The Impact of Green HRM Practices on Environmental Performance in Bangladesh: The Mediating Role of Sustainability-Oriented Employee Behavior

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Abstract: *The objective of this study is to evaluate how the implementation of green human resource management (HRM) practices affects environmental performance and explore the role of sustainability-focused employee behavior in mediating the connection between green HRM practices and environmental performance in Bangladesh. To achieve this, a conceptual model was formulated based on the theoretical foundations of the Ability, Motivation, and Opportunity theory and the Research-Based View theory. The model was examined using the partial least squares structural equation modeling (PLS-SEM) approach with SmartPLS v4.0. Primary data was gathered from 310 employees across various organizations in Bangladesh. The findings demonstrate that both green recruitment and selection processes, along with the green compensation and reward system, have a positive influence on environmental performance. Furthermore, sustainability-oriented employee behavior was identified as a partial mediator in this relationship. However, this study reveals that there is no direct or indirect correlation between green training and development programs, as well as the green performance appraisal system, and environmental performance. Based on these results, it is recommended that green training and development initiatives, as well as performance appraisal systems, be strengthened in Bangladesh to foster greater employee involvement in environmentally friendly practices. This study contributes practical insights to improve HR policies, which can subsequently lead to enhanced environmental performance.*

Keywords: *Green HRM practices, Sustainability, Employee, Behavior, Environment, and Performance.*

1. Introduction

Environmental issues are increasing alarmingly in the twenty-first century. Increased population, massive industrial development, and different other ways of polluting environmental elements are causing global warming, which is a threat to the whole world. The Green HRM (GHRM)

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concept was introduced by Wehrmeyer in 1996 (Tomer & Rana, 2020). GHRM has a direct and effective influence on environmental performance (Yusoff et al., 2020) and GHRM influences the performance of an organization (Chaudhary, 2020). Because of the increased population and shortage of natural resources like gas, water, oil, and so on, the concept of adopting GHRM practices is becoming popular among different organizations.

To reduce environmental damage, both manufacturing and service organizations are adopting green technologies (Wang, 2023). Green HRM makes employees more effective. Roscoe et al. (2019) said that the way green behavior affects the performance of an organization is appreciable. People are becoming more conscious of environmental issues and try to follow every aspect of living that will cause less damage to society as environmental issues are affecting the way people live (Li, 2020). Educational institutions are also focusing on making environmentally friendly decisions and motivating students to save electricity, reduce carbon emissions, reduce plastic use, and increase resource recycling.

Bangladesh is an overpopulated country, causing more damage to the environment because of its massive population growth (Hanlon, Roy, & Hulme, 2016). Most people live an unhealthy life with fewer facilities for living. Besides, there is less technological advancement compared to developed countries. But people are becoming aware of environmental safety. Now they are more conscious about the safety issues in the environment. Campaigns, advertisements, and social awareness programs are conducted by both the government and the general public to make others aware of environmental issues (Chowdhury et al., 2021). Because of this, the majority of people know about the concept of going green.

GHRM will play a vital role in the environmental performance (EP) of Bangladesh. The concept is very popular with young employees. Organizations need to ensure a green job recruitment and selection process. By ensuring green training and development, organizations will be able to adopt the GHRM concept quickly in their organization (Kim et al., 2019). Employees will know how to practice green concepts. Training and development are necessary to increase employees' depth of knowledge of taking green initiatives and green performance appraisal will motivate employees in doing so (Chaudhary, 2020). Employees' motivation depends on performance appraisals and recognition. If organizations reward employees who have contributed to the welfare of the environment, it will reinforce employees' green behavior. Organizations should conduct green recruitment and selection to attract employees who, by nature, favor conserving the environment (Pham & Paillé, 2020). Green compensation and reward systems developed by organizations have a great influence on employees' green behavior. If employees follow the going green concept, it will impact environmental performance. Human resources are the driving force of an organization (Aiswarya & Ramasundaram, 2020).

