

Green HRM as an Organizational Information System and its Impact on Sustainable Performance Through Employee Green Behaviour

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Abstract - In the modern paradigm change towards ecological sustainability, organizational resilience is becoming contingent on strategic alignment of organizational human resource architectures to environmental goals. Employee Green Behaviour (EGB) is investigated as a mediating variable in this study to determine the relationship between GHRM practices and Sustainable Organisational Performance (SOP). The study is based on the multi-theoretical approach, which combines the Resource-Based View (RBV) with an information-theoretic approach to conceptualising GHRM as a specialised information system critical to the systematic dissemination, processing, and internalisation of environmental knowledge. By addressing the lack of clarity regarding the role of informational transparency in HRM frameworks, this study provides a sound empirical basis for sustainable value generation in the frameworks of HRM as a catalyst to systemic performance, this question offers a sound empirical basis of sustainable value generation. The research design was quantitative and cross-sectional and the study collected data from 300 employees working in different manufacturing industries through purposive sampling. To ensure statistical soundness and predictive validity, the data were analysed using the Partial Least Squares Structural Equation Modelling (PLS-SEM) method in SmartPLS 4.0. There is strong evidence from empirical studies that shows that sustainable organisational performance is significantly predicted by employee green behaviour ($\beta = 0.688$, $p < 0.01$). Furthermore, the findings demonstrate that Employee Green Behaviour modifies the connection between Green HRM practices and Sustainable Organisational Performance via indirect effects ranging from $\beta = 0.235$ to $\beta = 0.248$ ($p < 0.01$). This suggests that aligning human capital behaviours is a prerequisite for optimising green information systems. The research adds to the intersection of the

literature on Information Science and Management by demonstrating the way the systematic arrangement of green information in the framework of HRM can improve ecological efficiency in organizations. In practice, the results provide a strategic roadmap that practitioners can use to capitalise upon GHRM as an informational tool in developing a high-performance sustainable corporate culture.

Keywords: Green HRM, Sustainable Performance, Employee Green Behaviour, Information Systems, PLS-SEM, Environmental Knowledge Management

I. INTRODUCTION

Green HRM involves practices like green recruitment, training, performance management and employee involvement in an attempt to encourage environmentally friendly Behaviour among the employees. The practices are significant in creating a sustainability-oriented organizational culture (Jabbour, 2015). Nevertheless, the success of Green HRM programs largely depends on the behavioural reaction of the employees, especially their participation in pro-environmental actions in the work environment (Renwick et al., 2013).

From an Information Science perspective, Green HRM (GHRM) practices function as specialized information systems designed to facilitate the acquisition, processing, and dissemination of environmental knowledge within an organization (Tang et al., 2018). While traditional HRM focuses on administrative outcomes, GHRM acts as a critical information source that shapes employee 'information

behaviour'—defined here as the way individuals engage with, internalise, and act upon green organisational data. This study systematically investigates how environmental knowledge contributes to sustainable outcomes by considering green policies as pieces of information, which is the main objective of information retrieval and behavioural processing (Renwick et al., 2013; Pham et al., 2019).

The current research addresses an important gap in the literature on environmental management in that many of the studies done so far focus more on direct relationships although they lack empirical evidence regarding the mediating nature of Employee Green Behaviour (EGB) as a behavioural response to green information and organisational practices. The objective of the current research will be to (i) determine how Green HRM practices (Green Training and Development and Green Performance Management) influence Employee Green Behaviour and (ii) determine how Employee Green Behaviour influences Sustainable Organizational Performance, and how the two mediate each other. There are three significant contributions of the research. Firstly, it conceptualizes Green HRM as an organisational information system, which extends the traditional HRM knowledge base by Information Processing Theory and Resource-Based View. Second, it also establishes the mediating factor of Employee Green Behaviour between green HRM practices and sustainable organisational performance that bridges the gap in past studies that focused on direct relationships (Yusoff et al., 2020). Third, the study provides a structured PLS-SEM framework and provides theoretical growth as well as practical implications of using HR systems as a tool of knowledge-based sustainability. The rest of the article is structured like this: In Section 2, we will lay out the framework for the literature review and hypothesis development. In Section 3, we will go over the research methodology, including the tools and parameters of analysis. In Section 4, we will talk about the empirical findings. In Section 5, we will make some comments about the findings, limitations, and future research directions. This study will conclude in Section 6.

