factors toward GEP. RBV theory explains that a firm's competitive edge, performance and employees depend on those strategic resources which are characterized as valuable, rare, and difficult to imitate (Barney, 1991). It can be deduced that GHP and employees are critical resources to bring GC that ultimately leads to GEP.

AMO theory exhibits that personal ability and motivation provide the base for action, which may happen when appropriate opportunities are provided by the firm (Appelbaum, Bailey, Berg, Kalleberg, & Bailey, 2000). In pursuit of enhancing GC and GEP, GHP is considered to be the crucial factor that enhances GSE and GEE which further enhances the GC to make best the use of opportunities to lead towards GEP.

### **III. Literature Review and Integration of Variables for Hypotheses Development**

#### **A. Green Human Resource Management Practices and Green Creativity**

Rubel, Kee, and Rimi (2021) argued that GHP stimulates firms to incorporate green initiatives to attain green organizational goals and for that; they are in need to focus on green employees' behavior. GHP may affect employees' attitudes and behaviors such as GEP, pro-environmental behavior, green innovation, etc. (Hameed et al., 2020). AMO theory indicates that GHP has a significant relation with GC as it helps to enhance the abilities of individuals through HRM functions to eco-friendly innovations. This further motivates them to perform green tasks in a useful manner (Singh, Del Giudice, Chierici, & Graziano, 2020). Based on the above arguments, we propose that:

**H<sub>1</sub>:** Green human resource management practices are positively associated with green creativity.

#### **B. Green Human Resource Management Practices and Green Employee Engagement**

According to Ababneh (2021), GHP fosters green targets and promotes green work behaviors. Hameed et al. (2020) stated that GEE occurs through managerial support and GHP. According to Suharti and Sugiarto (2020), GEE increases when GHP has been deployed effectively. GEE is an outcome of GHP and supportive management behaviors which encourage employees to be more committed to green activities to achieve green objectives (Welmilla & Ranasinghe, 2020). Therefore, we hypothesize that:

**H<sub>2</sub>:** Green human resource management practices are positively associated with green employee engagement.

#### **C. Green Employee Engagement and Green Creativity**

According to Orlowski, Bufquin, and Nalley (2021), employees who show greater engagement at the workplace are indulged more in green-related tasks, and exhibit greater efficiency in green outcomes such as GC. Another study demonstrated that GEE boosts the GC of employees (Bhutto et al., 2021). Individuals who possess a higher level of green engagement in their work are more creative and innovative toward green tasks (Cho & Yoo, 2021). Karatepe et al. (2022) also stated that GEE enhances employee GC by demonstrating that individuals having higher engagement make fruitful contributions to their organization such as performing a task in an eco-friendly way and proposing alternatives to solve environmental problems. So, we proposed that:

**H<sub>3</sub>:** Green employee engagement is positively associated with green creativity.

**D. Green Employee Engagement as a Mediator between Green Human Resource Management Practices and Green Creativity**

Several scholars agreed with the fact that GEE is a significant mediator and it has also been proved in prior literature that it has the potential to act as a mediator between GHP and green outcomes; i.e. GC (Aboramadan et al., 2019; Aboramadan & Karatepe, 2021). GEE occurs when organizations conscientiously employ GHP which creates a state of motivation among employees which further leads to creative ideas motivating them to reach a green level (Omar Mohammed Ali Ababneh, 2021). Obeidat, Al Bakri, and Elbanna (2020) explained with the help of social exchange theory that in presence of GHP, an employee would show greater engagement and hence become more prone to propose creative solutions. Conclusively, GHP would increase GEE positively which ultimately enhances their GC. Thereby the following hypothesis can be proposed:

**H4:** Green employee engagement mediates the association of green human resource management practices and green creativity.

**E. Green Human Resource Management Practices and Green Self-Efficacy**

Yusliza et al. (2020) argued that Self-Efficacy (SE) is a significant element of human competence and helps employees to analyze their abilities to perform a task and gain knowledge and exposure to situational crises. Kornilaki et al. (2019) argued that GHP makes a significant impact on GSE because these practices help in the development of employees' confidence to manage critical environmental challenges. Farooq et al. (2021) claimed that there is limited empirical evidence on the association between GHP and GSE, but the preceding debates provide enough foundation to build the assumption that GHP and GSE are associated with each other; therefore, we hypothesize that:

**H5:** Green human resource management practices are positively associated with green self-efficacy.

**F. Self-Efficacy and Green Creativity**

SE is associated with an individual's self-belief which is enough to uplift and motivate them to achieve their goals (Eissa et al., 2020). Following this, it can be anticipated that SE itself is a key psychological driver of behavioral outcomes. Puente-Díaz (2016) also stated that employees, when having higher SE, can be more creative as they display high self-confidence which further helps them to generate more novel and unique ideas. Farooq et al. (2022) argued that the correlation between GSE and GC is underexplored but there is a need to develop a granular understanding that the personal strand when gets leveraged, brings behavioral change. Therefore, we can hypothesize that:

**H6:** Green self-efficacy is positively associated with green creativity.

**G. Green Self-Efficacy as a Mediator between Green Human Resource Management Practices and Green Creativity**

Study by Farooq et al. (2022) states that GHP brings self-confidence in employees to achieve green tasks through creative solutions and confirms mediating role of GSE between GHP and GC. Zhang et al. (2018) stated that when individuals contain higher SE, they display more confidence through which they can challenge the traditional concept and introduce novel methods. Moreover, as per Bandura's (1986) theory, GHP affects GSE which further directs employees towards GC. To conclude, we can say that green practices enhance GSE by developing green concerns of employees that further fosters their GC. Thereby, we hypothesize that:

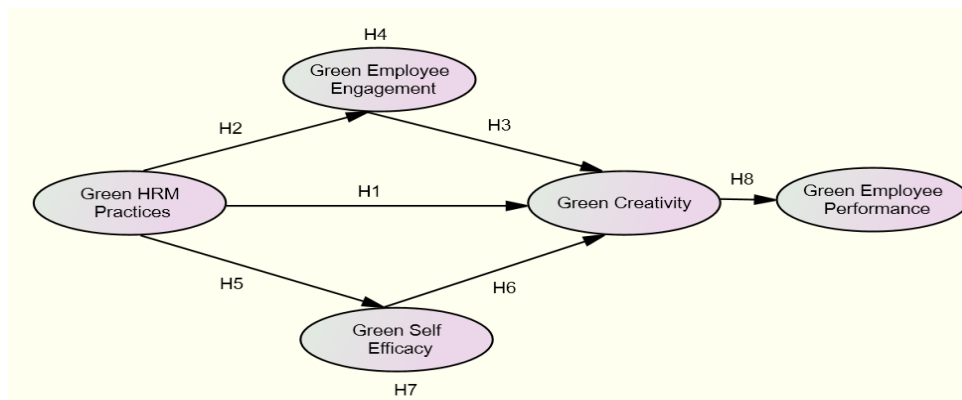
**H7:** Green self-efficacy mediates the association between green human resource management practices and green creativity.

#### H. Green Creativity and Green Employee Performance

It is argued that creativity is the backbone of green initiatives through which the overall performance can be enhanced (Cheng & Yang, 2019). Song, Wang, and Ma (2020) also argued that GC is positively associated with GEP as it helps in reinforcing green behavior. The findings of Jia, Liu, Chin and Hu (2018) also depict that GC improves GEP. So, it can be said that employees' creative behavior is responsible for novel and new ideas that ultimately enhance the overall performance. Therefore, we can postulate the following hypothesis:

**H8:** Green creativity is positively associated with green employee performance.

**Figure1 Research Model**



### IV. Methodology

#### A. Population, Sampling and Data Collection

The population for the study was employees who are working in Pakistan's telecommunication sector. In the present study, non-probability, convenient sampling approach is utilized for data collection. Total of 500 sample size was determined based on the formula. Data was collected through a structured questionnaire.

#### B. Measures

In this study, the instrument was designed based on the previous literature that has been already tested. The wording of some questions was modified according to the context of the study. The instrument has two sections. The First section includes the items of the focal variable and the second section was related to the demographic questions for which a nominal scale was used. Likert scale ranges from 1 to 5 with 1 being (strongly disagree) to 5 being (strongly agree) are used. The scale of GHP is adopted from Dumont, Shen and Deng's (2017) study. GC items have been adopted from Al-Ghazali and Afsar's (2021) study. The items of GEP have been adopted from Pham, Vo-Thanh's et al. (2020) study. GSE items have been adopted from the study of Chen and Chang (2014). GEE items have been adopted from the study of Aboramadan (2021).

