






The effect of GHRM on the sustainable performance of private companies in Qatar

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ABSTRACT

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This study investigates the impact of green human resource management (GHRM) practices on sustainable performance (SP) in Qatari private companies. A questionnaire survey was conducted among 216 private companies, including top management, human resource managers, quality managers, and employees. Reliability and validity tests were performed on the survey forms, followed by a partial least squares structural equation modelling (PLS-SEM) technique to evaluate the hypothesis. The study found evidence that GHRM practices have a positive impact on SP outcomes in Qatar's private companies. This empirical link between GHRM practices and SP contributes to the literature on GHRM. The results further showed that GHRM practices can lead to green empowerment among employees, thereby improving long-term sustainability. The research demonstrates the importance of GHRM practices for private companies to achieve sustainable development goals. The paper highlights the need to incorporate GHRM practices in the private sector to encourage employees to take an active role in promoting environmental sustainability, leading to long-term business success. The study offers practical implications for private companies in Qatar, suggesting that GHRM practices should be implemented to improve SP.

Contribution/Originality: This paper provides evidence for the effects of green human resource management practices on sustainable performance in Qatari private companies using PLS-SEM.

1. INTRODUCTION

Proactive environmental management has become increasingly important in the business community as it helps businesses meet their responsibilities to society (Jaaffar & Amran, 2017). A company's economic performance can be improved by implementing good environmental management systems; however, the process is highly complex (Boakye, Tingbani, Ahinful, & Nsor-Ambala, 2021). As an ethical necessity, organisations must transform their cultural mindsets by integrating environmentally friendly practices into their business processes. Some researchers, including Zaid, Jaaron, and Bon (2018), believe that one way to deal with these issues is to spread green ideas throughout the organisation, not just in specific areas of the business. Regarding the two most important business functions: human resources and the supply chain, this study aims to determine how best to implement green practices (Mousa & Othman, 2020). Historically, industries have viewed the natural world as a virtually unlimited supply of raw materials. With this mindset, the "tragedy of the commons" has emerged, in which individuals and

businesses alike believe that their use of natural resources or "commons" has had only a minimal impact on the planet. Pollution and resource depletion have resulted from this predicament (Khan & Pasha, 2021). As more and more environmental issues come to light, businesses are responsible for protecting the environment and natural resources. Now, economic performance is no longer the only indicator of a company's success; the concept of sustainable performance has been introduced, through which the social and environmental objectives of a company are also taken into consideration (Isa, Hamid, Kiumarsi, & Jaaffar, 2021). The recent literature shows that green human resource management (GHRM), green supply chain management, and sustainable manufacturing practices are attracting increasing interest. Research has begun to focus on the relationship between these three areas. According to Zhao et al. (2021), using certain approaches to establish cleaner manufacturing organisations can reduce environmental consequences. They found that green intellectual capital has an impact on the long-term viability of Qatar's small and medium manufacturing firms, in addition to the established organisational norms. It is clear from the results of Khan, Saufi, and Obaid (2021) and Almemari, Almazrouei, and Alnahhal (2021) that intellectual capital contributes to long-term progress. Practitioners also recognise the link between intellectual capital and sustainability (Amjad et al., 2021; Kusumawati, 2021).

Qatar is one of the world's wealthiest countries, thanks to the presence of the world's third-largest natural gas and oil reserves (Ibrahim & Harrigan, 2012). Since gaining independence in 1971, Qatar's economy has grown rapidly. In addition to having the world's highest income per capita, the United Nations (UN) recognises the country as having a very high level of human development. This has increased the population's well-being, primarily due to the country's primary natural resources, oil and gas. About 55 per cent of Qatar's gross domestic product (GDP) and 70 per cent of the government's revenue come from this vital industry, which is expected to continue to drive GDP development in the country even as oil and gas prices fell in 2015. Qatar's national vision 2030 outlines four pillars of growth for the country: economic, social, human, and environmental. Qatar's strategy relies heavily on the oil and gas sector but faces enormous obstacles. Oil and gas extraction, for example, is blamed for much of the environment's decline, even though Qatar has embraced its obligation to ensure environmental sustainability as described by the environmental sustainability pillar. Qatar's oil and gas industry is nevertheless substantially responsible for the country's high per capita CO₂ emissions. Hence, this study investigated the effect of GHRM on the sustainable performance of private companies in Qatar.