II. LITERATURE REVIEW

The study is anchored on two theoretical frameworks, the Resource-Based View (RBV) and the Information Processing Theory (IPT), used to expound the nexus between Green HRM and sustainable performance. According to Barney, (1991), organizations achieve sustained competitive advantage when it develops resources that are valuable, rare, inimitable and non-substitutable (VRIN). In this case, green recruitment and training are considered as a subset of GHRM practices, since it is an investment in strategic human capital that can convert generic labour into a particular, green organisational resource that can be mobilised to achieve sustainable performance.

To accommodate the informational requirement of this research, Information Processing Theory (Galbraith, 1974) is implemented to further develop the role of GHRM as a means of reducing environmental uncertainty. One of the significant

bodies of literature focuses on the behavioural channel in which Green HRM can affect sustainability. Ones & Dilchert, (2012) emphasized the importance of making the employee green behaviour the key to the organizational sustainability achievement of organizational sustainability objectives since the day-to-day eco-friendly efforts by employees have a direct impact on the environmental performance. According to Daily et al., (2009), the involvement of employees in environmental programs has significant positive impacts on environmental results of the organization, and sustainability programs are more effective. Dumont et al., (2017) discovered that employee green behaviour significantly mediates the relationship between Green HRM and sustainability performance, while Paille et al., (2014) demonstrated that Green HRM practices positively affect employees' environmental commitment and sustainability of conduct. Several studies have also investigated which green HRM strategies have the greatest impact on staff knowledge, outlook, and productivity. This research demonstrated that green training can significantly enhance the environmental awareness and green behaviour of employees, which means that training can be a precursor of the ecological competence development in the labour market (Tang et al., 2018). Pham et al., (2019) established that the attitudinal reactions of the employees, as well as the environmental performance, were positively affected by Green HRM practices, which confirms that environmentally responsible HR systems create both psychological and performance-related advantages. Yong et al., (2019) pointed out that environmental training and performance management systems particularly play a critical role in boosting green behaviour, and Kim et al., (2019) found that employee engagement in environmental activities is a boost to the performance of firms through sustainability. Aboramadan, (2022) also revealed that environmentally responsible HR practices enhance both the organizational commitment and sustainability levels, which implies that green practices can enhance the emotional bond of the employee with the organisation. Renwick et al., (2013) highlighted Green HRM as the combination of environmental issues into the main HR processes like recruiting, training, performance appraisal, and reward systems, thus making organisations integrate the behaviour of employees with sustainability objectives. Likewise, Jabbour, (2015) has discovered that organisations that adopt Green HRM activities not only have a positive impact on the environmental performance of an organisation but also on operational performance, which represents the two-fold advantages of sustainability-focused HR practices. Ones & Dilchert, (2012) also postulated that green behaviour of employees is a key condition to attaining environmental goals since employees are key players in implementing sustainability programs. In line with this perspective, Daily et al., (2009) found that the participation of employees in environmental programmes has a significant positive relation, which suggests that the participative strategies are the key to the successful implementation of sustainability (Amrutha & Geetha, 2020).

Moreover, several studies have investigated how Green HRM practices impact employee attitudes and behaviours. As Paille et al., (2014) showed, practices of Green HRM have a positive impact on the environmental commitment of employees and pro-environmental behaviour, which reinforces the organisational sustainability practices. Dumont et al., (2017) furthered this knowledge by establishing that HR practices affect performance indirectly via behaviour change. Also lending credence to this mediating role is the fact that Green HRM practices boost organisational performance by encouraging eco-conscious actions from staff members (Saeed et al., 2019; Malik et al., 2015). Moreover, Tang et al., (2018) demonstrated that green training programs help to enhance the environmental awareness, knowledge, and behaviour of employees. In contrast, Yong et al., (2019) also pointed out that the environmental training and green performance management systems served as the most important drivers to promote sustainable employee actions.