If industries in Bangladesh emphasize the green HRM practices, employees will act according to the organizations' requirements. Green HRM will reduce the overall cost of a business. It will enhance the goodwill of a firm or industry. Because of the significance of GHRM practices, Pham, Hoang, and Phan (2019) suggested the need for extensive research on GHRM. Employees will feel satisfied for being able to contribute to the environmental safety process (Baykal, Ylmaz, & Koktekin, 2023). Although different parts of the world are practicing GHRM practices (Trujillo-Gallego et al., 2022), this concept is not widespread in Bangladesh. Even though there are a few research studies on this topic, none of them have discovered the mediating role of employees' sustainability-oriented behavior. A few previous studies in Bangladesh on GHRM were conducted only in the banking sector (Rubel, Kee, & Rimi, N. 2021; Rahman, 2020; Uddin, 2018) and the ready-made garment sector (Saha, Sarker, & Ahmed, 2020), while the present study integrates data from both service sectors and manufacturing sectors. Moreover, this study also provides significant insights for other nations, as previous studies on this issue in other countries focused only on single sectors, e.g., higher educational institutions (Gill, Ahmad, & Kazmi, 2021; Gilal et al., 2019; Anwar et al., 2020), tourism, and the hospitality industry (Elshaer et al., 2021; Pham et al., 2020; Kim et al., 2019). Gill, Ahmad, and Kazmi (2021) also emphasize on the lack of sufficient scholarly works on mediating the role of sustainability-oriented employee behavior in the relationship between GHRM and EP among Asian countries.

The objective of this study is to assess the impact of GHRM practices on employees' green behavior and environmental performance in Bangladesh. The study has different contributions; there is no significant research on the impact of GHRM on employees' green behavior in Bangladesh. The study bridges the gap between the green behavior of employees and the issues of developing countries (Le Ha & Uyen, 2021). It will facilitate different industries' ability to manage their human resources effectively and efficiently. Finally, the study will motivate top management towards the adoption of green practices. Every type of industry in Bangladesh will be facilitated by the study, as it is a reflection of professionalism from different backgrounds. It can be said that the study will encourage people to ensure the utilization of resources without damaging environmental factors. The literature review, research framework, methodology, discussions, and other segments of the report will describe the detailed information on the study.

2. Literature Review

Environmental protection is a prime concern for nations across the world. To achieve this goal, the United Nations agreed to achieve 17 goals known as the Sustainable Development Goals (United Nations Global Compact & Accenture, 2019; Bexell & Jönsson, 2017). Today, business organizations not only focus on profit but also on environmental sustainability (Van Zanten & Van Tulder, 2018); therefore, companies are reshaping their goals and policies

to ensure environmental performance and sustainability (Giuliani, Santangelo, & Wettstein, 2016; Yakovleva & Vazquez-Brust, 2018).

GHRM is an extended concept of HRM that integrates environmental management practices into HRM activities (Renwick, Redman, & Maguire, 2008). Through HRM practices such as recruitment and selection, training and development, performance appraisal, and reward systems, employees can be attracted to put emphasis on environmental sustainability (Renwick, Redman, & Maguire, 2008; Mandip, 2012). GHRM aims at developing responsible employees who care about environmental sustainability, and in achieving this goal, GHRM practices play a vital role in shaping employee behavior (Ahmed et al., 2021; Jabbour, 2011). Yong, Yusliza, and Fawehinmi (2020) emphasized on GHRM practices in developing countries particularly.

This study focuses on the impact of green HRM practices on environmental performance, as Bangladesh is a growing country with an increased GDP and increased adverse negative impacts on the environment. The present study hypothesizes a conceptual model, as shown in figure 1, grounded in resource-based view theory and Ability, Motivation, and Opportunity (AMO) theory. Resource-based view theory implies that human capital is a vital resource for the organization that is immutable, rare, and assists in achieving a competitive advantage in the market (Malik et al., 2020; Singh et al., 2020; Yusliza, Othman, & Jabbour, 2017). The AMO theory postulates that proper selection and training (ability), a reward system (motivation), and working conditions (opportunity) influence employee attitudes and performance (Renwick, Redman, & Maguire, 2013). GHRM practices adopted by companies encourage employees to behave in a sustainable way (Bull, 1951), which is also supported by previous studies (Pham, Hoang, & Phan, 2020; Roscoe et al., 2019; Tuan, 2021; Paillé et al., 2014).

