



Green HRM and Organizational Sustainability: A Quantitative Corporate Study

Irfan Ul Haque^a, Asma Irfan Ali^b

^aAssistant Professor, Faculty of Management Science, Ilma University, Karachi, Pakistan. Email: irfan3323@gmail.com

^bHead Of Internal Audit, Ilma University, Karachi Pakistan. Email: asma.ali5209@gmail.com

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Abstract

This study investigates intricate relationships between Green Human Resource Management (GHRM) practices and Organizational Sustainable Performance (OSP) in the corporate sector. Employing a quantitative and deductive approach, data was collected from 483 participants. A structured questionnaire with a 5-point Likert scale was used through convenience sampling. The study examines four independent variables: Digital Technologies (DT), Employer Green Behaviors (EGB), Green Training and Development (GTD), and Green Career (GC) as potential contributors to OSP. The analysis reveals a strong positive impact of Digital Technologies, Employee Green Behavior, and Green Careers on Organizational Sustainable Performance. However, Green Training showed little to no effect on the dependent variable. This research aligns with a resource-based view (RBV), positing that organizations with valuable, rare, inimitable, and non-substitutable resources achieve competitive advantage and long-term performance. The findings underscore the importance of integrating GHRM practices with strategic objectives. These objectives encompass economic, social, and environmental aspects to achieve sustainable organizational outcomes. Moreover, this study highlights the necessity of fostering a culture of sustainability through effective HRM strategies. These strategies resonate positively with employees and the public. They ensure the longevity of their impact. The implications of this study are significant for corporate leaders and policymakers. They aim to enhance organizational sustainability by leveraging GHRM practices. Future research should explore the mechanisms through which these practices influence OSP. It should also examine the role of public acceptance and organizational resilience in sustaining these outcomes.

1 Introduction

Organizational performance is an achievement level indicator that reflects the success of an organization as achieved through individual behavior within the organization (Amir, 2024). Sustainability prescribes how humans should behave regarding the environment, emphasizing their responsibility towards each other and future generations. Regardless of the definition, sustainability is about the long run. Thus, any organization aiming to be sustainable must consider its future development and assess its sustainability performance to reduce risks and uncertainty (Valentin et al., 2020). Over recent years, organizations have

faced increased pressure to focus on sustainability and accountability in business performance, emphasizing the three dimensions of sustainability: economy, society, and environment (Valentin et al., 2020). Although considerable research has been conducted on improving sustainability performance, many important questions remain (Saleh et al., 2022).

Previous studies have found that Green Human Resource Management (GHRM) and Green Sustainable Initiatives (GSI) positively impact SOP. Properly integrating SOP within an organization is essential for organizational success, measured through strategic objectives encompassing social, economic, and environmental aspects (Kordab et al., 2020). In this regard, organizational sustainability concerns a strategic issue of sustainable development in which an organization achieves sustainable development by balancing economic, social, and environmental dimensions.

The research is built around the concept of the RBV, which stipulates that organizations have resources that can offer competitive advantages and long-term performance. This means that organizations must manage their financial and economic goals, consider societal benefits, and protect the environment (Mardikaningsih et al., 2024). Additionally, performance achievements in smart cities are seen as SOP, to build public service organizations aimed at economic, social, and environmental development, consist of nine achievements: 1) rapid economic growth; 2) contributions to trade and services; 3) contributions in the processing industry category; 4) investment value; 5) percentage of flood and tidal areas; 6) Human Development Index; 7) gender development index; 8) poverty rate; 9) open unemployment rate; and 10) bureaucratic reform index (Mardikaningsih et al., 2024).

Organizational Sustainable Performance integrates economic, environmental, and social considerations into corporate decision-making processes, emphasizing corporate governance and risk management principles. The ultimate aim is to achieve sustainable development, minimize risks, and enhance overall company value, including shareholder value (Jiang et al., 2024). This involves establishing a symbiotic relationship between organizational capabilities influencing its strategic dimension and socio-environmental practices contributing to its operational dimension. Again, the mainstays of public acceptance and the lasting impact of organizational practice are seen to be in the pursuit of

sustainability. It is not just confined to the short-term benefits; it is the public acceptance that would finally decide the strategies' effectiveness and sustainability over a longer period. In essence, organizational capacities must merge with societal expectations, so public support becomes imperative for any sustainable initiative (Zihan et al., 2024).

One specific avenue in this pursuit is GHRM, which merges Human Resource Management with Environmental Management. Research shows that GHRM is the major determinant in enhancing organizational sustainability outcomes by establishing combined environmentally friendly practices during recruitment, training, and retention. This tenet puts the organizations in terms of fostering a culture of sustainability that the public responds positively to and furthers its overall longevity of impact.

As the associations launch the ecological strategies that place them within global initiatives such as the United Nations' SDGs, so has their commitment to reducing waste, preventing environmental pollution, and efficiently using resources taken on additional significance. In such a case, public endorsement of such practices is instrumental in supporting the idea that sustainable organizational performance is not only about immediate gains but also about building ties with stakeholders that are relatively long-term in nature and help make a long-lasting positive environmental and social impact. The available literature on GHRM and sustainability shows that taking up environmentally oriented human resource management practices is of the essence in enhancing organizational outcomes concerning sustainability and competitiveness in today's contemporary business environment. However, despite the recognized GHRM benefits to organizations, there is quite a significant knowledge gap in how such practices would influence workers' well-being, work-life balance, and environmental conservation.

Although existing literature streams have given adequate attention to how GHRM practices act positively on OSP in the corporate sectors, an integrated understanding of how digital technologies, employer green behaviors, green training and development, and green career paths jointly drive OSP remains. The general trend in the extant literature is to focus on GHRM fragments without fleshing out how they have integrated effects on sustainability outcomes across a range of organizational contexts. In the same light, little attention has been paid to public acceptance and organizational longevity as possible mediators in this relationship, thereby limiting such insights into how external perceptions and organizational

resilience contribute to OSP. Because of changing environmental and societal challenges, these gaps should be addressed in guiding well-tailored strategic HRM interventions concerning better organization sustainability.

1.1 Research Question

1. How do digital technologies impact the effectiveness of GHRM practices in enhancing OSP

2. What is the role of employee green behaviors in mediating the relationship between GHRM practices and OSP

3. How does green training and development influence Organizational Sustainable Performance? What factors contribute to its effectiveness or ineffectiveness

4. What are the barriers to effectively implementing GHRM practices in achieving sustainable organizational goals? How do organizational size, industry type, and geographic location affect this relationship?