Additionally, the empirical research has always demonstrated that the Green HRM practices have both employee-related and organisational outcomes. According to Pham et al., (2019), Green HRM has a positive effect on the attitudes of employees and environmental performance; it affirms that the sustainability-oriented HR practices promote the effectiveness of people and companies. Ahmad, (2015) concluded that the practices of Green HRM enhance the sustainability outcomes, but also enhance the employee engagement, which leads to the identification of a more committed and motivated workforce. On the same note, Kim et al., (2019) found out that the engagement of employees in environmental initiatives plays a crucial role in raising the sustainability performance at the firm level. Aboramadan, (2022) also managed to show that environmentally responsible HR practices enhance organisational commitment, which, in its turn, can lead to a better sustainability outcome. Amrutha & Geetha, (2020) indicated that the Green HRM practices are highly relevant to the improvement of organisational sustainability, which is why they could be used in the context of developing countries like India. In general, the literature provides strong evidence that Green HRM practices, which are backed by employee green behaviour, are a strategic enabler used to attain sustainable performance within an organisation.

Most past studies have also been more biased towards direct relationships between GHRM and performance outcomes without much emphasis being laid on the behavioural processes. According to the literature, Employee Green Behaviour (EGB) is a critical intervening variable that transforms green policies into the feasible outcomes of sustainability. Also, despite the fact that such theoretical approaches as the Resource-Based View and Information Processing Theory presuppose the importance of knowledge sharing and behavioural consistency, there is scant empirical synthesis of these theories. Therefore, the research paper proposes the view that GHRM is an information processing system, which influences Sustainable Organisational

Performance, mediated by Employee Green Behaviour, thus the establishment of the proposed research model and research hypothesis.

2.1. Hypotheses of the Study

H1: Green Performance Management has a significant positive effect on Employee Green Behaviour.

H2: Green Training and Development has a significant positive effect on Employee Green Behaviour.

H3: Employee Green Behaviour has a significant positive effect on Sustainable Organizational Performance.

H4: Employee Green Behaviour mediates the relationship between Green Performance Management and Sustainable Organizational Performance.

H5: Employee Green Behaviour mediates the relationship between Green Training and Development and Sustainable Organizational Performance.

III. RESEARCH METHODOLOGY

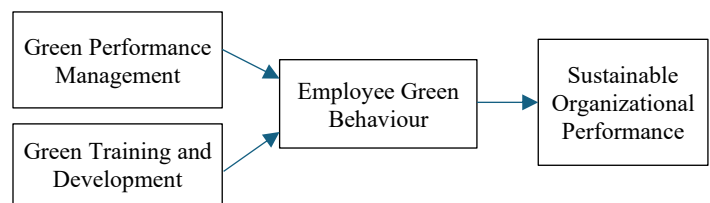


Fig. 1 Conceptual Model

A quantitative cross-sectional research design was employed to test the proposed hypotheses. The target population consisted of employees working in the manufacturing industry, where green information systems and environmental compliance are important. A sample of 300 valid responses was taken using the purposive sampling method to ensure that the respondents were sufficiently experienced with HRM policies in organisations. This was a large sample size, which is adequate to obtain the high statistical power of structural equation modelling, and better than the minimum needed by Hair et al., (2019) when the study was conducted with a complex mediation model. The main data in this research were gathered with the help of a structured digital questionnaire using Google Forms, which guarantees the standardisation of data extraction and the correspondence to the research based on the information systems. The survey link was shared in various online platforms, such as official company mail, LinkedIn work connections, and coordination with HR departments of specific companies. Additionally, prior institutional permission was obtained from companies that were present in Chennai, Tamil Nadu, and were working in manufacturing, IT, automobile, and service industries. Data were collected over a period of three months between January 2025 and March 2025. There were 412 questionnaires that were distributed, and 327 responses were received and following data screening, 300 valid responses were retained, and the