2. LITERATURE REVIEW

2.1. Sustainable Performance

According to the organisational reform literature, sustainability is defined in several ways; it is not a one-size-fits-all concept (Jaaffar & Amran, 2017). A range of working styles, goal attainment, and growth processes are defined by Khan et al. (2021). Working methods and goals may become outmoded as the social, economic, and technological landscapes change. Maintaining work practices indicates a static vision. A focus on progress requires a more sophisticated or evolutionary viewpoint. No single correct or standard definition for this term can encompass different organisational contexts in various periods. Nevertheless, the issue of global sustainability has become increasingly important. In the last few years, businesses have realised that their survival depends on a steady flow of natural resources. The loss of the natural resources on which their activities rely would undermine ecological sustainability and thus the organisation's financial sustainability (Jaaffar, Alrazi, Ooi, & Shamsuddin, 2019). A triple-bottom-line approach, which considers a company's social, environmental, and economic well-being simultaneously, has become popular among corporate executives. This requires corporations to adapt their operations to incorporate social and environmental considerations into their business models (Isa et al., 2021). Economic growth that meets the present generation's requirements without compromising future generations' prospects and capabilities is the essence of sustainability (Khan & Pasha, 2021). The term "sustainability" encompasses many concepts, from biodiversity conservation to energy efficiency and stakeholder satisfaction to

financial returns. Permanence and dependability, as well as the idea of eternity, are implied in the term's original or literal meaning. The word "sustainable" contains no presumption that the economy will grow (Khan et al., 2021). For many, the term "sustainability" means "environmentally friendly," yet the concept encompasses much more than that (Hao, Liu, & Goh, 2021). It reflects more than merely energy and waste reduction, environmental safety, and recycling (Khan & Pasha, 2021). Measuring sustainability holistically differs from measuring other aspects of market performance (Mellaku & Sebsibe, 2022). Corporate sustainability performance can be defined as an organisation's capacity to perform well in all areas and for all factors that contribute to long-term sustainability (Alraja, Imran, Khashab, & Shah, 2022). It requires an enterprise-wide approach that considers the output of upstream and downstream suppliers and customers in the supply chain. Environmental components such as how many substances are produced and how many services are utilised are typically applied to sustainability measures. Because these are not long-term solutions, they only touch on one aspect of the problem. Sustainability performance should be considered a structured business process, according to Thirunavukkarasu et al. (2021), if it is to be successfully integrated into organisational strategy and day-to-day activities. It focuses on a company's overall social, environmental, and economic performance, specifically corporate sustainability. According to Punathumkandi, Sundaram, and Panneer (2021), performance assessment has been around for a long time, but discussion on business ethics in the 1970s influenced the early analysis of environmental and social management and reporting. In the last three decades, firm strategists have established a substantial internal management structure and analytics. Many methodologies and programmes have been created to quantify various aspects of organisational performance, including notions of sustainability assessment, sustainability accounting, sustainability reporting, and other financial measures. According to Kamble and Gunasekaran (2021), two features from the 1980s also contributed significantly to the report. The first concerned corporations' efficiency in terms of their impact on society and the environment. The second was a theoretical discussion of how to describe and evaluate environmental and social efficiency and corporate citizenship. Measuring organisational performance is challenging in general, especially when what is to be measured changes continually.

2.2. Theoretical Background

In the theories on GHRM, organisational resources and efficiency are seen as GHRM practices. The resource-based view (RBV) theory focuses on how a company's internal resources, such as its assets, skills, and competencies, can be exploited to develop competitive advantages (Tanova & Bayighomog, 2022). Due to its positive effects on the entire development of the organisation, GHRM is recognised as an essential strategic skill for employees (Marrucci, Daddi, & Iraldo, 2021). GHRM attempts to improve the company's competitiveness by emphasising HRM competencies and creating, motivating, and providing chances for better business behaviour (Yong, Yusliza, Ramayah, & Seles, 2022). An organisation is said to be better than its rivals in the market if its human resources employ RBV strategies to develop and promote improved competitive efficiency (Jaaffar & Kaman, 2020).