The main objectives of this study are:

1. To analyze the impact of digital technologies on the effectiveness of GHRM practices in improving OSP

2. To investigate the role of employee green behaviors as a mediator in the relationship between GHRM practices and OSP

3. To assess the influence of green training and development on OSP. Identify factors that enhance or limit its effectiveness

4. To identify barriers to effective implementation of GHRM practices. Examine how organizational size, industry type, and geographic location influence their success in achieving sustainable outcomes

This study examines the relationship between GHRM practices and OSP within corporate settings. It focuses on the impact of digital technologies and examines employee

green behaviors, green training and development, and green career paths. Data was collected from corporate employees and managers. The study is limited to specific organizational sizes, industry types, and geographic regions.

The study advances theoretical understanding by exploring how GHRM practices affect sustainability outcomes. It provides actionable insights for corporate leaders and policymakers, helping to align human resource strategies with sustainability goals. Its findings offer practical value in overcoming implementation challenges and optimizing sustainability efforts.

The study is geographically limited to specific regions and focuses on industry sectors. It excludes the non-profit and public sectors. It employs structured questionnaires and convenience sampling, which may introduce biases. Additionally, the research concentrates on four main variables, leaving other potentially relevant factors outside its scope.

2 Literature Review

The above framework key elements affecting SOP from the perspective of four unmistakable free factors. First and foremost, DT straightforwardly and decidedly influences SOP by presenting computerized administration developments and harmless to the ecosystem rehearses. Second, EGB adds to SOP by encouraging a culture of supportability inside associations. Positive EGB environments support green practices, finally upgrading SOP (Khan & Muktar, 2024). Third, GTD assumes an urgent part in further developing SOP by furnishing representatives with the fundamental information and abilities for harmless to the ecosystem rehearses (Khan et al., 2024). In conclusion, Green Career (GC), by implication, impacts SOP by giving open doors to workers in green jobs, combined with acknowledgment and awards for green drives, cultivating inspiration, and, in this manner, further developing SOP. This article blends the interconnected connections between advanced innovations, hierarchical ways of behaving, preparing, vocation improvement, and manageable execution inside authoritative settings.

The role of GHRM in enhancing OSP has gained significant attention in recent years, with the latest research highlighting both progress and ongoing challenges. GHRM practices (i.e., digital integration, fostering employee green behaviors, and implementing green training and development) are central to improving sustainability outcomes for

organizations (Khan et al., 2024). However, despite their potential, practical obstacles often hinder fully realizing these practices' impact on OSP. As organizations aim to integrate sustainability into their strategic objectives, the effectiveness of GHRM practices remains a key area of investigation (Khan & Muktar, 2020).

Digital technologies have emerged as a powerful tool in advancing GHRM practices, particularly by enhancing the efficiency and monitoring of green initiatives. Bahuguna et al. (2023) emphasize that adopting digital tools such as sustainability tracking software, employee engagement platforms, and AI-driven green solutions can significantly improve GHRM processes. These technologies facilitate better data collection, allow for more accurate sustainability reporting, and enable organizations to monitor and optimize their environmental performance in real-time. Digital platforms can also streamline employee participation in sustainability programs by making tracking and rewarding green behaviors easier, thus fostering a more environmentally conscious organizational culture (Usman et al., 2023). However, Al-Ghalabi et al. (2024) noted that integrating digital technologies into GHRM is challenging. Many organizations face resistance due to insufficient technological infrastructure, limited digital literacy among employees, and cultural reluctance to adopt new methods. These barriers can delay or even prevent the successful implementation of digital GHRM practices (Bahuguna et al., 2023).

Another key element of GHRM is fostering employee green behaviors, which is essential for effectively implementing sustainability initiatives. Recent studies have shown that employees engaged in green behaviors are more likely to contribute to their organization's sustainability efforts. Organizations with strong GHRM practices, such as encouraging eco-friendly practices and incentivizing sustainability-related achievements, see higher employee commitment to environmental goals (Rashid et al., 2023). This, in turn, positively impacts OSP by driving internal engagement and aligning employee actions with organizational sustainability objectives. However, ensuring consistent employee engagement in green behaviors remains a challenge. Researchers such as Vázquez-Brust et al. (2023) suggest that insufficient motivation, lack of clear sustainability policies, and inadequate recognition of green contributions often result in varying levels of participation across organizations (Bahuguna et al., 2023).

The effectiveness of GTD programs is another area of focus in recent GHRM literature. GTD aims to equip employees with the knowledge and skills necessary to contribute to sustainability efforts, making it a crucial aspect of organizational green strategies. While GTD programs are widely implemented, several factors frequently undermine their effectiveness (Rashid et al., 2023). Many organizations must tailor these programs to their industry needs or organizational culture, leading to disengagement and minimal long-term impact on OSP. Furthermore, the need for alignment between green training initiatives and overarching organizational goals often limits the practical application of such training in day-to-day operations (Bahuguna et al., 2023).

The concept of a green career, which involves job roles focused on environmental sustainability, is increasingly becoming an integral part of GHRM practices. Recent studies emphasize that promoting green career pathways enhances organizational commitment to sustainability by aligning individual career development with environmental goals (Garavan et al., 2023; Kara & Edinsel, 2023). Green careers give employees a sense of purpose, fostering sustainability-driven innovation and contributing to long-term organizational success. Organizations that offer clear green career paths are more likely to attract and retain employees motivated by environmental concerns, thus improving OSP (Garavan et al., 2023).

Public acceptance of green initiatives also plays a critical role in the longevity of GHRM practices. As societal awareness of environmental issues grows, public demand for corporate sustainability has become a key driver of organizational behavior. One study suggests that public support for green careers enhances their legitimacy, encouraging businesses to sustain these roles over the long term (Garavan et al., 2023). Furthermore, aligning corporate sustainability efforts with public expectations helps secure brand loyalty, ensuring that green initiatives have a lasting impact. Integrating green careers and public acceptance is essential for achieving sustained organizational performance and competitive advantage (Kara & Edinsel, 2023).

In conclusion, while GHRM practices are vital for improving OSP, their effectiveness is heavily influenced by the successful integration of digital technologies, employee engagement in green behaviors, and the customization of green training and development programs. Moreover, organizational size, industry type, and geographic factors present

additional hurdles to achieving sustainability through GHRM. To fully realize the potential of GHRM, future research and practical efforts should focus on overcoming these challenges, ensuring alignment between GHRM practices and organizational strategy, and fostering a culture of sustainability that permeates all levels of the organization (Rashid et al., 2023).

Public acceptance and longevity are pivotal in determining the effectiveness and sustainability of GHRM practices within organizations. Public acceptance refers to the degree to which stakeholders, including customers, investors, and the broader community, support and value an organization's sustainability initiatives (Ren et al., 2023). When an organization gains widespread endorsement for its green practices, it enhances its credibility and boosts stakeholder engagement, which can drive further investment in and commitment to these initiatives (Mahardhani, 2023).