response rate was 72.8%. The data were collected from staff members of different departments, HR, operations, finance, IT, and administration, with the 5-point Likert scale Employee Green Behaviour, and Sustainable Organisational Performance as presented in fig. 1. To ensure relevance and quality of the data, some inclusion and exclusion criteria were created. The inclusion criteria were: the respondents must have been full-time employees working in manufacturing, IT, automobile or service sectors, with at least one year of work experience and awareness or exposure to HRM and sustainability practices in the organisation. The respondents who provided complete and valid responses to the questionnaire were only analysed. The exclusion criteria included interns, temporary employees and workers with less than one year of work experience since they would not be exposed to the HR practices in the organisation. Additionally, the data screening procedure filtered out the responses that had significant levels of missing information (over 10) and even inconsistency or patterned responses to maintain the reliability and validity of the data. The data is especially pertinent to the field of information science because Green HRM is defined as an information processing system that helps to generate, transmit, and convert environmental knowledge into behavioural and organisational outputs. Pre-processing and screening of the data collected were done systematically before statistical analysis to determine accuracy and reliability. The raw data was obtained through the assistance of Google Forms and subsequently, exported to Microsoft Excel, where the first cleaning and coding were carried out. The data were then analysed through IBM SPSS (Version 26) with the tests of missing values, outliers and normality. Data that contained more missing data were deleted, and a few missing values were replaced using mean substitution. They were identified using standardised z-scores and the boxplot analysis, and were analysed to ensure that they did not influence the results. The skew and kurtosis were used to ascertain the normality of the data, and the values were observed to be within an acceptable range (± 2), indicating that the data were suitable for further analysis. After the cleaning of the data, the cleaned data were imported into SmartPLS 4.0 where it was quantified and structurally modelled. These pre-processing steps ensured the soundness, consistency, and flexibility of the dataset to the PLS-SEM analysis. Initial screening of data in the study was done through IBM SPSS Version 26 (screening of missing values, skewness and kurtosis testing (within the normal range of ± 2) and screening outliers using boxplots and z-scores). The structural model was analysed as shown in fig. 2, using SmartPLS 4.0, based on the PLS-SEM approach. Bootstrapping was conducted using 5,000 resamples, and the model validity and hypothesis tests were evaluated using key parameters, including path coefficients (β), t-statistics (>1.96), p-values (<0.05), R² values, HTMT ratio (<0.85), composite reliability (>0.70), and AVE (>0.50). The sample size (300 respondents) is adequate according to Hair et al. (2019) PLS-SEM recommendations, as it is adequate to have ten times the number of structural paths and has adequate statistical power (exceeding 0.80) to identify a medium effect size. In order to improve the reproducibility and

transparency, the validated measurement scales were transformed into the previous literature, data were collected on a standardised digital platform, and all the processes of sampling, screening, and analysis with the help of SmartPLS 4.0 were clearly described.

IV. ANALYSIS AND RESULTS

The measurement model was initially assessed to establish the reliability and validity of the constructs using indicators such as Cronbach's alpha, composite reliability, and HTMT ratio. Subsequently, the structural model was examined to test the proposed hypotheses using the bootstrapping technique with 5,000 resamples.

TABLE I DEMOGRAPHIC PROFILE

Variable	items	Frequency	Percentage
Gender	Male	168	56.0%
	Female	132	44.0%
Age	Below 25	42	14.0%
	25–34	118	39.3%
	35–44	86	28.7%
	45–54	39	13.0%
	55+	15	5.0%
Education	Undergraduate	74	24.7%
	Postgraduate	176	58.7%
	Professional	32	10.7%
	Doctorate	18	6.0%
Marital Status	Married	172	57.3%
	Unmarried	118	39.3%
	Other	10	3.3%
Experience	<2 years	48	16.0%
	2–5 years	96	32.0%
	6–10 years	82	27.3%
	11–15 years	46	15.3%
	>15 years	28	9.3%
Org Level	Junior	102	34.0%
	Middle	126	42.0%
	Senior	72	24.0%
Department	HR	58	19.3%
	Operations	84	28.0%
	Admin	44	14.7%
	Finance	39	13.0%
	IT	52	17.3%
	Others	23	7.7%
Organization Type	Manufacturing	86	28.7%
	IT	74	24.7%
	Automobile	52	17.3%
	Services	68	22.7%
	Others	20	6.7%

