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KEYWORDS	ABSTRACT
Green HRM, Job Performance, Job Satisfaction, Banking Industry	<p>This study aims to investigate relationship between Green Human Resource Management (GHRM) practices and job performance, while examining the mediating role of job satisfaction. GHRM practices focus upon integrating the environmentally sustainable practices into the human resource policies and procedures. The study used quantitative research design, with data collected through structured questionnaire from a sample of employees across various industries. The statistical techniques like correlation analysis and regression analysis were employed to analyze the data. The results of study revealed a positive & significant relationship amid GHRM practices & job performance, indicating that organizations that implement environmentally friendly HR practices tend to have higher job performance levels among their employees. Findings indicated that job satisfaction partially mediates relationship amid GHRM practices & job performance. organizations should prioritize creation of work environment that promotes job satisfaction amid employees. This can be realized by providing chances for employee involvement, recognition, and growth, among other factors.</p> <p> 2023 Journal of Social Research Development</p>
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INTRODUCTION

Green human resource management practices are an approach to human resource management that is relatively new and focuses on integrating environmental sustainability into an organization's HR policies and practices. GHRM is abbreviation for "green human resource management (Shah & Soomro, 2023)." The purpose of GHRM is to ensure that the organization's environmental goals and aims are reflected in its HR practices and that employees are fortified to adopt environmentally responsible behaviors (Tanova & Bayighomog, 2022). In addition, the GHRM aims to ensure that

employees are provided with opportunities to demonstrate the environmental responsibility in their daily work. There is mounting evidence that good human resource management strategies may have a beneficial effect on the performance of workers in their jobs (Kara, Akbaba, Yakut, Çetinel & Pasli, 2023). This is due to fact that GHRM policies not only encourage long-term preservation of the natural environment, but they also foster the culture of social responsibility and employee involvement (Liu, Mei & Guo, 2021). This, in turn, may result in increased levels of work satisfaction, motivation, and productivity.

In the context of the banking industry in Pakistan, where there is a growing awareness of the need for environmental sustainability, GHRM practices may play a crucial role in enhancing the work performance of employees in the banking industry. GHRM practices such as green training and development, environmental performance appraisals, and green employee engagement programs, for instance, can help employees understand the importance of environmental sustainability and motivate them to adopt the environmentally responsible behaviors (Shah & Soomro, 2023). Other examples of GHRM practices include green performance appraisals and environmental performance evaluations. Also, GHRM practices have the potential to improve the overall health and happiness of workers, as well as their contentment with their jobs (Aktar & Islam, 2019). For instance, green initiatives such as providing employees with eco-friendly workspaces and promoting sustainable commuting practices can contribute to a healthier and more comfortable work environment, which can lead to improved job satisfaction and productivity (Amjad, Abbas, Rehman, Hashim, Khan & Rehman, 2021). In addition, the green initiatives such as providing employees with the eco-friendly workspaces can contribute towards the healthier and more comfortable work environment (Tanova & Bayighmog, 2022).

Green Performance Monitoring, often known as GPM, is a method that companies use to track and assess how well they are doing in terms of their impact on the environment. GPM involves tracking and reporting on various environmental indicators, such as energy consumption, waste generation, and greenhouse gas emissions, and using this data to identify areas for improvement and set targets for the future environmental performance (Tanova & Bayighmog, 2022). Some examples of these indicators include energy consumption, waste generation, and greenhouse gas emissions. GPM may be used within the banking industry to monitor the environmental performance of banks and assess the efforts that banks are making toward sustainability (Shah & Soomro, 2023). Banks may utilize GPM to monitor their use of energy, paper, water, and other environmental indicators, and then use the data gathered from this tracking to determine where they can make improvements and begin implementing more environmentally friendly procedures (Zhang et al., 2022). The GRS refers to a method that companies utilize to include environmentally sustainable practices into recruiting and selection procedures. Thus, GRS process comprises identifying and choosing applicants who have the knowledge, skills, as well as the values necessary to contribute to the organization's efforts to be environmentally sustainable.