According to the ability, motivation, and opportunities (AMO) theory (Al-Mottahar & Pangil, 2021), capacity, motivation, and opportunity are the three fundamental components of human resources practices. More engaged and productive employees result from HRM initiatives that boost employee skills, job motivation, and employment opportunities (Al-Mottahar & Pangil, 2021). This theory thus results in increased output, less waste, and improved quality. Using the AMO model, Pham, Thanh, Tučková, and Thuy (2020) discovered an association between hotel sector green training and green employee engagement, green management, and corporate social responsibility. In AMO theory, a company's environmental performance will improve when GHRM practices are implemented since they influence employee behaviour (Almemari et al., 2021; Kusumawati, 2021; Zhao et al., 2021).

2.3. Green Human Resources Management (GHRM)

Positive business responses to environmental issues "beyond pollution management and environmental damage mitigation" have emerged in the new millennium. The current perspective involves alignment between economic and environmental goals. Increasing environmental and social sustainability and environmental efficiency are top priorities for organisations (Khan & Pasha, 2021). Human resource management is strongly linked to environmental management since human resources are the organisation's lifeblood and encourage its success in integrating environmental management. To encourage staff to take sustainable actions at work, the worldwide concern for the environment is driving businesses to incorporate GHRM practices, i.e., "the HRM components of green management" (Khan et al., 2021). GHRM is defined by Zhao et al. (2021) as "HRM practices that increase good environmental outcomes." In addition, the GHRM principle includes all activities that contribute to a reduction in carbon emissions across all HRM practices, including green job design and reviews, green HR preparation, green recruitment and selection, green induction, green training and growth, green performance evaluation, green compensation, and green employee relationships. Strategic management and leadership strategy and focus are also important considerations. People are the driving force behind a company's sustainability initiatives, and they serve as the company's advocates. The concept of organisational sustainability encompasses HR policies, and green HR is the process that leads to more employee participation and cost-effective leadership that encourages organisational sustainability routes. Employees' environmental management and GHRM knowledge, experience, abilities, attitudes, actions, and behaviours should be the focus of training and development. Businesses have many reasons to adopt GHRM; the system offers numerous benefits to a business and its workers. Employees' commitment to the greater good is bolstered, and the community benefits. According to Amjad et al. (2021), the advantages include a higher rate of employee retention, a better public image, increased employee attraction, increased productivity, improved resource sustainability, reduced activities that degrade the environment, reduced environmental impact, rebates and tax benefits, and increased market opportunities. When it comes to hiring, a company's commitment to GHRM and green staffing begins at the point of entrance and does not end until the business has closed its doors. The HR department plays an important role in creating a greener workplace. Green environmental strategy organisations must build mechanisms for green strategic management (Kusumawati, 2021). HR priorities like planning, recruitment, selection, training, growth, and performance management (PM) are included in the GHRM operations. When establishing and understanding an environmental change management system, it is critical that performance management, training and development, and staff screening be done online. This is especially true for large organisations with many people participating in HR practices; they must view HRM in the context of long-term sustainability for both the organisation and the environment.

The GHRM ideology focuses on transforming normal employees into green-oriented workers who advance their firm's sustainability by implementing green policies, processes, and frameworks. Recruiting and selection, procurement, training and development, performance management, incentives, remuneration, and benefits are all examples of activities that adhere to green principles (Mousa & Othman, 2020). Organisations that include green HR practices in their daily operations and employee actions boost the adoption of green practices worldwide. When an organisation's HR practices include hiring and selecting staff with a solid understanding of environmental issues, it raises awareness of green careers within the company and increases the provision of training aimed at embedding the environmental impacts and benefits of individual, group, and organisational sustainability in all levels of the organisation (Al-Mottahar & Pangil, 2021). When it comes to the practical aspects of green recruiting, numerous actions can be taken. During the job analysis and design process, environmental considerations are emphasised, such as defining the worker's role and responsibilities in light of an understanding of environmental experiences and evaluating and interviewing people who are compatible with an environmental perspective on the job requirements (Jumady & Lilla, 2021). These kinds of HR actions should be undertaken by employers to ensure that the candidate's personality, attitudes, and expectations in terms of waste reduction result in unique and imaginative