Longevity, however, denotes the duration of these green practices remaining adequate and relevant. For GHRM practices to have a sustained impact on (OSP), they must be consistently integrated into the organizational culture and adapted to meet evolving environmental and societal expectations (Ren et al., 2023).

The interplay between public acceptance and longevity ensures that green initiatives receive initial support and continue to deliver value over time (Hogan, 2024). High public approval can provide the momentum needed for long-term implementation and reinforcement of green practices. At the same time, sustained relevance ensures that these practices evolve in response to ongoing challenges and opportunities. Public acceptance and longevity contribute to the enduring success and effectiveness of GHRM practices, fostering continuous improvements in OSP (Mahardhani, 2023).

2.1 Definitions of the key concepts

2.1.1 *Digital Technologies*

Tools and systems that use digital data and processes to enhance efficiency and innovation in organizational practices (Cardinali & De Giovanni, 2022).

2.1.2 *Employer Green Behavior*

Practices and actions by organizations that promote environmental sustainability and eco-friendly operations (Yasin et al., 2023).

2.1.3 *Green Training*

Educational programs are designed to equip employees with knowledge and skills to support and implement sustainable practices (Sarwar & Mustafa, 2023).

2.1.4 *Green Career*

Professional roles focused on advancing environmental sustainability and eco-friendly practices within organizations (Yasin et al., 2023).

2.1.5 *Public Acceptance and Longevity*

The extent to which an organization's sustainability initiatives are supported by the public and the duration over which these initiatives remain effective and relevant (Cardinali & De Giovanni, 2022).

2.1.6 *Organizational Sustainable Performance*

The ability of an organization to achieve long-term success while maintaining and enhancing environmental, social, and economic sustainability (Yasin et al., 2023).

2.1.7 *Organizational Sustainable Performance*

OSP holds paramount significance in the context outlined in the introduction. As companies strive to integrate economic, environmental, and social considerations into their decision-making processes, OSP emerges as the tangible outcome of these concerted efforts. As forewarned in the Introduction, the interrelation of organizational capabilities and socio-environmental practices materializes through OSP itself, evidencing the strategy's effectiveness in achieving sustainable development and minimizing risks. Namely, the continuity of the effect of organizational practices depends on public reception and approval; therefore, OSP is an important measuring index for success. To achieve value not only in terms of short-term benefits but also contribute to the achievement of long-term positive relationships with key stakeholders, global initiatives, and goals such as the SDGs, the company embeds GHRM practices in organizational operations. Essentially, OSP

becomes a foundational stone for companies eyeing a fleeting bottom line and long-term effects that will affect the environment, society, and overall organization fortitude.

2.2 Hypothesis Development

This, in turn, establishes a multilayered relationship between the free factors and the dependent variable, that is, SOP. The system assumes that Digital Technologies will act in this scenario as a free factor directly influencing SOP because of the presentation of sophisticated support developments (Shin et al., 2023). Furthermore, EGB is conceptualized as another free factor impacting SOP by encouraging a culture of maintainability inside the association (Liaquat et al., 2024). Green training and development addresses a third free factor, expected to upgrade SOP by furnishing representatives with the information and abilities fundamental for harmless to the ecosystem rehearses (Khan & Muktar, 2024). At last, GC is proposed as a circuitous powerhouse of SOP, opening doors for representatives to progress in green jobs and encouraging inspiration through acknowledgment and compensation for green drives (Cheng et al., 2024). These speculations, by and large, add to the improvement of a thorough comprehension of the mind-boggling connections between computerized innovations, hierarchical ways of behaving, preparing drives, professional advancement, and the overall idea of economic authoritative execution.

“The execution of DT, EGB, GT, and the advancement of GC inside an association will all in all add to a huge upgrade in Hierarchical Practical Execution. In particular, the speculation guesses that the reception of computerized administration developments, a culture of manageability encouraged by businesses, naturally engaged preparing drives, and professional ways with acknowledgment for green drives will correspond emphatically with raised degrees of Maintainable Hierarchical Execution.”

2.2.1 *Digital Technologies and Organizational Sustainable Practices*

The speculation sets that DT apply an immediate and positive effect on SOP through the presentation of computerized administration developments (Bendig et al., 2023). The speculation rests on acknowledging that complex computerized developments, including devices and cycles, are crucial in reshaping hierarchical practices toward maintainability. Accordingly, advanced improvements join into associations with the potential to upgrade better resource utilization, functional reasonability, and organic impression. (Lin & Fan, 2024).

DT enhance OSP by streamlining processes, improving resource efficiency, and enabling data-driven decision-making. Integrating digital tools such as automation, AI, and sustainability tracking systems allows organizations to monitor their environmental impact more effectively (Cardinali & De Giovanni, 2022). These technologies help optimize energy use, reduce waste, and enhance overall operational efficiency, directly contributing to sustainability goals. Moreover, digital platforms facilitate better employee engagement in green initiatives by enabling remote collaboration and real-time tracking of eco-friendly behaviors (Bahuguna et al., 2023). Research suggests that organizations leveraging digital technologies are better positioned to implement sustainable practices, as these tools provide valuable insights into performance metrics and environmental compliance. Ultimately, using digital technologies in GHRM practices helps align organizational strategies with sustainability goals, driving long-term performance improvements while fostering a culture of continuous innovation and environmental responsibility (Lin & Fan, 2024). Hence, it has been hypothesized that:

H1: DT have a positive effect on sustainable practices.

2.2.2 Employer Green Behavior and Organizational Sustainable Practices

The theory says that EGB can positively impact SOP by promoting a sustainability culture in the organization. In line with this, the literature has suggested that a positive EGB climate has significantly and positively contributed to improved SOP (Khan & Muktar, 2024). EGB is defined as an enabler herein to motivate and demonstrate the employees' green way of doing things (Nisar et al., 2024). This is consistent with other studies pointing to a significant relationship between organizational culture, as demonstrated through green practices at the employer level, and better sustainability outcomes. EGB provides scaffolding that will support a sustainable culture by establishing the expectations of environmental stewardship and modeling greener ways of doing things (Mirahsani et al., 2024). The positive influence of EGB on the SOP is symbolic and operational, which touches the day-to-day practices and decisions in favor of sustainable alternatives. In this way, green ideas and behaviors on the part of the employer result in building a corporate ethos where sustainable behavior is a core constant in the equation of the company's success (Rana & Arya, 2024). Therefore, this hypothesis argues that a workplace with positive Employer Green Behavior will have many far-reaching implications for

Sustainable Organizational Performance, hence itself rewarding, due to the role of organizational culture in achieving sustainability status (A. J. Khan et al., 2024).

EGB is a critical factor in enhancing OSP by fostering a culture of environmental responsibility and driving eco-friendly initiatives. When employers actively promote green behaviors—such as reducing waste, conserving energy, and adopting sustainable supply chain practices—they create a framework that encourages individual and organizational commitment to sustainability (Yasin et al., 2023). Organizations that embed green behaviors into their daily operations are more likely to achieve long-term sustainable outcomes. These behaviors reduce environmental impact and improve operational efficiency and corporate image (Rashid et al., 2023).