In the financial industry, GRS may be of assistance to banks in their efforts to recruit and retain staff who are devoted to environmental sustainability, which can have a positive impact on the overall performance of the bank (Zhang, Wang, Zhong, Yang & Siddik, 2022). For instance, banks may

enhance their environmental performance and fulfill the growing demand for the environmentally responsible banking procedures if they hire people who are aware about environmental concerns and devoted to sustainability (Kiplangat, Sang & Kingori, 2022). Green Training & Development (GTD) and Green Compensation Management (GCM) are two ways that may help to promoting the environmental sustainability and strengthening the performance of banks. Both of these strategies are referred to as "green" in following abbreviations: GTD & GCM. Providing staff with opportunity for training and development in areas related to environmental sustainability is one of components of GTD. GTD has likely to contribute to greater environmental performance, adoption of sustainable practices if it is used to raise employee awareness of and understanding of problems related to sustainability (Uddin, 2022).

Problem Statement

The purpose of the research project titled "Effect of Green Human Resource Management Practices on Employees Job Performance: A case of Banking Sector of Pakistan" is to investigate and gain an understanding of impact that GHRM practices have on employee job performance in the banking sector of Pakistan. Banking industry in Pakistan is being put under an increasing amount of pressure to implement ecologically friendly practices as a direct result of the increased worries over climate change and the deterioration of the environment. As a direct result of this, a significant number of financial institutions have started the process of integrating GHRM practices in order to include environmental sustainability into their HR policies and practices. On the other hand, the effect that these practices have on the overall performance of the employees working in Pakistan's banking industry is not fully recognized.

LITERATURE REVIEW

The resource-based perspective, often known as the RBV, is a school of thought that emphasizes the relevance of company's resources and skills when it comes to process of establishing a competitive edge. Establishing green capabilities and a green culture may be accomplished with help of GHRM, which can be considered as resource that can enhance organization's environmental sustainability and competitiveness (Shah & Soomro, 2023). This is something that can be done with the help of GHRM. According to theory known as Resource-Based View (RBV), resources and capabilities of a firm are major components that contribute to amount of competitive advantage that the company has in its industry. The green capabilities of business and green culture of that organization may be considered as key resources within context of GHRM (Kara, Akbaba, Yakut, Çetinel & Pasli, 2023). These resources have potential to enhance both the environmental sustainability of company and firm's competitiveness (Aktar & Islam, 2019). Companies may establish environmentally friendly skills like as eco-design, waste reduction & sustainable procurement, by integrating environmental considerations into HRM processes. These leading capabilities have the potential to produce value for consumers and stakeholders.

The adoption of green human resource management practices has garnered considerable interest in modern times, owing to its capacity to foster sustainable and eco-friendly practices in organization's settings (Gupta & Sharma, 2018). Green Performance Monitoring refers to the process of measuring and evaluating environmental performance of employees and their compliance with sustainable

practices. According to research, the execution of effective green performance monitoring systems within organizations can increase employee awareness of their environmental responsibilities and enhance motivation to engage in sustainable practices. This is something that can be done with the help of GHRM. Research has revealed favorable correlation amid Green Performance Monitoring and employee job performance. This suggests that act of monitoring and offering feedback on green performance has positive impact on employees' environmental behavior and job performance (Shah & Soomro, 2023; Tanova & Bayighomog, 2022; Uddin, 2022). The green recruitment as well as selection practices prioritize the attraction and selection of candidates who possess environmental knowledge, skills, and attitudes.

According to Ahmed et al. (2022), organizations that integrate green criteria into their recruitment and selection procedures are more likely to employ the individuals who demonstrate the greater propensity for sustainable practices. It is probable that these individuals will exhibit superior job performance with regard to environmental responsibility and tasks related to sustainability. Green Training and Development programs aim to enhance employees' knowledge, skills, and awareness of sustainable practices. Studies have shown that providing employees with the appropriate green training and development opportunities positively impacts their job performance. Green training programs equip employees with necessary knowledge and skills to implement sustainable practices in their daily work, leading to improved job performance in terms of environmental responsibility (Jayaraman et al., 2021). According to research conducted by Heffernan and Dundon (2016), term GCM refers to the practice of incorporating the environmentally responsible incentives and rewards into the total compensation packages offered to the workers. According to research, workers are encouraged to perform better in terms of the sustainable practices when their companies add green components, such as rewarding the sustainable behavior or reaching environmental objectives, into their remuneration systems.