ideas that complement their organisation's environmental sustainability philosophy. It is expected that GHRM will play an essential role in the successful design and execution of environmental management strategies by aligning HRM activities, such as hiring, training and development, performance, and compensation management, with environmental objectives. So, to build long-term businesses, it is critical to integrate sustainability into the human resources system. Sustainable environmental goals and environmentally aware employees are the cornerstones of GHRM, which incorporates numerous aspects of human resource management. Prioritising environmentally conscious and responsible personnel in the organisation's recruitment and hiring process, as well as providing a training framework to enhance employee environmental knowledge, is one way in which GHRM can be implemented. To that end, it is necessary to assess employee success in terms of their dedication to the company's environmental goals, to provide monetary and non-monetary incentives for employees who demonstrate environmentally sustainable attitudes and practices, and to allow employees to participate in environmental conservation programmes.

2.4. Hypothesis Development and Empirical Studies

GHRM is one of the most successful approaches to HRM. An organisation's sustainable performance (SP) and long-term viability can be improved using a GRHM approach (Khan & Pasha, 2021; Zaid et al., 2018). It is referred to as "GHRM practices" when an organisation's HRM procedures (such as recruitment, training, performance assessment, reward systems, etc.) develop the green talents of its workers. GHRM rules allow firms to save money without sacrificing high-quality staff members, jobs, or part-time workers. The GHRM plans, techniques, and technologies employed by a company reduce its negative environmental effects and increase its positive environmental impact. It is well-known that HRM practices promote installing and maintaining an environmental management system, which in turn helps an organisation achieve a higher SP (Boakye et al., 2021). Indeed, GHRM plays a significant role in distributing and greening companies (Jumady & Lilla, 2021). An added benefit of green policies is that they increase an organisation's attractiveness to prospective employees and help retain existing employees, making GHRM an important area of business management (Mousa & Othman, 2020). The previous literature on human resources management has tended to emphasise the impact of individual practices rather than a collection of practices on business outcomes. According to Imran, Alraja, and Khashab (2021), GHRM activities can have a strong impact on environmental and organisational efficiency. The recent research on GHRM has largely focused on the impact of this bundle of practices on organisational success in line with this viewpoint (Yong et al., 2022; Zhao et al., 2021). According to Al-Mottahar and Pangil (2021), the RBV is highly variable in terms of the services used by organisations. As a result, a company's economic performance is expected to improve (Khan et al., 2021). By conducting GHRM activities, organisations can improve their environmental performance over time. In other environmental management literature, it is acknowledged that organisations should apply effective human resource methods to motivate their employees to meet environmental sustainability objectives. To understand why workers engage in ecologically sustainable actions that assist their organisation in becoming greener, a significant amount of research has been conducted (Kusumawati, 2021). It is important to note that even organisations dedicated to environmental preservation cannot take action without the help of their employees, who must be made more knowledgeable, skilled, engaged, and productive as a result. In the modern era, green human resource programmes focus primarily on enhancing process competency, reducing and eliminating environmental harm, repairing goods, and dealing with human resources in such a way that it results in increased productivity and lower costs. "Greening" is an important aspect of improving an organisation's financial and environmental performance, according to research (Khan et al., 2021). By recognising the breadth and depth of green human resource initiatives, firms can sustainably improve their environmental performance (Tanova & Bayighomog, 2022). Among the effective tools for greening businesses and their operations are green human resource activities themselves. Green human resource practices can affect and modify green efficiency, attitudes, thinking, and human resource

management abilities. We cannot deny the positive impact recruiting environmentally conscious personnel has had on attracting bright individuals. For this reason, it is important to improve employee skills, motivation, productivity, job-related outcomes, and financial performance by encouraging employees to participate in environmental activities and providing them with environmental training and objectives (Diri & Elisha, 2021). Some research has suggested that if employees are rewarded for green performance at their company, such as through ability bonuses, then better economic outcomes may be possible. A greater number of employees will be affected by a company's supplier list if researchers turn their green credentials into an act of kindness or care for the environment. Ecological welfare and activities within a firm that can retain people and drive success, improve sustainability results and job-related outcomes, and improve performance in general are beneficial to a business. Sustainable green actions and a greener community are likely to be embraced by companies and governments who want to improve efficiency, reduce costs, and improve the overall experience of workers. The creation of a greener world leads to more profits and lower costs (Marrucci et al., 2021). Sustainable environmental practices can be implemented through a variety of approaches to human resources (Jaaffar et al., 2019). According to the most recent research, HRM can contribute favourably to the achievement of green sustainability goals at the organisational level.