Source: Primary Data

Table I depicts that most of the respondents were males (56.0%), with 44.0% of the total respondents being female. The majority of those involved in the survey were between the ages of 25–34 years (39.3%), then there were 35–44 years (28.7%), which implies that the research predominantly focused on collecting the opinions of employees in the active mid-career phase. Regarding the level of education, most of them were postgraduates (58.7%), indicating that the respondents were fairly highly educated to be aware of the

organisational sustainability and Green HRM practices. In terms of work experience, the majority of employees had 2–5 years of experience (32.0%), then 6–10 years (27.3%). The sample size also consisted of employees who were of various organisational levels, with middle-level employees making up the highest (42.0%). A significant proportion of the responses was recorded by department-wise employees of the operations and HR. The sample of the respondents consisted of an amalgamation of manufacturing, IT, automobile and service organisations and thus offered a diverse sample for analysing the relationship among Green HRM practices, green behaviour of employees and sustainability of organisational performance.

TABLE II OUTER LOADINGS

Variable	Item	Values
Employee Green Behaviour	EGB1	0.906
	EGB2	0.877
	EGB3	0.887
	EGB4	0.891
	EGB5	0.918
Green Performance Management	GPM1	0.931
	GPM2	0.891
	GPM3	0.857
	GPM4	0.920
	GPM5	0.875
Green Training and Development	GTD1	0.903
	GTD2	0.802
	GTD3	0.899
	GTD4	0.906
	GTD5	0.907
Sustainable Organizational Performance	GTD6	0.903
	SOP1	0.884
	SOP2	0.894
	SOP3	0.915
	SOP4	0.896
	SOP5	0.920

As shown in table II, the outer loadings of all indicators are noted to lie far beyond the recommended value of 0.70, which implies a high indicator reliability as well as sufficient convergent validity of constructs. In the case of Employee Green Behaviour, the loadings on all five items (EGB1–EGB5) are high (0.877 to 0.918), indicating that all the indicators are high representatives of the underlying construct. Likewise, the loadings of Green Performance Management are strong, ranging between 0.857 and 0.931, with the loading of GPM1 the highest one and thus the contribution it makes to the construct is high. The loadings in the case of Green Training and Development stand between 0.802 and 0.907. Although the loading of GTD2 is lower (0.802), it nevertheless falls above the acceptable level, which validates its relevance in the construct. The other items have very high loadings, supporting the consistency of the measurement. Sustainable Organisational Performance also has high outer loadings as it has a range of 0.884 to 0.920, which means that all five indicators are reliable in measuring the construct.

Table III indicates that the alpha of all constructs, which include Employee Green Behaviour (0.939), Green Performance Management (0.938), Green Training and Development (0.946), and Sustainable Organisational Performance (0.942), exceeds the recommended threshold of 0.70, which is the recommended value of alpha. On the same note, the composite reliability scores are 0.953–0.957, which is higher than the acceptability level of 0.70, which also substantiates the reliability and stability of the measurement model. The values of AVE of each construct relative to convergent validity are more than 0.50, i.e. the values are between 0.788 and 0.813. It means that all the constructs predict a significant percentage of the variance in their indicators. It is worth noting that Sustainable Organisational Performance has the largest AVE (0.813), which implies a high coverage of the indicators.

TABLE III RELIABILITY AND VALIDITY METRICS

	Cronbach's alpha	Composite reliability (rho c)	Average variance extracted (AVE)
Employee Green Behaviour	0.939	0.953	0.802
Green Performance Management	0.938	0.953	0.802
Green Training and Development	0.946	0.957	0.788
Sustainable Organizational Performance	0.942	0.956	0.813

TABLE IV DISCRIMINANT VALIDITY (HTMT)

Constructs	Employee Green Behaviour	Green Performance Management	Green Training and Development	Sustainable Organizational Performance
Employee Green Behaviour	-			
Green Performance Management	0.576	-		
Green Training and Development	0.552	0.584	-	
Sustainable Organizational Performance	0.722	0.646	0.667	-