## V. Analysis and Results

**Table 1: Data Normality Statistics (N=270)**

Constructs	Min	Max	Skewness	SE	Kurtosis	SE	Tolerance	VIF
GHP	7.00	30.00	-1.10	0.14	1.53	0.29	0.57	1.72
GC	10.00	35.00	-0.53	0.14	-0.93	0.29	0.81	1.22
GSE	12.00	25.00	-0.23	0.14	-0.34	0.29	0.45	2.19
GEE	15.00	35.00	-0.13	0.14	-0.57	0.29	0.37	2.65
GEP	6.00	20.00	-0.79	0.14	0.02	0.29	Dependent Variable	

**Notes:** GHP= Green Human Resource Management Practice; GC= Green Creativity; GSE= Green Self Efficacy; GEE= Green Employee Engagement; GEP= Green Employee Performance; SE=Standard Error; VIF=Variance Inflationary Factor

### A. Descriptive of Demographics

While collecting data, 296 surveys were conducted. The demographic section's first question about respondents' gender resulted in 67.4% (182) male and 32.6% (88) female respondents. The second question was about age and the results show that the age of the majority of the respondents was (26-33), around 60.4% (163). The third question was about educational qualifications. Based on the analysis, the majority of the respondents have (Bachelors) education, with 61.5% (166). The last question about the duration of the respondent's employment has shown that the majority of respondents are (between 6 and 10 years), with 44.1% (119).

### B. Measure Validation

Reliability of items is checked to confirm whether items of variables are error-free or not, while validity confirms whether items measure what was intended to be measured. Individual CFA was applied to check the unidimensionality of the scale. Table 2 shows that values of Cronbach's Alfa are  $\geq 0.70$ , confirming the reliability of the items. The GFI, CFI and NFI values also showed acceptable ranges i.e.  $\geq 0.90$ . These results indicated that the data was error-free and overall fit and it can be used for further analysis

#### *Reliability and Unidimensionality*

**Table 2: CFA Results (N=270)**

Constructs	Items	Unidimensionality					Convergent Validity		Reliability
		$\chi^2/df$	GFI	CFI	RMR	RMSEA	NFI	FL (min-max)	$\alpha$
GHP	6	2.17	0.98	0.98	0.37	0.06	0.97	[0.58-0.82]	0.82
GC	7	1.96	0.97	0.99	0.28	0.06	0.98	[0.81-0.87]	0.93
GSE	4	1.96	0.99	0.98	0.02	0.06	0.97	[0.40-0.77]	0.70
GEE	7	2.57	0.96	0.95	0.03	0.06	0.92	[0.48-0.71]	0.78
GEP	4	0.31	0.99	1.00	0.01	0.00	0.99	[0.47-0.74]	0.73

**Notes:** GHP= Green Human Resource Management Practice; GC= Green Creativity; GSE= Green Self Efficacy; GEE= Green Employee Engagement; GEP= Green Employee Performance

#### Nested Confirmatory Factor Analysis

**Table 3: Five Factors Nested CFA (N=270)**

Indicators	Unidimensionality					Convergent Validity		Reliability
	$\chi^2/df$	GFI	CFI	RMR	RMSEA	NFI	FL [min-max]	$\alpha$
28	2.31	0.91	0.92	0.06	0.06	0.93	[0.50-0.82]	0.93

**Notes:**  $\chi^2/df$  = Chi Square ratio; GFI= Goodness of Fit Index; CFI= Comparative Fit Index; RMR= Root mean; RMSEA= Root mean square error approximation; NFI= Normed fit; FL= Factor loadings

Error terms like  $e_4 \leftrightarrow e_6$  were correlated in the case of GHP,  $e_4 \leftrightarrow e_{12}$  for GEE, also  $e_5 \leftrightarrow e_6$  and  $e_2 \leftrightarrow e_3$  for GC were correlated to obtain perfect fit indices. The  $\chi^2/df = 2.31$ , GFI = 0.91, CFI = 0.92, NFI = 0.93, RMSEA = 0.06, RMR = 0.06, and FL ranges from 0.50 to 0.82 for nested model. The overall  $\alpha$  value for variables was 0.93. The nested model's results show perfect loading of items into their latent variable. As per SEM literature, nested CFA's values have acceptable ranges. Table 3 confirms the NFI value of 0.93 and the estimates of factor loadings to be  $\geq 0.5$  which supports the rule of convergent validity. AVE's square root method can analyze discriminant validity, a value greater than the correlation coefficient value of the individual constructs indicates that the model is fit to run a path analysis for hypothesis testing. Table 4 exhibited the results of the reliability as the correlation values are lesser than square root values of AVE's in the diagonal.