To summarise, it is clear that green practices are critical to the upkeep and implementation of environmental management systems, which in turn can help companies achieve greater SP (Rizvi & Garg, 2022). This is especially true where GHRM practices emphasise the importance of establishing an environmentally conscious workforce to help companies improve their environmental performance. GHRM activities significantly impact the spread of green culture in the community (Raza & Khan, 2022). Increasing the green credentials of HRM is crucial when HRM tries to complete and exhibit an ecological organisational structure with the aim of promoting a business's improved ecological appearance (Alraja et al., 2022). GHRM covers a lot of ground and is an effective tool for boosting productivity in a company. For GHRM, the completion of green programmes has apparent environmental benefits, increases the demand for a company, and contributes to overall sustainability. There is a strong case to be made that personal efforts to improve a company's presentation are more effective than a separate role devoted to this task. Other essential holdings, such as the environment and the government, may be the subject of GHRM's focus if they were to be added. For new GHRM efforts, the power of government presentation packages has taken precedence over other factors. In the end, this aims to improve companies' environmental orientation and improve their financial reporting capabilities. By adopting GHRM, businesses will be able to increase their SP in a healthy way. Hence, this study hypothesises that:

H1: GHRM significantly affects sustainable performance in Qatari private companies.

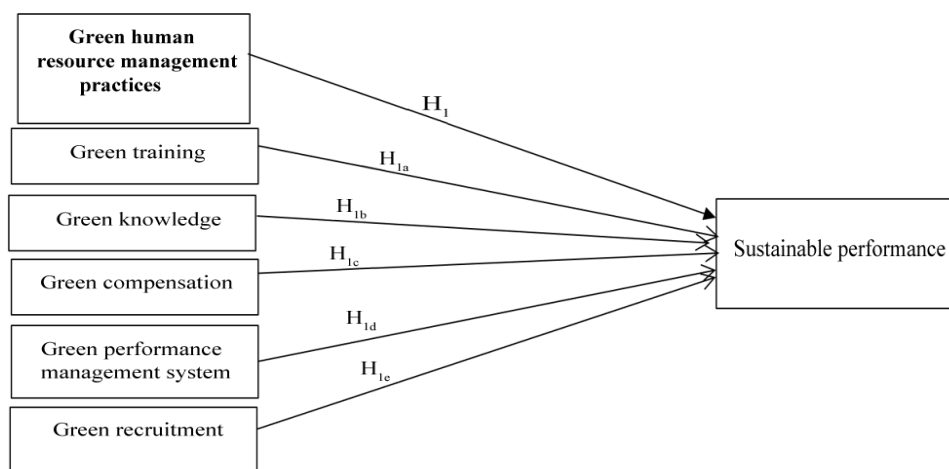


Figure 1. Theoretical framework.

The research framework for this study is diagrammatically interpreted based on the relationships between the research variables and their order of effect. [Figure 1](#) illustrates the effect of various aspects of green human resources management practices, including Green Training (GT), Green Knowledge (GK), Green Compensation (GC), Green Performance Management System (GPMS), and Green Recruitment (GR), on Sustainable Performance (SP).

3. METHODOLOGY

The present research adopted a quantitative approach. A self-administered questionnaire was used to gather data from employees of private companies in Qatar. Employees of private companies comprised the population in this study. The sample size for this research was calculated using the G*Power analysis ([Faul, Erdfelder, Buchner, & Lang, 2009](#)). As a result, the sample size for this study was 383 employees, according to the G*Power analysis ([Faul et al., 2009](#)). The research was carried out in Qatar, and the data was acquired via a self-administered questionnaire that respondents completed on their own.

The questionnaires were delivered to individuals who were eligible participants in the study. The respondents completed the questionnaires in the presence of the researcher. The questionnaire was distributed by a professional researcher who was familiar with the study's objectives to ensure data could be collected rapidly and within a predetermined timeframe.

A total of 383 questionnaires were distributed for employees to fill out. Of these, 216 questionnaires were assessed, with 167 questionnaires being judged invalid. The variables were measured using a 5-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree. Finally, partial least squares structural equation modelling (PLS-SEM) was utilised to examine the study's research framework and hypotheses.