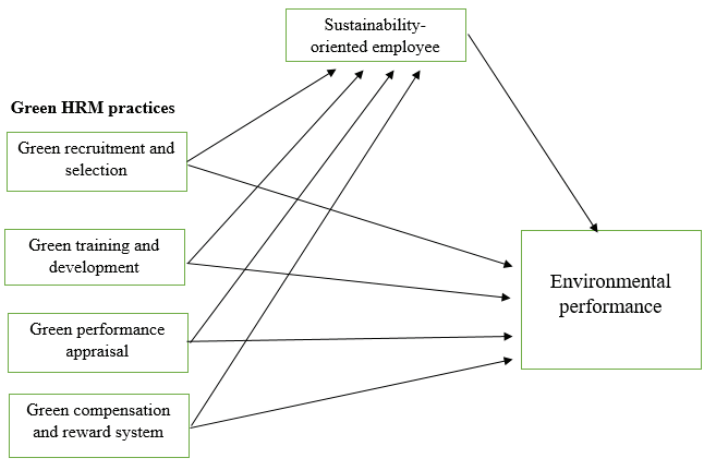

Figure 1: Research model

Theoretical Foundation and Hypothesis Development

3.1 Green Human Resources Management (GHRM) Practices and Environmental Performance (EP)

GHRM involves implementing HRM practices (recruitment and selection, training and development, performance appraisal, and reward systems) grounded on environmental standards so that environmental hazards can be reduced and performance can be improved (Ahmad, 2015; Opatha, 2013; Tang et al., 2018). Collectively, GHRM practices reduce resource consumption, proper utilization of natural resources, waste disposal, and emissions of greenhouse gases and therefore contributing to the improvement of environmental sustainability (Suharti & Sugiarto, 2020; Likhitkar & Verma, 2017; Muster & Schrader, 2011). Organizations with a focus on green standards develop and articulate their job descriptions and job specifications to target candidates who value environmental performance (Pham & Paillé, 2020).

3.1.1 Green Recruitment and Selection (GRS) and Environmental Performance (EP)

Today, young job seekers are eager to join companies with whom they can match their values and principles with those of the organization (Obaid, 2015). Therefore, GRS process attracts sustainability-oriented employees. Grolleau, Mzoughi, and Pekovic (2012) discovered that firms' commitment to environmental sustainability enables them to attract highly talented employees and foster a positive image in the marketplace. GRS process thrives on the green job description, using paper-less interviews and so on to attract candidates who are proactive regarding environmental protection, which in the future will contribute to both organization sustainability and environmental sustainability (Jepsen & Grob, 2015; Tang et al., 2018). Kane (2011) opines that employers who value environmental sustainability mostly deliver their green commitment to potential candidates through the GRS process and are able to recruit employees who are also committed to environmental performance and collectively deliver green products and services to the customers (Paillé et al., 2014). Therefore, GRS improve environmental performance by recruiting and selecting the right candidates who are proactive about environmental issues. Thus, the following hypothesis is proposed:

H1: GRS has a positive relationship with EP

3.1.2 Green Training and Development (GTD) and Environmental Performance (EP)

GTD refers to providing workers with the fundamental knowledge and abilities necessary to educate them on how to gather waste data, increase the organization's degree of eco-literacy, and improve its environmental competence (Roy & Therin, 2008). There are many companies that offer employees efficient training programs on how to engage in green practices to reduce

or eliminate the emission of gases that cause environmental pollution, as well as to enhance managerial and technical skills for the preservation and conservation of natural resources and contribute to a more sustainable environment (Rani, & Mishra 2014). In addition, green training workshops educate participants on environmental issues to help management and non-managerial staff members modify their attitudes and behaviors (Jeruto et al. 2017). The current study anticipates a direct connection between GTD and EP. The motivation of employees to support environmentally friendly initiatives necessitates environmental training (Mishra, 2017; Mandago, 2018). According to Rani and Mishra (2014), training can motivate people to complete the activity by educating them about occupational transitions and challenges. Thus, the following hypothesis is proposed:

H2: GTD has a positive relationship with EP.