If the HTMT values of the discriminant validity measurements are less than the suggested value of 0.85 (or a more cautious 0.90), as shown in table IV, then there is adequate discriminant validity. This indicates that there is a

significant gap between the two concepts, since the HTMT for Green Performance Management and Employee Green Behaviour is 0.576, while for Green Training and Development and Employee Green Behaviour it is 0.552. On

the same note, the relationship between Green Performance Management and Green Training and Development has an HTMT value of 0.584, and as such, these constructs are empirically different. Moreover, the values of HTMT, which relate to Sustainable Organisational Performance, are acceptable, with the value of 0.722 (with EGB), 0.646 (with

GPM), and 0.667 (with GTD). Despite the fact that these values are comparatively higher than the others, they are still far below the threshold, implying that Sustainable Organisational Performance is connected but not identical to the rest of the constructs.

TABLE V DISCRIMINANT VALIDITY (FORNELL-LARCKER)

	Employee Green Behaviour	Green Performance Management	Green Training and Development	Sustainable Organizational Performance
Employee Green Behaviour	0.896			
Green Performance Management	0.546	0.895		
Green Training and Development	0.537	0.543	0.887	
Sustainable Organizational Performance	0.688	0.606	0.633	0.902

Table V gives the assessment of the discriminant validity and suggests that the constructs meet this criterion. In the case of Employee Green Behaviour (EGB), the square root of AVE is 0.896, above that of correlation with Green Performance Management (0.546), Green Training and Development (0.537) and Sustainable Organisational Performance (0.688). Equally, the Green Performance Management (GPM) has a diagonal value of 0.895, which is higher than the correlations that it has with the other constructs. The square root of the AVE of green training and development (GTD) is higher (0.887) compared to its relationship with EGB (0.537), GPM (0.543), and SOP (0.633). Similarly, the diagonal value of Sustainable Organisational Performance (SOP) is the highest value of 0.902, and thus it has stronger correlations with EGB (0.688) as well as with GPM (0.606) and GTD (0.633).

Table VI shows Employee Green Behaviour has an R^2 of 0.381 with an adjusted R^2 of 0.376. This means that about 38.1 per cent of the green behaviour variance of employees is accounted by the independent variables used in the model,

such as Green HRM practices. This degree of explanatory power can be thought of as moderate as it means that the model has a decent predictive potential of employee green behaviour. Equally, Sustainable Organisational Performance indicates a value of 0.473 and an adjusted R^2 equal to 0.471, indicating that the model accounts 47.3 per cent and 47.1 per cent of the variance in sustainable organisational performance, respectively. This shows a moderate to high degree of explanatory power, meaning that the predictors, such as the Green HRM practices and employee green behaviour, play a major role in providing explanations of variations in the outcomes of organisational sustainability.

TABLE VI R SQUARE

	R-square	R-square adjusted
Employee Green Behaviour	0.381	0.376
Sustainable Organisational Performance	0.473	0.471