4. RESULTS

The measurement model's reliability and validity are presented in [Table 1](#). The acquired standardised factor loading of each item of all six measuring instruments of GT, GK, GC, GPMS, GR, and SP was greater than 0.70, demonstrating the convergent validity of all the constructs ([Alzoubi & Jaaffar, 2020](#)). This study also examined the factor loading of individual items on the target construct, as well as Cronbach's alpha coefficient, the average variance extracted (AVE), and the scale's composite reliability (CR), to assess whether the measurement model was unidimensional.

[Table 1](#) shows that the standard loading of each individual item on its intended construct is between 0.704 and 0.882 ([Isa et al., 2021](#)), the Cronbach's alpha coefficient of the scales ranges from 0.887 to 0.938, the AVEs of the constructs in the study are between 0.587 and 0.651, and the scale composite reliability is greater than 0.80 ([Alzoubi & Jaaffar, 2020](#)).

Furthermore, we investigated the discriminant validity by taking the square roots of the AVEs obtained for each measuring item and displaying them in bold and italics along the diagonal of the correlation matrix. [Table 2](#) demonstrates that the square roots of AVE for each construct are higher than their correlation with other constructs, implying that the constructs in our study have discriminant validity.

As a result, it is possible that the study's latent constructs had distinct sets of items. They are conceptually distinct, reflecting the discriminant validity of the measurement model ([Isa et al., 2021](#)). [Table 3](#) presents the results of the heterotrait-monotrait (HTMT) test; all HTMT values in this sample were far below the threshold level of 0.90, indicating that discriminant validity was not a concern. This study then employed SEM to test three direct and two mediating hypotheses in the study, as outlined in the conceptual research framework.

Table 1. Measurement model.

Constructs	Items	Factor loading	Cronbach's alpha	CR	AVE
Green compensation			0.896	0.918	0.615
	GC1	0.738			
	GC2	0.766			
	GC3	0.816			
	GC4	0.847			
	GC5	0.844			
	GC6	0.781			
Green knowledge			0.883	0.903	0.573
	GK1	0.749			
	GK2	0.845			
	GK3	0.749			
	GK4	0.732			
	GK5	0.638			
	GK6	0.787			
Green performance management system			0.891	0.916	0.646
	GPMS1	0.832			
	GPMS2	0.842			
	GPMS3	0.805			
	GPMS4	0.806			
	GPMS5	0.782			
Green recruitment			0.921	0.937	0.680
	GR1	0.807			
	GR2	0.861			
	GR3	0.819			
	GR4	0.844			
	GR5	0.842			
	GR6	0.861			
Green training			0.882	0.908	0.623
	GT1	0.800			
	GT2	0.788			
	GT3	0.806			
	GT4	0.699			
	GT5	0.815			
Sustainable performance			0.923	0.939	0.687
	SP1	Deleted			
	SP2	0.749			
	SP3	0.799			
	SP4	Deleted			
	SP5	0.837			
	SP6	0.864			
	SP7	0.859			
	SP8	0.84			
SP9	0.846				

Note: The result in Table-1 showed that all of the variables' items, with the exception of SP1 and SP4, had factor loadings above 0.6, as suggested by Hair and Alamer (2022). Hence, SP1 and SP4 were deleted due to their factor loading is below 0.6.

Table 2. Discriminant validity.

Constructs	Green compensation	Green knowledge	Green performance management system	Green recruitment	Green training	Sustainable performance
Green compensation	0.784					
Green knowledge	0.581	0.757				
Green performance management system	0.503	0.651	0.804			
Green recruitment	0.543	0.565	0.693	0.825		
Green training	0.616	0.58	0.578	0.691	0.790	
Sustainable performance	0.667	0.620	0.638	0.664	0.653	0.829

Table 3. Heterotrait-monotrait test.

Constructs	Green compensation	Green knowledge	Green performance management system	Green recruitment	Green training	Sustainable performance
Green compensation						
Green knowledge	0.813					
Green performance management system	0.601	0.774				
Green recruitment	0.527	0.781	0.776			
Green training	0.681	0.744	0.726	0.640		
Sustainable performance	0.632	0.618	0.601	0.623	0.603	

Table 4. Test of hypotheses.