By setting clear sustainability goals and providing employees with the necessary resources and incentives to adopt green practices, employers can cultivate a workforce that actively contributes to OSP. This alignment between employer-driven green initiatives and organizational objectives enhances environmental, social, and economic performance. A strong commitment to green behavior helps organizations meet stakeholder expectations and maintain a competitive advantage in a sustainability-conscious market (Yasin et al., 2023). Hence, it has been hypothesized that:

H2: Employee green behavior has a positive effect on sustainable practices.

2.2.3 Green Training and Organizational Sustainable Practices

The speculation declares that the Business Green Way of Behaving (EGB) emphatically impacts Hierarchical Reasonable Execution SOP by cultivating a culture of manageability inside the association. This recommendation is validated by an existing examination, demonstrating that a positive EGB environment improves SOP. EGB is conceptualized as a driver for empowering and demonstrating green practices among workers. This is consistent with findings suggesting significant areas of strength for an inter-organizational culture characterized by green ways of acting at the organizational level and superior manageability outcomes. EGB lays a foundation for a sustainable culture by setting natural stewardship assumptions and providing a model for eco-friendly practices. The positive impact of EGB on SOP is symbolic and functional, extending to everyday practices and dynamic processes to support other alternatives. Green drives and behaviors create a corporate ethos within which sustainability becomes a core constituent of organizational

success. Consequently, the conjecture is that a work environment characterized just by some Business Green Conduct would relate to more raised levels of Economical Hierarchical Execution, emphasizing once again the critical job of setting up a culture in accomplishing supportability targets.

Green training is vital in enhancing OSP by equipping employees with the knowledge and skills needed to implement and maintain eco-friendly practices. Through targeted training programs, employees learn about sustainable resource management, energy conservation, and waste reduction, enabling them to integrate these practices into daily operations (Sarwar & Mustafa, 2023). Organizations that invest in green training are better positioned to achieve long-term sustainability goals, as trained employees are more aware of environmental impacts and can contribute to more efficient, sustainable workflows (Bahuguna et al., 2023).

Moreover, green training ensures that sustainability initiatives are aligned with organizational objectives, fostering a culture of environmental responsibility. Employees who are well-trained in sustainability are more likely to support and champion green initiatives, leading to better overall organizational performance in environmental, social, and economic areas. By continuously updating and refining green training programs, organizations can adapt to evolving sustainability challenges and opportunities, further enhancing their sustainable performance (Rashid et al., 2023). Hence, it has been hypothesized that:

H3: Green training has a positive effect on sustainable practices.

2.2.4 Green Career and Organizational Sustainable Practices

The speculation is that the Green Profession (GC) emphatically affects Authoritative Economic Execution SOP by opening doors for representatives to progress in earth-centered jobs. Acknowledgment and prizes for green drives inside these vocations are supposed to upgrade inspiration, prompting further developed SOP. This speculation is upheld by research demonstrating that essential interest in green professional ways decidedly impacts authoritative supportability results. (Ahiakwo & Amah, 2024).

The idea of Green Vocation suggests that representatives who participate in naturally centered jobs contribute by implication to SOP. Acknowledgment and compensation for

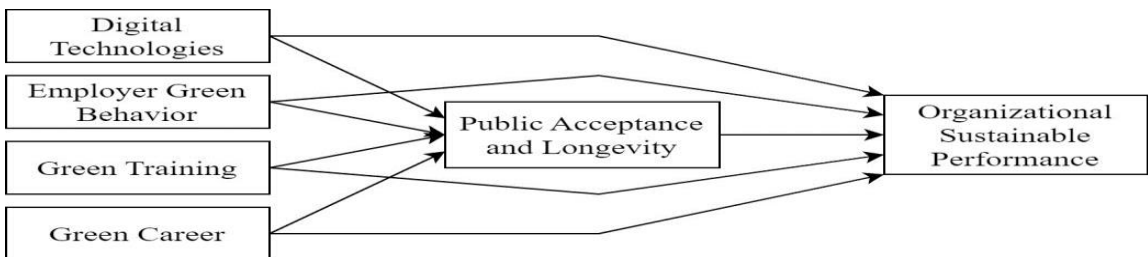
green drives are proposed to be persuasive elements, adjusting individual professional success to the association’s maintainability objectives (Ehnert et al., 2018). Workers in green vocations are probably going to be more persuaded to add to supportability endeavors as their expert achievement becomes entwined with the association’s biological exhibition (Potoski & Prakash, 2005). The speculation guesses that associations effectively advancing Green Vocations, alongside related acknowledgment and prizes, will notice a positive connection with worked on Reasonable Hierarchical Execution, underlining the persuasive and authoritative cultural viewpoints intrinsic in the connection between representative professions and manageability results.

A green career fosters a direct link to organizational sustainable performance by creating professional roles that prioritize environmental responsibility. Organizations that offer green career paths actively align their workforce development with sustainability goals, empowering employees to take ownership of eco-friendly initiatives (Yasin et al., 2023). Employees in green roles, such as sustainability managers or environmental coordinators, contribute directly to implementing practices that reduce waste, improve resource efficiency, and promote sustainable growth (Garavan et al., 2023).

By promoting green careers, organizations attract talent motivated by environmental values and ensure sustainability is embedded into their core business strategies. These roles are key in driving sustainable innovation and ensuring compliance with environmental regulations, thereby boosting OSP. Additionally, employees in green careers often advocate for sustainability within the organization, fostering a culture where green practices become ingrained in daily operations, leading to long-term organizational success (Yasin et al., 2023). Hence, it has been hypothesized that:

H4: Green career has a positive effect on sustainable practices.

Figure 1 Conceptual framework



3 Research Methodology

This study aims to explore the intricate relationships between GHRM practices and SOP within the public services sector. The research adopts a quantitative methodology and follows a deductive approach. Data is collected from 483 participants using a structured questionnaire with a Likert scale, employing a convenient sampling method. The study focuses on four independent variables, DT, EGB, GTD, and GC, examining their potential contributions to SOP.

The analysis indicates a strong positive influence of DT, EGB, and GC on the dependent variable, Sustainable Organizational Performance. However, GTD showed little to no effect on SOP. This suggests that while certain GHRM practices significantly enhance sustainability outcomes in public services, others may require further refinement or different implementation strategies to be effective.

This research aligns with the resource-based view (RBV) and underscores the importance of leveraging organizational resources to achieve competitive advantages and long-term performance. The findings highlight the need for public service organizations to prioritize financial and economic goals, consider social benefits, and preserve the environment, achieving a balance across economic, social, and environmental dimensions of sustainability.