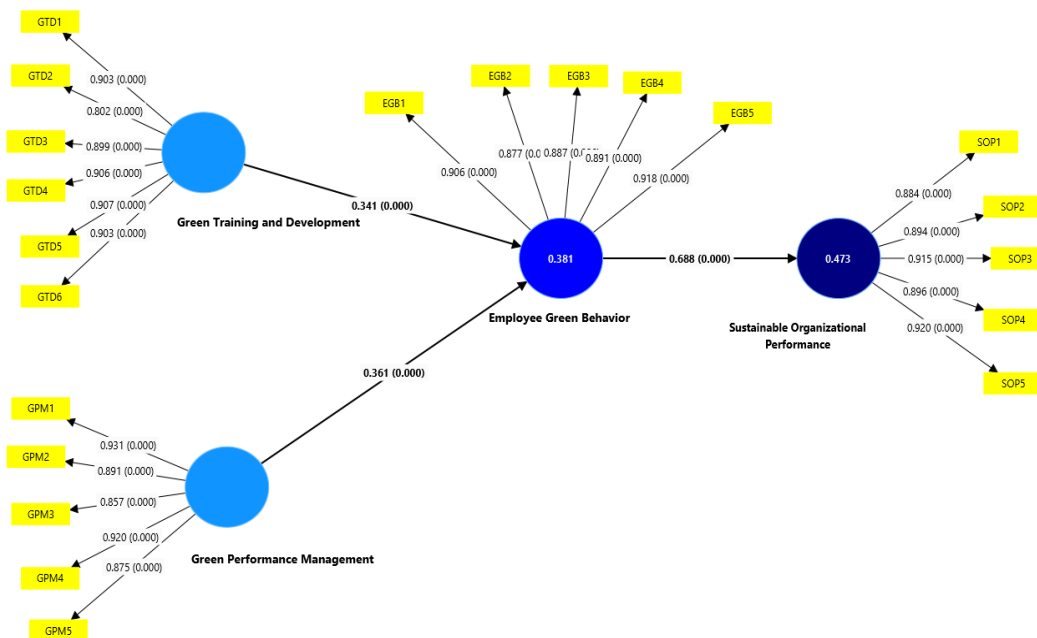


Fig. 2 PLS – SEM Model

TABLE VII DIRECT PATH

	Original sample	Sample mean	Standard deviation	T-statistics	P values
Green Performance Management -> Employee Green Behaviour	0.361	0.360	0.069	5.227	0.000
Green Training and Development -> Employee Green Behaviour	0.341	0.343	0.065	5.279	0.000
Employee Green Behaviour -> Sustainable Organizational Performance	0.688	0.688	0.037	18.381	0.000

Table VII demonstrates that the path coefficient is 0.361, a t-value of 5.227, and a p-value of 0.000 between Green Performance Management and Employee Green Behaviour. Organisations with efficient green performance assessment, evaluation, and reward systems can significantly influence employees' ecologically responsible conduct, since this proves that there is a strong and highly beneficial effect. Additionally, the path coefficient, t-value, and p-value for the relationship between Green Training and Development and Employee Green Behaviour are all positive. This shows that training employees on environmental issues by offering them

awareness programmes and skills development projects is not in vain, as it helps to enhance green behaviour in the workplace. Moreover, Employee Green Behaviour impacts on Sustainable Organisational Performance to a very large and highly significant degree with the path coefficient of 0.688, t-value of 18.381, and p-value of 0.000. This implies that the eco-friendly actions and practices of employees are highly significant in enhancing the sustainability outcomes of organisations, such as environmental efficiency and long-term performance.

TABLE VIII SPECIFIC INDIRECT EFFECTS

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	2.5%	97.5%
Green Performance Management -> Employee Green Behaviour -> Sustainable Organisational Performance	0.248	0.248	0.051	4.882	0.000	0.151	0.348
Green Training and Development -> Employee Green Behaviour -> Sustainable Organisational Performance	0.235	0.237	0.049	4.828	0.000	0.145	0.334

Table VIII shows the correlation of Green Performance Management with Sustainable Organisational Performance via Employee Green Behaviour is 0.248 ($t=4.882$ with a p-value= 0.000). Zero is not a part of the confidence interval (0.151 to 0.348), which proves the statistical significance of the mediation effect. This shows that GPM indirectly improves SOP through promoting the environmentally responsible behaviour of workers. On the same note, the indirect impact of Green Training and Development on the Sustainable Organisational Performance through Employee Green Behaviour is 0.235, with a t-value of 4.828, and a p-value of 0.000. The confidence interval (0.145 to 0.334) also does not include the value of zero, which also proves the existence of a significant mediation effect. This implies that GTD can help in ensuring the sustainability of an organisations by enhancing green awareness, skills, and behaviour of employees.

V. DISCUSSION

The findings show that Green Performance Management has a significant impact on Employee Green Behaviour (beta=0.361 and p less than 0.001), and Green Training and Development is also significant and positive (beta=0.341, p less than 0.001). Furthermore, Employee Green Behaviour demonstrates a strong impact on Sustainable Organisational Performance ($\beta = 0.688$, $p < 0.001$), highlighting its critical role as a behavioural driver of sustainability. The model