These green aspects include rewarding sustainable behavior or attaining environmental targets. The correlation between green compensation management and worker performance demonstrates that there is a favorable effect on employee's overall work performance when they are recognized and rewarded for their sustainable efforts on the job (Liu et al., 2021). The relationship between GHRM practices and employee job performance is significantly influenced by the job satisfaction. Studies have shown that providing employees with the appropriate green training and development opportunities positively impacts their job performance. According to the research by Amjad et al. (2021), employees tend to experience higher levels of the job satisfaction when they perceive their organizations to be environmentally responsible and supportive of sustainable practices. The job satisfaction serves as an intermediary variable between the implementation of the Global Human Resource Management (GHRM) practices and job performance. This is something that can be done with the help of GHRM. Thus, research suggests that employees who express contentment with their work environment, particularly with regards to the environmentally sustainable practices, exhibit a greater propensity to engage in pro-environmental conduct and exhibit the desired superior job performance (Liu et al., 2021).

RESEARCH METHODOLOGY

The present study employed a positivist research philosophy. Positivism prioritizes the utilization of empirical techniques and the impartial observation and quantification of social occurrences. The researcher adopted a positivist perspective, which holds that knowledge can be acquired through a methodical and unbiased analysis of empirical evidence, and that this knowledge can be utilized to formulate predictions and verify hypotheses. The study employed the deductive approach owing to its basis on the established theories and prior research in the domain. This methodology enabled the establishment of a coherent correlation between variables and research inquiries, and facilitated the assessment of precision and uniformity of results. Present investigation utilized a quantitative research strategy, which involved collection and analysis of data over surveys or experiments. The selection of surveys as primary research technique was based on appropriateness for examining the attitudes, behaviors, and encounters of individuals/collectives. Surveys offer method for gathering quantitative data from a sizable group of participants, allowing for identification of patterns and assessment of magnitude of relationships between variables. The research was deemed suitable for cross-sectional study design.

This particular design facilitated the collection of data from the significant sample size in a cost-efficient manner, while also enabling concurrent analysis of multiple variables. The determination of the sample size was based on statistical considerations to ensure adequate statistical power and the ability to generalize findings. A diverse range of perspectives and experiences within banking sector was captured by selecting a representative sample of HR managers. Data was gathered from sample of 341 participants by the researcher. The methodology employed for data collection in this study involved the use of a questionnaire survey. Survey instrument utilized five-point Likert scale to assess multiple constructs of research model. Likert scale is a dependable and extensively utilized approach for gathering data, allowing participants to express degree of consensus or disagreement with statements through a standardized response structure. To ensure data reliability, a threshold of 0.5% was established as the acceptable level of error for Likert scale. The data was gathered from HR managers of banks that are operational in Lahore, Pakistan. This was done by utilizing modified questionnaire. The Partial Least Squares Structural Equation Modeling (PLS-SEM) approach as a tool for statistical analysis.

RESULTS OF STUDY

Demographic Analysis

The study's findings indicate that within the population of HR managers in the banks, a notable percentage of the respondents were male, accounting for 74.32% of the sample. Furthermore, an analysis of the data presented in the table reveals that the majority of participants fell within the age range of 25 to 35 years old, constituting 51.34% of the sample. Thus, in terms of educational qualifications, it was found that 69.2% of the respondents held a master's degree as their highest qualification. These demographic characteristics provide the insights into the composition of the sample and offer context for understanding the perspectives and experiences of HR managers in the banking sector.