**Table 4: Discriminant Validity (N=270)**

Constructs	GHP	GC	GSE	GEE	GEP	Mean	SD
GHP	<b>0.65†</b>	0.34**	0.51**	0.63**	0.54**	23.00	4.52
GC		<b>0.45†</b>	0.39**	0.37**	0.37**	23.65	7.42
GSE			<b>0.76†</b>	0.75**	0.56**	19.81	2.92
GEE				<b>0.77†</b>	0.56**	27.43	4.20
GEP					<b>0.68†</b>	14.77	3.24

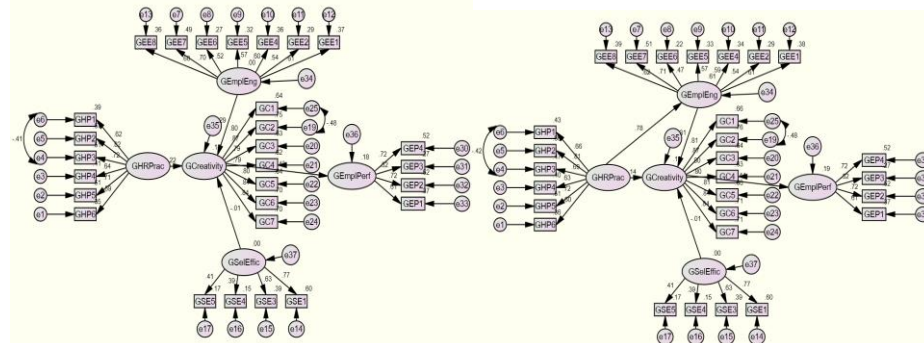
**Notes:** GHP= Green Human Resource Management Practice; GC= Green Creativity; GSE= Green Self Efficacy; GEE= Green Employee Engagement; GEP= Green Employee Performance

**C. Hypotheses Testing**

*Direct and Indirect Effects Models (Mediation Analysis)*

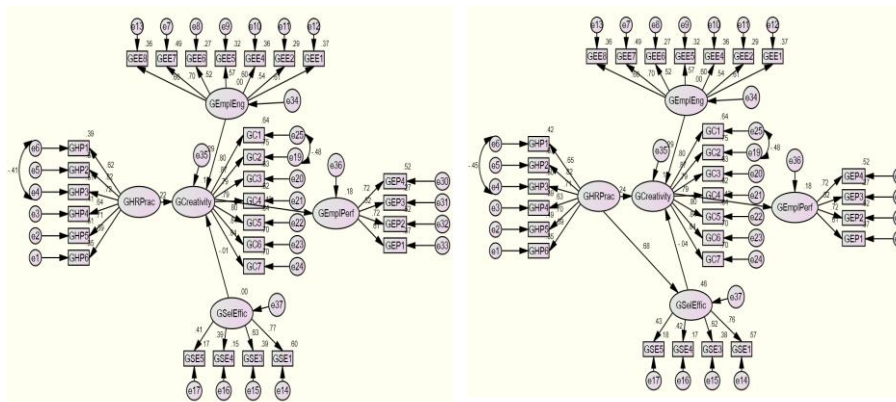
This section elaborated the outcomes after hypotheses testing and SEM model was estimated to provide empirical relationships. For hypotheses testing, direct and indirect effect structural models have been studied. As per SEM literature, indices of goodness like  $\chi^2/df$ , GFI, NFI, CFI and RMSEA have been used for the calculation of the fit of both structural models.

**Figure 2 Comparisons of Direct and Indirect Effects Models for First Mediation**



The direct effect model (leading from GHP to GC, then GEE to GC, GSE to GC and GC to GEP) and the indirect effect model for the first mediation (path leading from GHP to GEE, and GEE to GC) have been evaluated. The direct effect model demonstrates fit indices i.e.  $\chi^2/df$  ratio = 5.73, GFI = 0.67, NFI = 0.58, CFI = 0.63 and RSMEA = 0.13. Indirect effect model having mediating variables shows fit indices i.e.  $\chi^2/df$  ratio=2.67, GFI =0.90, NFI=0.91, CFI=0.90 and RSMEA=0.06. In the explanation of relationships that have been hypothesized, the indirect effect model has defined the mediating variable i.e. GEE. The mediation test protocol in an indirect model was as per the literature of SEM research mediation guidelines.