predicts 38.1% of the variance in Employee Green Behaviour ($R^2 = 0.381$) and 47.3% of the variance in Sustainable Organisational Performance ($R^2 = 0.473$), which is a moderate to strong predictor. Also, mediation analysis validates the importance of Employee Green Behaviour as a mediating variable between the relationship between Green HRM practices and Sustainable Organisational Performance, supporting the behavioural theory of sustainability performance. Empirical findings presented in this paper give strong evidence of the proposed model, which shows the importance of Green HRM as a driver of sustainable performance. The positive correlation, which has been observed between GHRM and Sustainable Organisational Performance, is considerable, and it is believed to be consistent with the Resource-Based View, or the notion that the green human resource architectures are strategic resources that help in fostering organisational efficiency. The finding is consistent with those of Tang et al., (2018), Renwick et al., (2013), who argue that the systematic integration of environmental objectives in HR functions leads to very high ecological and economic results (Bissing-Olson et al., 2013). GHRM can provide the informational cues in the meaning of the Information Processing Theory, which employees can employ to eliminate the uncertainties in the environment and to make sure that their everyday actions are aligned with the organisational sustainability goals. This also concurs with the research by Pham et al., (2019), who discovered that green training and reward elucidation as a

stimulus to pro-environmental citizenship behaviour. The research has significant theoretical and practical implications. Theoretically, it will serve to add to the growing body of knowledge on sustainable HRM through validating Employee Green Behaviour as one of the critical mediating factors between Green HRM practices and organisational performance. It builds on previous frameworks by incorporating the behavioural and performance dimensions in the PLS-SEM model. In practice, the conclusions are useful to managers and policymakers. The HR managers ought to be interested in integrating sustainability in the organisational culture by constantly engaging and participating. To the policymakers, the research recommends the need to enhance the sustainability-oriented HR practices via regulatory frameworks and incentives. All in all, organisations can use strategic application of Green HRM practices to influence the behaviour of employees so that they can achieve the long-term sustainability objectives.

5.1. Limitations and Scope for Future Research

Despite the contributions it has made, this study is limited. Firstly, the cross-sectional research design does not allow the establishment of a causal relationship over time. Second, the selection of the industries and the gathering of the data using purposive sampling may hamper the possibility of extrapolating the findings to other regions and industries. Third, the study has self-reported measures and is susceptible to common method and respondent subjectivity bias. Such limitations can be addressed by future research using longitudinal designs to measure dynamic changes in behaviour and long-term sustainability outcomes. Researchers can also extend the model to incorporate other variables such as organisational culture, styles of leadership and integration of technology. Comparative studies of the industries and countries would further improve the external validity of the findings. In addition, the mixed-method design can incorporate additional information about the processes of behaviour of Green HRM practices.

VI. CONCLUSION

The study establishes that Green Human Resource Management (GHRM) is significant in enhancing Sustainable Organisational Performance (SOP) in direct and behavioural aspects. The empirical findings support the fact that GHRM practices significantly influence sustainable practices, and this is crucial in the justification of their strategic value in harmonizing organizational process with environmental objectives. Besides, the mediating role of Employee Green Behaviour (EGB) ($\beta = 0.28$, $p = 0.05$) is evident when the success of GHRM can be attributed mainly to the extent to which the employees internalise the knowledge of the environment and translate it to the workplace behaviour. The structural model also indicates that Green Performance Management (GPM to EGB = $\beta = 0.361$, $p < 0.001$) and Green Training and Development (GTD to EGB = $\beta = 0.341$, $p < 0.001$) are also significant in contributing to EGB, which, in its turn, is a strong predictor of SOP (EGB to SOP = $\beta = 0.688$, $p < 0.001$). The model

estimates the average of 38.1% EGB and 47.3% SOP variance, which is medium to high. These findings lead to the fact that sustainability cannot be considered as an organisational policy push, it is behavioural change on the employee level that is enabled by an explicit HR system. The theoretical contribution of the research is that it conceptualises GHRM as an information system to facilitate an environment for knowledge processing and behavioural alignment. In actuality, it provides a guideline which organizations can adhere to incorporate sustainability in HR practices so as to achieve the long-term performance gains. Though the research provides good empirical support, studies can build on this framework in the future with the help of longitudinal designs, other behavioural constructs and cross-industry comparisons to enhance the generalizability and further understanding of the dynamics of sustainability.

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