Measurement Model

In order to assess construct reliability of the lower-order construct, researcher used two commonly used methods-Cronbach's alpha & composite reliability. According to standard practice, minimum threshold for both these measures is 0.7 (Boyd & Reuning-Elliott, 1998). Table 4.1 displays the results of the analysis, which indicate that all constructs in model are reliable. The Cronbach's alpha and composite reliability for each construct exceed minimum threshold of 0.7, providing evidence of their internal consistency.

Table 1 Construct Reliability

	Cronbach's Alpha	Composite Reliability
Green Performance Monitoring	0.866	0.897
Green Recruitment and Selection	0.871	0.907
Green Training and Development	0.908	0.936
Green Compensation Management	0.858	0.904
Job Performance	0.954	0.959
Job satisfaction	0.873	0.899

The average variance extracted (AVE) uses for purpose of analyzing construct validity. According to Alarcón et al. (2015), it should be more than 0.5. Table 1 represents AVE of lower-order construct that is more than 0.5. VIF is normally used by researcher for purpose of analyzing multicollinearity of items. VIF should be less than five that shows no multicollinearity between indicators. Annexure 02 shows VIF table of measurement model.

Table 2 Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
GPM	0.597
GR&S	0.505
GT&D	0.528
GCM	0.584
JP	0.625
JS	0.612

Table 2 shows results of HTMT for purpose of checking discriminant validity between constructs. Figures of HTMT should be less than 0.9 (Yusoff et al., 2020), and if it is more than 0.9, it means data do not have discriminant validity.

Table 3 Construct Validity (HTMT)

	GPM	GR&S	GT&D	GCM	JP	JS
GPM	0.512					
GR&S	0.574	0.675				
GT&D	0.539	0.545	0.699			
GCM	0.660	0.635	0.672	0.578		
JP	0.559	0.69	0.696	0.691	0.561	
JS	0.462	0.638	0.55	0.551	0.506	0.53

Assessment of Structural Model

In order to assess structural model, path analysis was conducted using Smart PLS software. Moreover, SRMR (Standardized Root Mean Square) was calculated over PLS-Bootstrapping to check model fitness. According to Sarstedt and Cheah (2019), an SRMR value of less than 0.08 indicates a good fit. The calculated value of SRMR for our model was 0.052, indicating that model is a good fit. This assessment follows measurement model assessment conducted earlier, which analyzed the validity and reliability of the model.

Table 4 Results of R Square

	R Square	R Square Adjusted
Job Performance	0.702	0.697
Job Satisfaction	0.801	0.784

Table 4 represents the results of r square from PLS bootstrapping. R square shows how much percent change in dependent variable is explained by the independent variables. These results show that approximately 70% of change in job performance is explained over available predicting variables. While r square of risk perception is 0.801, which shows an 80% change in job satisfaction because of change in independent variables.

Assessment of Structural Model

Table 5 Path Coefficients

	Original Sample (O)	T Statistics	P Values
Direct Effect			
GPM-> JP	0.387	3.76	0.000
GR&S-> JP	0.613	6.339	0.000
GT&D-> JP	0.292	5.681	0.012
GCM-> JP	0.245	4.614	0.041
JS-> JP	0.389	3.565	0.024
Mediating Effect			
GPM > JS > JP	0.531	0.302	Supported
GR&S > JS > JP	0.354	0.209	Supported
GT&D > JS > JP	0.419	0.316	Supported
GCM > JS > JP	0.439	0.344	Supported

The results from the Partial Least Squares Structural Equation Modeling (PLS-SEM), presented in Table 5, indicate the significance of the impact of the exogenous variables on endogenous variables. The table reveals that all exogenous variables exhibit the significant influence on the endogenous variables. Therefore, the researcher accepts the direct hypothesis, as all independent variables and the Mediating variable demonstrate a significant direct effect on the investment decision-making of retail investors at the 0.01 and 0.05 levels of significance. Further, the findings demonstrate that job satisfaction serves as a mediator variable between all exogenous variables and the endogenous variable of investment decisions. These results lead the researcher to accept research hypothesis H5, which suggests that job satisfaction plays a significant role in moderating the relationship between the observed variables.