**Figure 3 Comparison of Direct and Indirect Effects Model for Second Mediation**



We assessed the indirect effect model for the second mediation (path from GHP to GSE, then GSE to GC). Indirect effect model with mediating variable i.e., GSE demonstrated fit indices with values as follows:  $\chi^2/df$  ratio=5.49, GFI=0.70, NFI=0.60, CFI=0.65 and RSMEA=0.12.

**Table 5: Results of Direct and Indirect Effect Models (N=270)**

The relationships between constructs	Direct effect model			Indirect effect model		
	$\beta$	S.E		$\beta$	S.E	
H <sub>1</sub> : GHP → GC	0.22***	0.11	Significant			
H <sub>2</sub> : GHP → GEE				0.78***	0.10	Significant
H <sub>3</sub> : GEE → GC	0.29***	0.11	Significant			
H <sub>5</sub> : GHP → GSE				0.67***	0.11	Significant
H <sub>6</sub> : GSE → GC	-0.01	0.09	Insignificant			
H <sub>8</sub> : GC → GEP	0.42***	0.06	Significant			
<b>Model Comparison Indices between Direct and Indirect Effect Models for GHP → GEE → GC</b>						
H <sub>4</sub> : GHP → GEE → GC						
$\chi^2 / df$ ratio		5.73				2.67
GFI		0.67				0.90
NFI		0.58				0.91
CFI		0.63				0.90
RSMEA		0.13				0.06
Squared Multiple Correlation R <sup>2</sup> (GEP)		0.18				0.30
<b>Model Comparison Indices between Direct and Indirect Effect Models for GHP → GSE → GC</b>						
H <sub>7</sub> : GHP → GSE → GC						



$\chi^2 / df$ ratio	5.73	5.49
GFI	0.67	0.70
NFI	0.58	0.60
CFI	0.63	0.65
RSMEA	0.13	0.12
Squared Multiple Correlation R <sup>2</sup> (GEP)	0.18	0.18

**Notes:** GHP= Green Human Resource Management Practice; GC= Green Creativity; GSE= Green Self Efficacy; GEE= Green Employee Engagement; GEP= Green Employee Performance;  $\chi^2/df$  = Chi Square ratio; GFI= Goodness of Fit Index; NFI= Normal Fit Index; CFI= Comparative Fit Index; RMSEA= Root Mean Square Error of Approximation;

H<sub>1</sub> stated that GHP is positively associated with GC. Results from Table 5 indicate that GHP has a positive effect on GC (H<sub>1</sub>:  $\beta=0.22$  and p-value=0.11), hence H<sub>1</sub> is accepted. As H<sub>2</sub> stated that GHP is positively associated with GEE, Table 5 indicates (H<sub>2</sub>:  $\beta =0.78$  and p-value =0.10), hence H<sub>2</sub> is accepted. H<sub>3</sub> stated that GEE is positively associated with GC, results from Table 5 indicate (H<sub>3</sub>:  $\beta =0.29$  and p-value=0.11), hence H<sub>3</sub> is accepted. Furthermore, H<sub>5</sub> stated that GHP is positively associated with GSE. Table 5 indicates (H<sub>5</sub>:  $\beta =0.67$ ), hence H<sub>5</sub> is accepted. As H<sub>6</sub> stated that GSE is positively associated with GC, Table 5 demonstrates (H<sub>6</sub>:  $\beta=-0.01$  and p-value=0.09), findings show a negative association, thereby, H<sub>6</sub> stands insignificant. H<sub>8</sub> stated that GC is positively associated with GEP. As per the results of Table 5 (H<sub>8</sub>:  $\beta =0.42$  and p-value=0.06), H<sub>8</sub> is accepted.

Moreover, H<sub>4</sub> and H<sub>7</sub> explain the mediation process. H<sub>4</sub> stated that GEE mediates the association of GHP and GC. As per results of Table 5.6, direct effect model for H<sub>4</sub> shows fit indices i.e.  $\chi^2/df$  ratio = 5.73, GFI = 0.67, NFI = 0.58, CFI = 0.63 and RSMEA = 0.13 while indirect effect model which includes mediating variable i.e. GEE demonstrated fit indices i.e.  $\chi^2/df$  ratio =2.67, GFI = 0.90, NFI = 0.91, CFI = 0.90 and RSMEA=0.06. In the direct effect model, fit indices got improved. Based on the results of the direct and indirect effect model, it can be concluded that H<sub>4</sub> regarding the mediation of GEE between GHP and GC is accepted. H<sub>7</sub> stated that GSE mediates the association between GHP and GC. According to results from Table 5 direct effect model for H<sub>7</sub> shows fit indices i.e.  $\chi^2/df$  ratio = 5.73, GFI = 0.67, NFI = 0.58, CFI = 0.63 and RSMEA= 0.13 while indirect effect model having mediating variable i.e. GSE demonstrated fit indices indicate values as  $\chi^2/df$  ratio =5.49, GFI =0.70, NFI =0.60, CFI =0.65 and RSMEA =0.12. Although changes occurred but the change is very minute which would be considered negligible in this scenario, Thereby, we conclude that GSE doesn't mediate the relationship of GHP and GC, hence H<sub>7</sub> is not accepted.