3.1.3 Green Performance Appraisal (GPA) and Environmental Performance (EP)

Long-term environmental performance requires the use of organization-wide metrics for tracking resource use and waste. The high accomplishment also necessitates the deployment of a conceptual model for sustainable development that monitors and audits asset creation and usage (Ojo et al., 2020; Prakash, & Das, 2022). Giving employees timely information on their environmental performances may catch their attention and motivate them to participate in the intended outcome (Govindarajulu, & Daily, 2004). Therefore, the current research suggests the following hypothesis:

H3: GPA has a positive relationship with EP

3.1.4 Green Compensation and Reward System (GCRS) and Environmental Performance (EP)

A monetary and nonmonetary incentive program called “green compensation and rewards” aims to attract, preserve, and motivate individuals to support environmentally friendly causes that are (Mandago, 2018). The difficulties in effectively assessing environmental behaviors and performance might make it difficult to provide efficient financial incentives (Fernández, Junquera, & Ordiz, 2003). Berrone, & Gomez-Mejia (2009) conducted research on 469 US companies operating in high-pollutant industries, which was a situation comparable to the current study, and found that green awards and pay are effective. Employees are more eager to try out green initiatives when incentives and recognition are based on environmental performance (Rawashdeh, 2018). As a result, the following assertion is made:

H4: GCRS has a positive relationship with EP

3.2 Sustainability-Oriented Employee Behavior (SEB) and Environmental Performance (EP)

According to Ren, & Hussain (2022), environmental performance is an organization's commitment to cut back on waste, purchases of materials and chemicals, and activities that harm the environment. Academics, stakeholders, and policymakers have been making it more and more clear that businesses should implement sustainable strategies based on environmental performance (EP) (Roscoe et al., 2019; Li and Ramanathan, 2020). The focus of the sector has switched to green marketing, green HRM, green innovation, and green supply chains in response to the Sustainable Development Goals (SDGs) and a greener agenda. Institutional elements, including human capital, business and commercial components, infrastructure, technology, creativity, and knowledge, also have an impact on organizational goals (Shahzad et al., 2020). Rizvi, & Garg (2021) claim that environmental sustainability culture partially mediates the relationship between environmental performance and all GHRM practices. Economic development is tied to sustainable development, which involves redefining strategies and functions to create a sustainable business model that delivers value and is socially conscious (Pinzone et al., 2016). Organizational scholars have focused on the environmentally friendly behaviors of employees since data suggests that individual employee conduct may have a significant impact on and enhance an organization's environmental performance. The concept of sustainable development is crucial in both emerging and developed nations to address global problems and difficulties that might endanger the environment. However, employees' work behaviors have shown a favorable trend in recent years, associated with environmental sustainability and environmental performance. Therefore, the following hypotheses are proposed:

H5: SEB has a positive relationship with EP

H6: GRS has a positive relationship with SEB.

H7: GTD has a positive relationship with SEB

H8: GPA has a positive relationship with SEB.

H9: GCRS has a positive relationship with SEB

3.3 Mediating Role of Sustainability-Oriented Employee Behavior (SEB)

In this study, sustainability-oriented employee behavior is considered a potential mediator that mediates the relationship between green GHRM and EP. Sustainable employee behavior describes quantified, voluntary, or involuntary acts that workers perform to improve environmental sustainability (Xiao et al., 2020). The employee's dedication to the environment is strengthened by this green activity, which also encourages sustainable behavior among other employees. Sustainability-oriented employees voluntarily take green initiatives in

organizations and such behavior strengthens the relationship between GHRM and EP ((Nisar et al., 2022; He, Morrison, & Zhang, 2021). Thus, the following hypotheses are proposed:

H10: SEB mediates the relationship between GRS and EP

H11: SEB mediates the relationship between GTD and EP.

H12: SEB mediates the relationship between GPA and EP.

H13: SEB mediates the relationship between the GCRS and EP

Methodology

4.1 Data Collection Instrument

Based on the literature review and previous studies, a questionnaire with six constructs has been developed and used to collect data to assess the theoretical framework. The questionnaire has two sections: Section A seeks data on the demography of the respondent and Section B seeks data about the items and constructs necessary to evaluate our research model. All constructs were measured using a five-point Likert scale, ranging from 1 ("strongly disagree") to 5 ("strongly agree").