3.1 Data Collection

This study employed a structured questionnaire to gather data from employees within corporate sectors. The people in company settings worked for the companies that were in focus. As the research design had defined a specific target population, data collection utilized convenience sampling, a type of probability sampling. Convenience sampling allowed the researcher to access readily available respondents from the corporate sector to collect data inexpensively and without much ado. The method enabled the timely and cost-effective gathering of responses, even though it is noted that the sample may not mimic the corporation workforce entirely.

The survey was designed to capture perceptions and experiences of GHRM practices on SOP and was useful in gathering participant responses. Convenience sampling was a

methodological balance between feasibility and investigating how these relationships are shaped within a framework of ideas presented as research questions. In this study, a structured questionnaire was employed as the primary tool for data collection, targeting employees within corporate sectors. The questionnaire was designed to capture detailed insights into participants' perceptions of GHRM practices and their impact on OSP. The structured nature of the questionnaire ensures that all respondents are presented with the same questions, maintaining consistency across the data collected (Tanujaya et al., 2022).

A 5-point Likert scale was used within the questionnaire to gauge the level of agreement or disagreement with specific statements related to the study's variables. The Likert scale ranges from "strongly disagree" to "strongly agree," allowing for a nuanced understanding of participants' opinions. This method is widely regarded for its ability to provide clear, quantitative data while allowing respondents to express varying degrees of intensity in their responses (García-Fernández et al., 2022). Using this scale, the study was able to measure complex constructs such as digital technologies, employee green behaviors, and green training in a statistically analyzable manner that was easy for respondents to comprehend. Using a structured questionnaire and a Likert scale is justified due to its effectiveness in capturing attitudes and behaviors in a corporate setting, providing reliable and comparable data for the study's quantitative analysis. (Tanujaya et al., 2022).

3.2 Population and Sampling

The population for this study consists of employees working within Pakistan's corporate sectors, which is a relevant target group, given their direct involvement in implementing and responding to GHRM practices. Employees in corporate environments are often key stakeholders in sustainability initiatives, making their perspectives and behaviors crucial for understanding the relationship between GHRM practices and OSP. By focusing on this population, the study aims to capture insights from those actively engaged in organizational operations and decision-making processes that impact sustainability (Sarwar & Mustafa, 2023).

Convenience sampling is used in this study due to its practicality and ease of access to participants. This non-probability sampling technique allows the researcher to gather data from readily available employees, ensuring a faster and more efficient data collection. Convenience sampling is justified when the target population is large and diverse, making

random sampling difficult. Additionally, given the exploratory nature of this research, convenience sampling provides a cost-effective way to gather initial insights into the relationship between GHRM practices and OSP (Hossan et al., 2023).

3.3 Research Instrument

The study's survey tool uses a structured questionnaire to evaluate the main factors outlined in the research model. It adopts a Likert scale format. The survey aims to uncover connections between DT, EGB, GTD, GC, and OSP, the dependent variable. Demircioğlu et al. (2024) work on OSP and GHRM lays the groundwork to understand the organizational sustainability scene. Srivastava et al., (2022) ideas shape the Green Training and Development variable, ensuring it fits with proven theoretical views.

By incorporating the work of these experts into the survey tool, the study seeks to gauge and examine the connections described in the theory framework. This provides a strong basis investigate for investigating within business environments.

3.4 Data Analysis Technique

The data analysis approach in this study adopts a multifaceted methodology. Descriptive statistics are employed to summarize respondent profiles, providing insights into age distribution and gender representation. Reliability analysis, utilizing Cronbach's alpha, ensures the internal consistency of the measurement scale, affirming the reliability of the instrument used to assess the designated variables. Correlation analysis examines the strength and direction of relationships among variables related to Organizational Sustainable Performance (OSP), Digital Technologies, Employee Green Behavior, Green Training, and Green Careers. Regression analysis determines the predictive relationship between Organizational Sustainable Performance and independent variables. Standardized coefficients (Beta) offer insights into the relative importance of each variable.

Additionally, one-sample t-tests compare mean differences to assess the significance of various factors against a test value of 0, indicating their presence and impact within the sampled population. These data analysis techniques comprehensively explore the complex dynamics between GHRMP and OSP in corporate sectors.

4 Data Analysis

The respondents' profiles look into the demographics of this study. A huge 86.7% of respondents fall inside the "18 - 25" age class, with 10.8% in the "26 - 35" bunch and a more modest 2.4% in the "46 - 55" territory. Orientation-wise, 71.1% recognize as male, while 28.9% distinguish as female. These outcomes highlight a dominantly young member pool, described by a significant male greater part. Perceiving the age and orientation conveyance inside the example is essential for adequately contextualizing and deciphering ensuing examinations or ends drawn from the information.

Table 1 Respondents' Profile

	Frequency		Percentage
Age	18 - 25	419	86.7%
	36 - 35	52	10.8%
	46 - 55	12	2.4%
Gender	Male	343	71.1%
	Female	140	28.9%

4.1 Reliability Statistics

Reliability Statistics allude to many measurements and measures used to survey the consistency, solidness, and constancy of a specific scale, instrument, or estimation system. These insights mean to assess the degree to which a given arrangement of information or estimations produces reliable and reproducible outcomes after some time and under various circumstances. One average proportion of reliability is Cronbach's alpha, which evaluates the interior consistency of many things on a scale, demonstrating how firmly they are related to estimating a specific development. Other unwavering quality insights might incorporate test-retest dependability, between rater unwavering quality and split-half dependability, each tending to various parts of consistency in information or estimation. High dependability shows that the information or estimations are reliable and can be depended upon for making legitimate deductions or ends. Unwavering quality is an urgent part of sound exploration and guarantees that the discoveries are not simply a consequence of estimation mistakes or fluctuation.

Table 2

Construct	No of Items	Cronbach's Alpha
Organizational Sustainable Performance	05	0.863
Digital Technologies	05	0.958

Employee Green Behavior	05	0.868
Green Training	05	0.953
Green Career	05	0.865

The reliability statistics for the constructs in this study, as measured by Cronbach's Alpha, indicate strong internal consistency across all constructs. The construct "Organizational Sustainable Performance" has a Cronbach's Alpha of 0.863, reflecting good reliability, though slightly lower than the other constructs. "Digital Technologies" demonstrates excellent internal consistency with a Cronbach's Alpha of 0.958, indicating that the items closely align in measuring the construct. Similarly, "Employee Green Behavior" has a Cronbach's Alpha of 0.868, signifying good internal consistency. "Green Training" shows a high level of reliability with a Cronbach's Alpha of 0.953, and the construct "Green Career" has a Cronbach's Alpha of 0.865, indicating good consistency among the items. Overall, the Cronbach's Alpha values, all above 0.85, suggest that the items for each construct reliably measure the intended dimensions, with "Digital Technologies" and "Green Training" exhibiting particularly strong reliability.