DISCUSSION

Hypothesis 1 posits that Green Performance Monitoring has a noteworthy influence on employees' job performance. The green performance monitoring thus refers to the systematic evaluation of the environmental performance of the personnel working within an organization. As per this hypothesis, the practice of monitoring and offering feedback on the employees' environmentally sustainable practices can potentially enhance their overall job performance. The study's findings offer evidence in favor of the hypothesis that the green performance monitoring has a significant influence upon employees' job performance. Thus, current findings are consistent with the findings of the previous research (Shah & Soomro, 2023; Tanova & Bayighomog, 2022). The second hypothesis suggests that the implementation of Green Recruitment and Selection practices has a significant influence on the job performance of employees. The process of Green Recruitment and Selection involves the employment of individuals who possess green skills and display a firm dedication to sustainability. Thus, the results of the study lend credence to Hypothesis 2, indicating that the implementation of the environmentally conscious recruitment and selection methods has a positive effect on the job performance of employees.

This suggests that the employment of individuals who exhibit the pro-environmental attitude and awareness may improve their job performance. The current findings are consistent with the findings of previous research (Kiplangat et al., 2022; Liu et al., 2021). The third hypothesis was formulated to examine the effect of the Green Training and Development on employees' job performance. Green Training and Development refers to the provision of training and development opportunities that focus on environmental sustainability for employees. The study's findings offer evidence in favor of Hypothesis 3, demonstrating that the green training and development initiatives have a significant positive influence on employee job performance. This statement implies that enhancing employees' knowledge and skills related to sustainability can enhance their job performance. Thus, the current findings are consistent with the findings of previous research (Jayaraman et al., 2021; Kara et al., 2023). The fourth hypothesis investigated the influence of Green Compensation Management on employees' job performance. In this connection, the term green compensation management refers to design and implementation of compensation systems that recognize & incentivize environmentally responsible behavior.

The results of the study support Hypothesis 4, indicating that the implementation of eco-friendly compensation management strategies leads to significant enrichment in employee job performance. This statement suggests that correlating compensation with environmentally responsible behaviors can act as driver for improving employee performance. The current findings are consistent with the results of previous research (Gupta & Sharma, 2018; Heffernan & Dundon, 2016). Fifth hypothesis investigated the potential function that work satisfaction plays as mediator in connection between good human resource management techniques and effective job performance. According to the findings of several studies, employee job satisfaction may play a role in mediating the relationship between different GHRM practices and the performance of workers in their jobs. The results of the research provide support for Hypothesis 5, which proposes that work satisfaction acts as a partial mediator in the connection amid GHRM practices and job performance. This statement argues that

introduction of environmentally friendly strategies for managing human resources may have a dual influence on work performance, both directly via means that affect job satisfaction, and indirectly over other means that affect job performance. Results of study are in line with those obtained from other studies (Kara et al., 2023).

CONCLUSION

The research findings offer significant novel perspectives on the correlation between Green Human Resource Management practices and employees' work performance levels. Based on the findings, various components of GHRM, including the green performance monitoring, green recruitment and selection, green training and development, and green compensation management, have noteworthy positive impact on employees' overall job performance. The results mentioned above underscore the significance of integrating sustainability indicators into HRM operations to enhance the overall performance of the organization. Furthermore, the research findings indicate that work satisfaction serves as a mediator in the relationship between GHRM practices and job performance. The above statement suggests that workers who perceive their organization's attention to sustainability and meet positive green HRM practices are more likely to be satisfied with jobs, which may eventually lead to improved job performance. This research emphasizes, in general, significance of applying Green Human Resource Management (GHRM) methods in businesses that have the dual goals of enhancing the work performance of their employees and promoting environmental sustainability of their operations. By applying efficient solutions for green HRM, businesses have the potential to improve the work performance results of their employees. This may be done via the creation of a supportive working environment, as well as through the recruitment and retention of people who are environmentally sensitive.

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