4.2 Data Collection Procedure, Sample Size, and Sampling Method

For this study, we approached 385 respondents through both electronic and paper-based instruments to reach the target respondents in Bangladesh. But only 310 respondents responded properly and were considered for model evaluation. The remaining 75 questionnaires have been rejected as they were either partially filled up or not engaged in response. Therefore, the effective response rate is 80.52%. Our target respondents are employees from HR departments of different companies: service companies and manufacturing companies. Sample organizations and respondents have been selected based on purposive sampling, which is also known as a convenient sample (Etikan, Musa, & Alkassim, 2016; Stratton, 2021). This study employs structural equation modeling (SEM) for data analysis. For a rigorous and reliable analysis, a 200-sample size is acceptable (Hair et al., 2016), and this study has a sample size of 310.

4.3 Data Analysis

For analyzing the data, the partial least squares structural equation modeling (PLS-SEM) approach has been used with SMART PLS v4.0. PLS-SEM is widely used to evaluate relationships among latent variables and test complex models in research (Hair & Alamer, 2022; Hair et al., 2021). Using PLS-SEM, we have focused on assessing three vital issues of this study: reliability and validity of the constructs, the predictive accuracy of the model used, and model assessment with hypothesis testing.

Empirical Results

Results from the analysis have been presented in the following sections:

5.1 Demographic Profile of the Respondents

Table 1 comprises the demographic information of the respondents. Among the 310 respondents, there are 62.9% males and 37.1% females. The majority of the respondents (65.5%) belong to the age group of 30–60 years, while only 3.9% of respondents are above 60 years. About 53.9% of respondents have a postgraduate degree, and about 32.6% of respondents have a bachelor's degree.

Demographic Variable	Frequency	Percentage (%)
Gender		
Male	195	62.9
Female	115	37.1
Age (Years)		
Under 30 years	95	30.6
30-60 years	203	65.5
Above 60 years	12	3.9
Educational Qualification		
Higher Secondary	20	6.5
Bachelor's degree	101	32.6
Master's degree	167	53.9
Doctoral Degree	22	7.1
Nature of industry		
Service industry	149	48.1%
Manufacturing industry	161	51.9%

Table 1: Socio-demographic profile of respondents (N = 310)

5.2 Assessment of Measurement Model Results

The measurement model of this study has been assessed using internal reliability, convergent validity, and discriminant validity, as suggested by Hair et al. (2017) and Hair (2011). The consistency and reliability of the research constructs are measured using composite reliability (CR), and the threshold value is 0.70 for ensuring construct reliability (Henseler et al., 2014; Hair, 2011; Joseph et al., 2011). All constructs have CR above 0.70 affirming the internal consistency of the constructs. Besides, loadings of items and AVE values have been used for

measuring the validity of the model (Sarstedt, Ringle, and Hair, 2017; Henseler, Ringle, & Sarstedt, 2015), and the AVE measurements for all constructs are higher than 0.5, emphasizing the achievement of the validity criterion. Table 2 shows the full description of reliability and validity.

Latent Variables	Indicators	Loadings	AVE	CR
Green Recruitment and Selection	GRS1	0.798	**0.595**	**0.854**
	GRS2	0.682		
	GRS3	0.911		
Green Training and Development	GTD1	0.825	**0.506**	**0.753**
	GTD2	0.746		
	GTD3	0.654		
Green Performance Appraisal	GPA1	0.818	**0.627**	0.834
	GPA2	0.826		
	GPA3	0.728		
Green Compensation and Reward System	GCRS1	0.794	**0.561**	**0.789**
	GCRS2	0.641		
	GCRS3	0.691		
Sustainability-oriented Employee Behavior	SEB1	0.872	**0.555**	**0.788**
	SEB2	0.863		
	SEB3	0.326		
Environmental Performance	EP1	0.791	**0.538**	**0.754**
	EP2	0.769		
	EP3	0.830		
	EP4	0.689		

Table 2: Reliability and validity of the measurement model

The Fornell-Larcker criterion, heterotrait-monotrait ratio (HTMT.90), and cross-loadings are assessed and presented in tables 3, 4, and 5, respectively, and are used to assess the discriminant validity of the present study. Fornell & Larcker (1981) emphasized that off-diagonal values must be lower than the diagonal values, and the constructs used here satisfy the condition affirming discriminant validity.