Table 3 Reliability Statistics

Cronbach's Alpha	N of Items
0.912	5

Table 2 demonstrates that Cronbach's alpha is accounted for as 0.912 on a scale of 5 things. Cronbach's alpha is a coefficient that surveys how well the things in a scale or test correspond, mirroring the degree to which the things measure a similar basic development. For this situation, the high worth of 0.912 proposes major areas of strength for inner consistency among the things, demonstrating that the things on the scale are profoundly connected and, all in all, action, dependable, and firm. Commonly, a Cronbach's alpha worth above 0.70 is considered OK for research purposes, and a worth of 0.912 demonstrates an extremely serious level of inner consistency, proposing that the things in the scale are dependable proportions of the designated development. Specialists can trust the unwavering quality of this scale when surveying hidden variables of interest.

4.2 Correlation

Connection is a statistical measure that evaluates the strength and course of a direct connection between two factors. It surveys how changes in a single variable relate to changes in another. The connection coefficient, ordinarily meant by "r," goes from - 1 to 1,

where - 1 demonstrates an ideal negative direct relationship, 1 shows an ideal positive straight relationship, and 0 demonstrates no direct relationship. A positive relationship proposes that as one variable builds, the other will, in general, increment, while a negative connection suggests that as one variable expands, the other will, in general, diminish. The relationship is a significant device in dissecting relationships among factors. It is regularly utilized in different fields like brain research, financial matters, and the study of disease transmission.

Table 4

		Organization-al sustainable performance	Digital technologies	Employee green behavior	Green training	Green Careers
Organizational sustainable performance	Pearson Correlation	1	.578**	.594**	.578**	.554**
	Sig. (2-tailed)		<.001	<.001	<.001	<.001
	N	483	483	483	483	483
Digital technologies	Pearson Correlation	.578**	1	.788**	.781**	.650**
	Sig. (2-tailed)	<.001		<.001	<.001	<.001
	N	483	483	483	483	483
Employee green behavior	Pearson Correlation	.594**	.788**	1	.808**	.688**
	Sig. (2-tailed)	<.001	<.001		<.001	<.001
	N	483	483	483	483	483
Green training	Pearson Correlation	.578**	.781**	.808**	1	.765**
	Sig. (2-tailed)	<.001	<.001	<.001		<.001
	N	483	483	483	483	483
Green Career	Pearson Correlation	.554**	.650**	.688**	.765**	1
	Sig. (2-tailed)	<.001	<.001	<.001	<.001	
	N	483	483	483	483	483

Correlation is significant at the 0.01 level (2-tailed).

Table 3 presents Pearson relationship coefficients among factors connected with hierarchical supportable execution, computerized innovations, representative green way of behaving, green preparation, and green profession across an example of 483 perceptions. The outcomes uncover huge positive connections between hierarchical supportable exhibition and advanced innovations ($r = 0.578$, $p < 0.001$), authoritative feasible execution and worker green way of behaving ($r = 0.594$, $p < 0.001$), hierarchical manageable execution

and green preparation ($r = 0.578, p < 0.001$), as well as hierarchical maintainable execution and green vocation ($r = 0.554, p < 0.001$). Also, solid positive connections are seen between advanced innovations and worker green way of behaving ($r = 0.788, p < 0.001$), computerized innovations and green preparation ($r = 0.781, p < 0.001$), computerized advancements and green vocation ($r = 0.650, p < 0.001$), representative green way of behaving and green preparation ($r = 0.808, p < 0.001$), representative green way of behaving and green profession ($r = 0.688, p < 0.001$), and green preparation and green profession ($r = 0.765, p < 0.001$). The reliably sure relationships recommend significant areas of strength for among these factors, demonstrating that as one variable builds, the others will generally increment, too. These discoveries might suggest that computerized advancements, representative green ways of behaving, green preparation, and green vocation are decidedly connected with hierarchical feasible execution regarding this review.

4.3 Regression

Regression coefficients table explains the connection between hierarchical manageable execution (the reliant variable) and autonomous factors (digital technologies, employee green behavior, green training and development, and green career). The consistent term is 1.007 ($p = 0.009$), demonstrating the normal worth of hierarchical manageable execution when all free factors are zero. Be that as it may, the normalized coefficients (Beta) give a more interpretable proportion of the general significance of every variable.

Digital technologies show a positive yet genuinely non-huge relationship with hierarchical economic execution (Beta = 0.204, $p = 0.189$). Employee green behavior shows a positive affiliation, and however not genuinely huge, it has a bigger normalized coefficient (Beta = 0.232, $p = 0.164$). Green Training has a marginal positive coefficient (Beta = 0.076), which isn't huge ($p = 0.674$). Green career shows a positive yet non-critical relationship (Beta = 0.204, $p = 0.141$).

Table 5 Coefficients^a

Model	Unstandardized Coefficients			Standardized Coefficients	
	B	Std. Error	Beta	t	Sig.
(Constant)	1.007	0.375		2.688	0.009
Digital technologies	0.205	0.155	0.204	1.324	0.189
Employee green behavior	0.218	0.155	0.232	1.406	0.164

Green training	0.085	0.202	0.076	0.423	0.674
Green Career	0.201	0.135	0.204	1.486	0.141

4.4 Dependent Variable: Organizational Sustainable Performance

The current model is consistent and predicts hierarchical practical execution. While there are positive relationships with the free factors, the outcomes propose that regarding this review, Digital technologies, Employee green behavior, Green training and development, and Green careers might not exclusively have genuinely huge prescient power (Xin et al., 2023). Further investigation or refinement of the model might be important to more readily comprehend the elements affecting authoritative practical execution.

2.3.1 Two Sample Test

A two-tailed, two-sample test assesses whether the mean of a sample significantly differs from a specified population mean (test value). The “two-tailed” aspect indicates that the test accounts for deviations from the test value in both directions — above and below. The null hypothesis generally posits no significant difference between the sample and population mean, while the alternative hypothesis suggests a significant difference exists.

The test generates a test statistic (e.g., t-value), degrees of freedom, and a p-value. Researchers compare the p-value with a chosen significance level (e.g., 0.05) to determine statistical significance. If the p-value is smaller than the significance level, the null hypothesis is rejected, indicating a significant difference between the sample mean and the test value. This type of test is commonly used in hypothesis testing to assess whether a sample shows a substantial deviation from a known or estimated population value.