## VI. Discussion of Findings

The study aimed at analyzing the effects of GHP on GEP in the presence of green factors including GSE, GEE and GC of employees. AMO theory and RBV theory are employed to support the framework. The study's model establishes the following insights. First, the results of the relationship between GHP and GC supported the hypothesis, hence, showing consistency with prior studies. To conclude, we can say that when green practices are effectively applied in firms, it ultimately unleashes employees' creative portion of brains, providing better creative solutions regarding environmental goals.

Second, a positive relation between GHP and GEE also shows consistency with prior literature. The results imply that when GHP is enhanced, employees are more engaged in environmental tasks. Third, the positive association of GEE with GC is consistent with literature which explains that when employees are fully engaged and devoted to green goals, it increases their tendency to propose creative ideas. Fourth, findings of the mediation effect of GEE on the relationship between GHP and GC reveal full mediation by GEE, hence it depicts that GHP can enhance GC through GEE. Fifth, the results have shown the positive association of GC with the GEP which shows that creative behaviors of employees lead to a generation of novel ideas to achieve environmental tasks, enhancing GEP.

Sixth, a positive association between GHP and GSE is consistent with prior literature which shows that GHP develop employees' GSE. Lastly, in the case of association of GSE with GC and GSE as a mediator between GHP and GC, the findings show inconsistency with prior literature. Hence, the said relationship requires more exploration which opens a new avenue for researchers.

## **VII. Theoretical and Managerial Implications**

Our study advances RBV and AMO theory to illustrate why and how GHP promotes GC and GEP. While linking RBV to the relationship between GHP and GEP, it is suggested that employee is a critical resource that should be leveraged to achieve the environmental goals of firms. Likewise, this study advances the AMO theory, suggesting that firms should design and implement GHP to develop and motivate employees and provide them opportunities to enhance their environmental performance. This study provides numerous important suggestions to managers and leaders also. First, this study suggests that it is important for firms to invest in environmental management because it has become more demanding and compelling for businesses to go green. Second, GHP is vital to engage employees in green activities and support organizational green strategies resulting in their green performance. Third, there should be a supportive environment and also opportunities should be provided to employees so that they can realize their green potentialities, which help to overall increase GEP.

## **VIII. Limitations and Future Directions**

Like other studies, the present study also made several contributions to the existing literature; however, it too has some limitations. First, the data was collected from Pakistan's telecommunication sector; hence, it is suggested to consider other sectors of Pakistan. Second, the study also calls the attention of scholars to extend the scope of study due to the contradicting findings in the case of GSE as a mediator. So, the study suggests integrating GSE via another mechanism or using other green variables as the mediator between GHP and GC. Third, it is recommended to enhance the literature on Green HRM through a study of its dimensions that are established by Tang, Chen, Jiang, Paillé, and Jia (2018) to deepen the understanding of the concept. Lastly, green HRM should study other variables like employee personality traits, green intellectual capital, and national cultural dimensions.

## **IX. Conclusion**

As environmental concerns among firms around the world have grown, going green has become critical. For that, GHP needs to be incorporated to transform normal

employees into green employees to achieve environmental sustainability. GHP helps to stimulate employees' engagement and GSE assists their organizations to become 'Greener' through GEP. Furthermore, GEE does not directly lead to GEP; however, it has an impact on employee behaviors such as GC. Such behaviors affect employees' performance ultimately. HRM plays a key role to execute green practices which influence GC directly or indirectly via GEE. Specifically, the role of GSE as a mediator in this study provides a new paradigm for researchers to examine the role deeply as the findings contradict the prior literature. To conclude, GHP is an environment-friendly initiative increasing GEE that brings GC among employees, ultimately resulting in the green performance of employees.

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