The heterotrait-monotrait ratio (HTMT.90) evaluates the dissimilarities of constructs by measuring the corrections of indicators across the constructs. The recommended value should be less than 0.90 (Yusoff et al., 2022; Rönkkö & Cho, 2022). Table 5 shows that all values

of (HTMT.90) are below 0.90, meeting discriminant validity. The cross-loadings of each indicator are recommended to be greater than the loadings of the indicators (Henseler, Ringle, & Sarstedt, 2015; Rönkkö & Cho, 2022; Li et al., 2020), and the condition has been achieved for all indicators, ensuring the validity of the model.

Table 3: Fornell-Larcker criterion

Latent Variables	EP	GCRS	GPA	GRS	GTD	SEB
EP	0.772					
GCRS	0.611	0.711				
GPA	0.514	0.554	0.792			
GRS	0.802	0.468	0.480	0.679		
GTD	0.470	0.424	0.373	0.483	0.745	
SEB	0.530	0.466	0.387	0.463	0.276	0.733

Table 4: Heterotrait–Monotrait ratio ($HTMT_{.90)}$

Latent Variables	EP	GCRS	GPA	GRS	GTD	SEB
EP	-					
GCRS	0.731	-				
GPA	0.691	0.844	-			
GRS	1.170	0.8849	0.877	-		
GTD	0.664	0.695	0.537	1.107	-	
SEB	0.755	0.804	0.534	0.800	0.522	-

Table 5: Cross loadings

Latent Variables	EP	GCRS	GPA	GRS	GTD	SEB
EP1	0.791	0.525	0.377	0.512	0.385	0.416
EP2	0.769	0.521	0.475	0.478	0.325	0.506
EP3	0.830	0.437	0.398	0.511	0.387	0.423
EP4	0.689	0.431	0.346	0.443	0.357	0.286
GCRS1	0.559	0.794	0.558	0.498	0.378	0.407
GCRS2	0.361	0.641	0.296	0.236	0.305	0.235
GCRS3	0.339	0.691	0.261	0.196	0.203	0.327

GPA1	0.407	0.507	0.818	0.385	0.291	0.359
GPA2	0.466	0.439	0.826	0.425	0.316	0.299
GPA3	0.338	0.358	0.728	0.323	0.278	0.254
GRS1	0.190	0.293	0.177	0.898	0.454	0.126
GRS2	0.380	0.229	0.386	0.682	0.286	0.319
GRS3	0.830	0.437	0.398	0.911	0.387	0.423
GTD1	0.425	0.415	0.365	0.401	0.825	0.277
GTD2	0.330	0.278	0.310	0.378	0.746	0.169
GTD3	0.273	0.217	0.110	0.292	0.654	0.144
SEB1	0.480	0.394	0.421	0.462	0.223	0.872
SEB2	0.446	0.417	0.281	0.356	0.222	0.863
SEB3	0.148	0.149	-0.016	0.079	0.218	0.326

5.3 Assessment of the Structural Model

The study assessed the direct and mediation relationships of latent variables using PLS-SEM. The structural model is used to measure the significance of the association between variables.

5.3.1 Collinearity Issues in the Structural Model

A variance inflation factor (VIF) with a value below 3 is a critical factor in determining the collinearity of variables, which also denotes the absence of common method bias (Kock, 2015; Hair et al., 2019; Cheah et al., 2020). The VIF values for independent variables (GRS, GTD, GPA, GCRS, and SEB) for this study are below 2, as shown in the table, demonstrating there are no collinearity issues among independent variables (Kock, 2015).

5.3.2 Significance and Relevance Assessment of the Structural Model

The bootstrapping technique with a sample of 5000 has been used to detect the path significance level, standard deviation, t-statistics, p-values. Table 6 shows the path significance level, standard deviation, t-statistics, and p-values based on which the decision to accept or reject hypotheses is to be made. To determine the significant association between two variables, the t-statistics should be greater than 1.64 (Henseler, Ringle, & Sarstedt, 2015) and the p-value should be greater than 0.05 (Hair et al., 2019). This is used to detect the predictive accuracy of the study (Hair, Ringle, & Sarstedt, 2011; Hair, Ringle, & Sarstedt, 2013). This study's values are higher than the accepted value of 0.25 (Henseler, Ringle, & Sinkovics, 2009). Hence, this study has predictive accuracy.