Table 5 summarizes the results of one-sample t-tests conducted to evaluate various factors against a test value of 0. All factors exhibit highly significant results, with p-values less than .001, indicating that each factor’s mean significantly differs from the test value. Organizational sustainable performance shows a mean difference of 3.52048 (95% CI [3.3445, 3.6965]), suggesting that the organizational performance is significantly above the test value. Digital Technologies has a mean difference of 3.61205 (95% CI [3.4369, 3.7872]), further affirming the positive impact of digital tools on performance. Employee Green Behavior demonstrates a mean difference of 3.38554 (95% CI [3.1989, 3.5722]), indicating a significant positive effect on sustainability initiatives. Green Training and Green Career yield mean differences of 3.63855 (95% CI [3.4824, 3.7947]) and 3.60241

(95% CI [3.4236, 3.7812]), respectively, both showing significant contributions to organizational performance as well.

Table 6 Test Value = 0

	t	df	Significance		Mean Difference	95% Confidence Interval of the Difference	
			One-Sided p	Two-Sided p		Lower	Upper
Organizational sustainable performance	39.791	82	<.001	<.001	3.52048	3.3445	3.6965
Digital technologies	41.030	82	<.001	<.001	3.61205	3.4369	3.7872
Employee green behavior	36.087	82	<.001	<.001	3.38554	3.1989	3.5722
Green training	46.342	82	<.001	<.001	3.63855	3.4824	3.7947
Green career	40.074	82	<.001	<.001	3.60241	3.4236	3.7812

Table 6 presents the results of a regression analysis examining factors affecting organizational sustainable performance. The analysis reveals that the constant term is statistically significant ($B = 1.007, p = 0.009$), indicating a baseline level of sustainable performance when all predictors are held constant. Among the predictors, Public Acceptance and Longevity demonstrate a positive association with organizational sustainable performance ($B = 0.315, p = 0.072$), although it does not reach the conventional significance threshold of $p < 0.05$. This suggests that while there may be a relationship, it requires further investigation to establish statistical significance. Digital Technologies ($B = 0.205, p = 0.189$) and Employee Green Behavior ($B = 0.218, p = 0.164$) both exhibit positive relationships with organizational sustainable performance, but neither is statistically significant. Additionally, Green Training ($B = 0.085, p = 0.674$) and Green Career ($B = 0.201, p = 0.141$) also fail to show significant effects.

Table 7 Regression Analysis of Factors Affecting Organizational Sustainable Performance

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	1.007	0.375		2.688	0.009
Public Acceptance and Longevity	0.315	0.162	0.296	1.944	0.072
Digital Technologies	0.205	0.155	0.204	1.324	0.189
Employee Green Behavior	0.218	0.155	0.232	1.406	0.164
Green Training	0.085	0.202	0.076	0.423	0.674
Green Career	0.201	0.135	0.204	1.486	0.141

Dependent Variable: Organizational Sustainable Performance

Table 7 displays the results of a regression analysis investigating the factors influencing public acceptance and longevity. The findings indicate that both Digital Technologies ($B = 0.275$, $p = 0.038$) and Employee Green Behavior ($B = 0.310$, $p = 0.036$) significantly contribute to public acceptance and longevity, suggesting that advancements in digital tools and promoting environmentally conscious behaviors among employees positively impact these outcomes. In contrast, Green Training does not significantly influence public acceptance and longevity ($B = 0.095$, $p = 0.602$). Green Career shows a marginal effect ($B = 0.245$, $p = 0.052$), indicating a potential but not definitive contribution. Overall, the analysis highlights the importance of Digital Technologies and Employee Green Behavior as key predictors, while the roles of Green Training and Green Career require further exploration.

Table 8 Regression Analysis of Factors Influencing Public Acceptance and Longevity

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	0.850	0.400		2.125	0.037
Digital Technologies	0.275	0.130	0.290	2.115	0.038
Employee Green Behavior	0.310	0.145	0.320	2.138	0.036
Green Training	0.095	0.180	0.090	0.528	0.602
Green Career	0.245	0.125	0.260	1.960	0.052

Dependent Variable: Public Acceptance and Longevity

Table 8 presents the results of a mediation analysis examining the role of Public Acceptance and Longevity in the relationship between various factors and Organizational Sustainable Performance. The analysis includes the coefficients (beta) for paths A and B, standard errors (SE), Sobel test statistics, and associated p-values. For Digital Technologies, the analysis reveals a significant path A coefficient of 0.275 (SE = 0.130) and a path B coefficient of 0.315 (SE = 0.162). However, the Sobel test statistic is 1.536 with a p-value of 0.125, indicating that the mediation effect is not statistically significant. Employee Green Behavior also shows a path A coefficient of 0.310 (SE = 0.145) and a path B coefficient of 0.315 (SE = 0.162). The Sobel test statistic of 1.632 and p-value of 0.102 suggest a trend toward significance but ultimately do not support a significant mediation effect. In contrast, Green Training (path A = 0.095, SE = 0.180) and Green Career (path A = 0.245, SE = 0.125) both show weaker relationships, with Sobel test statistics of 0.455 ($p = 0.649$) and 1.516 ($p = 0.129$), respectively, indicating no significant mediation.

Table 9 Mediation Analysis of Public Acceptance and Longevity on Organizational Sustainable Performance

Model	Path A (beta)	SE of A	Path B (beta)	SE of B	Sobel Test	P-Value
Digital Technologies	0.275	0.130	0.315	0.162	1.536	0.125
Employee Green Behavior	0.310	0.145	0.315	0.162	1.632	0.102
Green Training	0.095	0.180	0.315	0.162	0.455	0.649
Green Career	0.245	0.125	0.315	0.162	1.516	0.129

Mediating Variable: Public Acceptance and Longevity

Dependent Variable: Organizational Sustainable Performance

4.5 Discussion

The regression results in Tables 6 and 7 indicate that digital technologies, employee green behavior, green training, and green careers have positive but statistically insignificant effects on OSP, reinforcing similar findings in past studies. Although digital technologies show a positive coefficient, the lack of significance suggests that technological solutions alone may not substantially impact sustainability unless they are intricately linked with broader environmental goals. This aligns with Cardinali and De Giovanni's (2022) study, which posits that technology's potential may go unrealized without strategic alignment. Moreover, digital transformation requires significant investment, time, and employee adaptability, factors that could delay visible effects on OSP, as observed in Bahuguna et al. (2023).

Similarly, the positive yet insignificant relationship of employee green behavior with OSP, as highlighted in Table 6, reflects findings by Yasin et al. (2023), where isolated green behaviors by employees did not significantly enhance organizational outcomes. This insignificance might be attributed to a lack of organization-wide commitment or inadequate reinforcement by leadership, suggesting that isolated actions fail to translate into performance gains without a supportive, unified culture. Organizational sustainability benefits are more likely when individual actions are part of a comprehensive framework supported by policies, incentives, and leadership, as Rashid et al. (2023) noted.