Hypotheses	Coefficient	T-value
Green training -> Sustainable performance	0.295	8.98
Green knowledge -> Sustainable performance	0.147	4.999
Green compensation -> Sustainable performance	0.127	2.369
Green performance management system -> Sustainable performance	0.137	3.386
Green recruitment -> Sustainable performance	0.278	6.097

Table 4 indicates the path model of GHRM practices (green training, green knowledge, green compensation, green performance management system, and green recruitment), employee behaviour, organisational sustainability, and sustainable performance. Table 4 reveals that green training had a positive and significant influence ($\beta = 0.295$, T-value = 8.98) on sustainability performance, indicating support for H1a. In other words, a higher level of green training results in better sustainable performance. Moreover, Table 4 shows that green knowledge had a positive and significant effect ($\beta = 0.147$, T-value = 4.999) on sustainability performance, indicating support for H1b. In other words, a higher level of green knowledge results in better sustainable performance. Similarly, the results in Table 4 show that green compensation had a positive and significant effect ($\beta = 0.127$, T-value = 2.369) on sustainability performance, supporting H1c. In other words, a higher level of green compensation results in better sustainable performance. Likewise, the results show that the green performance management system had a positive and significant effect ($\beta = 0.137$, T-value = 3.386) on sustainability performance, indicating support for H1d. In other words, a higher level of green performance management system results in better sustainable performance. Also, the results show that green recruitment had a positive and significant effect ($\beta = 0.278$, T-value = 6.097) on sustainability performance, indicating support for H1e. In other words, a higher level of green recruitment results in better sustainable performance.

5. DISCUSSION AND CONCLUSION

This study's primary objective was to determine how GHRM practices affect Qatari private enterprises in the long run. This study aimed to assess how effective GHRM techniques were in increasing employees' contributions to long-term sustainability. The results demonstrate that HRM solutions that are both sustainable and feasible must be considered. The findings of this study support prior research suggesting that GHRM practices are prevalent across a wide range of industries (Almemari et al., 2021). The long-term effects of GHRM practices were investigated in Qatari private firms. According to a previous study, GHRM practices are associated with sustainable organisational performance (Amjad et al., 2021). How well GHRM practices can disseminate long-term, sustainable knowledge and values to the workforce must be examined to better understand this phenomenon. As a result, employees will contribute to a more positive work atmosphere (Kusumawati, 2021). As Zhao et al. (2021) illustrated, SP features influence employees' motivation to continue GHRM efforts in their workplace. Similar findings were also noted by Alraja et al. (2022). The management of human resources is critical to the success of any organisation. HRM and GHRM can work together to help organisations overcome hurdles to implementing

SP, a joint effort of both disciplines. Integrating environmental practices that allow for reciprocal learning is essential to developing an integrated green business (Raza & Khan, 2022). Given that GHRM practices are adhered to, and employees' green efforts are recognised, they will obtain the necessary skills and have the opportunity to participate in green activities. Due to improved mental availability and job satisfaction, their SP is likely to rise. A company's green management requires the training and empowerment of all personnel in environmental awareness. Through green hiring practices, more environmentally conscious personnel are hired, which in turn helps the company's long-term success.

The primary objective of this study was to investigate the link between GHRM practices and sustainable organisational performance. The empirical research found that GHRM practices are linked to SP, which has several theoretical and practical implications. AMO theory may be utilised to conceptualise the GHRM practices in this study, which adds new information on how AMO can be applied. There is a link between green practices (in general) and manufacturing outputs linked to SP, potentially enriching GHRM. GHRM and SP practices were shown to have a strong connection in the research, eliminating contradictions in the literature. Evidence of a relationship between GHRM and green employee empowerment supports the claim that GHRM practices boost green empowerment among employees. Encouraging sustainable decision-making amongst employees can be accomplished by implementing a green empowerment strategy. GHRM practices and their impact on SP were the starting point of this analysis. The effects of GHRM on Qatari private companies have been rarely studied before. This study has revealed that GHRM practices are vital to businesses in a wide range of industries. PLS-SEM proved an effective and practical tool in this investigation to analyse the linkages between the constructs. The knowledge and empirical evidence on the connection between GHRM and SP in Qatari private firms are expanding, and this study adds to that body of work.

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