The bootstrapping shows that H1, H4, H5, H6, and H9 are supported, while H2, H3, H7, and

H8 are statistically insignificant and not supported. GRS (t = 12.105, p =0.000 < 0.050, f^2= 0.785), a GCRS (t=5.328, p=0.000<0.050, f^2=0.122), and sustainability-oriented employee behavior (t =2.414, p = 0.016< 0.050, f^2= 0.035) have significant positive associations with environmental performance.

Green recruitment and selection (t=4.042, p=0.000<0.050, =0.079) and a green compensation and reward system (t=3.169, p=0.002<0.050, =0.071) have significant positive consequences for sustainability-oriented employee behavior.

Hypotheses	Path	Standard deviation	t-statistics	p-values	VIF	R^2	f^2	Decision
H1	GRS>EP	0.05	12.105	0	1.693	0.73	0.785	Accepted
H2	GTD>EP	0.044	0.707	0.48	1.407		0.002	Rejected
H3	GPA>EP	0.046	0.738	0.461	1.61		0.003	Rejected
H4	GCRS>EP	0.045	5.328	0	1.744		0.122	Accepted
H5	SEB>EP	0.048	2.414	0.016	1.429		0.035	Accepted
H6	GRS>SEB	0.073	4.042	0	1.569	0.3	0.079	Accepted
H7	GTD>SEB	0.069	0.336	0.737	1.407		0.001	Rejected
H8	GPA>SEB	0.086	1.111	0.267	1.597		0.008	Rejected
H9	GCRS>SEB	0.09	3.169	0.002	1.628		0.071	Accepted

Table 6: Path Coefficients of Direct Relationships

Table 7 shows the mediating impact of sustainability-oriented employee behavior. The current study shows that sustainability-oriented employee behavior mediates the relationship between two green human resource practice (GRS (t =1.873, p =0.031< 0.050), and a GCRS (t =1.684, p =0.042< 0.050)), and EP. But for GTD, and GPA, sustainability-oriented employee behavior mediates the relationship. Therefore, H10 and H13 have been accepted, and H11 and H12 are rejected following the recommendations of Williams & Anderson (1991) and Kelloway (1995). As GRS and GCRS have significant direct effect on EP, and SEB partially mediates the relationship of GRS and GCRS with EP.

Hypotheses	Path	Standard deviation	T statistics	P values	Decision
H10	GRS>SEB>EP	0.018	1.873	0.031	Mediation
H11	GTD>SEB>EP	0.009	0.308	0.758	No mediation
H12	GPA>SEB>EP	0.011	1.043	0.297	No mediation
H13	GCRS>SEB>EP	0.02	1.684	0.042	Mediation

Table 7: Path coefficients of indirect relationships

Findings of the Study

The study is undertaken to discover the direct and indirect impacts of green HRM practices on environmental performance. Sustainability-oriented employee behavior is used as a mediator between green HRM and environmental performance, particularly in Bangladesh.

The present study reveals that positive associations between GRS and the GCRS have a significant impact on environmental performance (EP), while GRS and GCRS also impact sustainability-oriented employee behavior (SEB), which also influences EP positively. The findings are also supported by previous studies (Paillé et al., 2014; Jepsen & Grob, 2015; Tang et al., 2018; Hameed et al., 2018; Singh et al., 2020; Kim et al., 2019; Ojo & Raman, 2019; Uddin, 2022; Ojo, Tan,& Alias, 2022). GRS distinguishes applicants whose behaviors are eco-friendly and who willingly contribute to conserving the environment and its elements (Masri & Jaaron, 2017). Consequently, after appointment, eco-friendly employees prefer and also take initiatives that have a less adverse impact on the environment (Muisyo et al., 2022; Grolleau, Mzoughi, & Pekovic, 2012). According to AMO theory (Kellner, Cafferkey, & Townsend, 2019), positive feedback such as a reward and compensation system that is based on environmental goal achievement motivates employees to be eco-friendly in an organizational setting, which actually reinforces employees to behave in a certain way (Bos-Nehles et al., 2023; Jabbar & Abid, 2015). In line with previous studies, this study supports the mediating role of SEB in establishing the indirect relationship of GRS and GCRS with EP (Nisar et al., 2022; Gilal et al., 2019; Tahir et al., 2020; Gill, Ahmad, & Kazmi, 2021; Elshaer et al., 2021; Ojo, Tan, & Alias, 2022; Gill, Ahmad, & Kazmi, 2021).