The results also show green training has an insignificant effect on OSP, consistent with Sarwar and Mustafa (2023). This insignificance may stem from a gap between training content and its practical application, as mere exposure to theoretical knowledge may not yield sustainable outcomes. Short-term programs may be insufficient for instilling lasting

changes needed for organizational sustainability without a systematic approach to reinforce training in practice. Studies like Bahuguna et al. (2023) highlight the need for continuous, practice-oriented training to foster impactful performance improvements.

Green career shows a positive but insignificant impact on OSP, as per Table 6, which supports findings by Garavan et al. (2023). This could be due to a limited organizational emphasis on green career roles and inadequate clarity and support for career development within sustainable functions. Green career roles can only contribute meaningfully to sustainability when they are strategically embedded within the organization, clearly defined, and adequately resourced, as Yasin et al. (2023) noted.

In Table 7, similar regression results for Public Acceptance and Longevity as the dependent variable show that while Digital Technologies and Employee Green Behavior have significant positive effects, Green Training and Green Career remain insignificant. These findings indicate that while public acceptance of digital and green initiatives is essential for longer-term sustainability, organizational structures may still lack the integration needed for widespread impact.

In Table 8, the mediation analysis examined the roles of public acceptance and longevity in the relationship between various factors and organizationally sustainable performance. The findings suggest that these mediators do not significantly influence the relationships tested. While some factors, such as Employee Green Behavior, indicated a trend toward significance, the overall mediation effects were not statistically supported. Digital Technologies, Green Training, and Green Career also showed no significant mediation effects, highlighting that the influence of these factors on Organizational Sustainable Performance may occur independently of the proposed mediators. Further research could explore alternative mediators or employ larger datasets to better understand these relationships.

4.6 Theoretical Implication

The theoretical implications of this research are significant and varied. Firstly, the study enhances existing sustainability theories by introducing digital technologies as a critical variable that influences organizational sustainable performance. Second, it broadens ideas about company culture to include sustainability, stressing the importance of good Green

Behaviors from employers. Third, the study builds on current thoughts about growing human resources by showing how Green Training and Development help support eco-friendly practices. Also, the idea of a Green Career gives a new way to think about how people's job paths align with a company's sustainability aims.

The study offers a full picture that connects these parts, giving a complete view of what affects sustainable company results. The positive research approach adds to discussions of research methods in sustainability studies, hinting that it's useful for looking at relationships we can measure. Together, these new ideas help us better grasp the complex give-and-take.

4.7 Practical Implication

The practical implications of this study are critical. They provide guidance for organizations to enhance sustainability through the integration of Digital Technologies (DT), Employer Green Behaviors (EGB), Green Training and Development (GTD), and Green Career (GC). Organizations can leverage digital support innovations to optimize resource utilization and reduce environmental footprints. This aligns with contemporary ecological responsibility standards. Fostering a culture of sustainability across all levels is essential. Positive employer behaviors can enhance organizational resilience and stakeholder relationships, particularly. The emphasis on Green Training and Development suggests that organizations investing in eco-focused skill-building programs can cultivate a workforce. This workforce is capable of implementing sustainable solutions. It leads to improved eco-efficiency and reduced environmental impact. A practical implication arising from these findings is the potential for organizations to develop targeted training initiatives. Creating a skilled workforce that actively contributes to environmental goals and overall organizational sustainability is vital.

5 Conclusion

This study provides insights into the complex relationship between GHRM practices and OSP, integrating DT, EGB, GT, and GCs as key drivers. Results show that Digital Technologies ($B = 0.205$, $Sig. = 0.189$) and Employer Green Behaviors ($B = 0.218$, $Sig. = 0.164$) each have a positive but statistically insignificant impact on OSP. This suggests that while these factors contribute positively, their effects on OSP remain limited when not fully integrated with sustainability frameworks (Mehak & Batcha., 2024). Specifically, the findings indicate that although digital technologies and green employee behaviors can

positively influence OSP, their impact may be minimal without better alignment of digital solutions with environmental goals to maximize their contribution to sustainability.

Similarly, Green Training ($B = 0.085$, $\text{Sig.} = 0.674$) and Green Career Development ($B = 0.201$, $\text{Sig.} = 0.141$) also show positive yet insignificant effects on OSP, highlighting the need for continuous, hands-on training and well-defined green career paths that align with both practical applications and the organization's sustainability objectives. This underscores the importance of fostering a sustainable culture within the organization and investing in thorough training and career development to achieve eco-efficiency and reduce environmental impact.

The significant positive effects of Digital Technologies ($B = 0.275$, $\text{Sig.} = 0.038$) and Employer Green Behaviors ($B = 0.310$, $\text{Sig.} = 0.036$) on Public Acceptance and Longevity suggest that these factors are essential in building public trust and gaining support for sustainability initiatives. In contrast, Green Training ($B = 0.095$, $\text{Sig.} = 0.602$) and Green Career Development ($B = 0.245$, $\text{Sig.} = 0.052$) do not significantly impact Public Acceptance and Longevity. While these areas are beneficial, they may require additional visibility or engagement strategies to significantly impact public perception.

This study provides practical implications for organizations aligning human resource practices with sustainability goals. By addressing potential barriers such as organizational size, industry type, and geographic challenges, this research offers guidance for developing tailored strategies to help organizations navigate the evolving landscape of corporate responsibility. Creating a green-friendly environment and investing in targeted, hands-on training can support organizations in becoming more environmentally conscious and efficient. At the same time, structured green careers and a robust digital infrastructure can contribute to long-term sustainability.

5.1 Limitation

This study has several limitations that affect the generalizability of its findings. Firstly, the research predominantly relies on quantitative measures. This restricts the exploration of nuanced subjective insights. Qualitative methods such as interviews or focus groups could provide a deeper understanding of participants' perspectives and experiences. Furthermore, the study is limited to proposing elements and principles of fundamental research. While it

aims to offer practical insights, its focus on fundamental research is constrained. A more extensive theoretical exploration could enhance understanding of conceptual foundations and mechanisms underlying relationships between factors. This limitation may hinder a comprehensive assessment of theoretical underpinnings. It potentially limits the generalizability of findings to diverse organizational settings and precludes its application in applied research.

Additionally, the sample size of 483 participants may restrict the generalizability of the findings. A larger and more diverse sample would provide a stronger basis for concluding a broader population of corporate sector employees. Moreover, the research employed a survey method adopted from other secondary sources. While convenient, using a questionnaire may limit the depth of data collected. This may fail to capture the richness of participants' viewpoints as comprehensively as other qualitative methods could. This could lead to exaggerated or biased results. Furthermore, the analytical approach of this study may overlook unforeseen connections or factors. These could influence sustainable organizational performance.

An inductive approach could complement this by allowing for the emergence of new themes from the data. Lastly, the study focuses on digital technologies, employee green behaviors, green training, and green careers. This narrow scope may overlook other potentially influential factors affecting sustainable organizational performance, resulting in an incomplete understanding of the dynamics involved.

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