GTD and GPA do not have a significant impact on SEB and EP, which contradicts with previous studies (Hameed et al., 2018; Ojo, Tan, & Alias, 2022; Saifulina, Carballo-Penela, & Ruzo-Sanmartn, 2020). SEB does not mediate the indirect relationship of GTD and GPA with EP, which is inconsistent with previous studies (Pham et al., 2020; Anwar et al., 2020). One reason may be that two elements of GHRM (GTD and GPA) have an insignificant impact on SEB in the Bangladesh context, which ultimately weakens the indirect relationship of GTD and GPA with EP. The insignificant positive effects of GTD and GPA on SEB and EP do not prove that GTD and GPA do not have a positive contribution to both SEB and EP in

all contexts. This may happen in Bangladesh due to inappropriate training and development programs that are unable to transfer sufficient knowledge to employees. Therefore, the performance appraisal system may also be designed inappropriately, which has less impact on employees practicing green behavior.

According to Kumarasinghe and Pallewaththa (2018), green training and development programs, in comparison to traditional training, require more time to foster a fruitful employee attitude, which is eco-friendly employee behavior. Employees deemed to be environmentally friendly often face resistance from other employees (Kumarasinghe & Pallewaththa, 2018). Therefore, GTD does not have any direct or indirect impact on EP. GPA does have a direct and indirect relationship with EP, which can be attributable to an unsuccessful reward system that cannot drive employees' attitudes and behaviors. Moreover, previous studies are based on only one industry or sector while, this study includes respondents from both the service sector and the manufacturing sector. This is another vital cause of the dissimilarities of the findings of this study with the findings from previous studies.

Theoretical Implications

First of all, this study is an addition to the existing literature in the HRM field and fills the research gaps by assessing the mediated role of employees' sustainability-oriented behavior in building the relationship between GHRM and environmental performance. Although AMO and RBV theories are commonly used in HRM, the study integrates HRM theories into employee behavior and environmental performance. The present study discovered a positive association between a green recruitment and selection system and a green compensation and reward system with environmental sustainability, mediated by employees' sustainability-oriented behavior. Another theoretical contribution is that this study shows the application of RBV theory to environmental concerns, although it has common application in commercial sectors (Vargas-Halab, Mora-Esquivel, & Siles, 2017). Besides, the study combines the HRM field and behavior science with environmental performance, which opens new doors for researchers to integrate and work collaboratively in these disciplines. Therefore, integrating these three fields through AMO theory and RBV theory may help discover more research gaps and also contribute to filling them.

Practical Implications

This research practically contributes to societies and nations in a number of ways. Firstly, this study concluded that sustainability-oriented employee behavior has a significant role in reducing the negative impact of the environment through GHRM practices, which ultimately enables policymakers in organizations to practice green HRM and encourage employees to behave in a sustainable way. HR managers may design extensive training programs to create awareness among employees and drive their behavior. Furthermore, top management emphasizing on the introduction of a green recruitment and selection process and attracting

more eco-friendly employees and customers will realize the significance of eco-friendly employee behavior and the ways to arouse a sense of environmental consciousness.

Ultimately, this study contributes to environmental performance improvement as a whole, through which organizations can reduce pollution, waste, and resource consumption and save valuable resources (e.g., electricity, water, gas), addressing the decent work, economic growth, and sustainable production and consumption goals of the sustainable development agenda. Focusing on environmental wellbeing enables companies to meet their corporate social responsibility goals and deliver a positive image in the market, which may facilitate outwitting competitors.

Limitations and Future Research Directions

Although this study has a number of practical and theoretical contributions, it has some limitations that suggest further research in this field. This study collected data from Bangladesh only, which limits its generalization to other nations. Therefore, cross-cultural issues may create discrepancies in results. Moreover, this study conveniently selected the respondents from both service sectors and manufacturing sectors, where we cannot confirm the representation of all industries like the banking industry, textile industry, pharmaceutical industry, and so on. Further research could be conducted using a longitudinal approach and a multi-group analysis (MGA) approach based on the type of company, gender, and educational qualifications.

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