





## The impact of green human resource management practices on employee's job performance

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### ABSTRACT

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The purpose of this study is to examine the impact of Green Human Resource Management (GHRM) on work performance. A quantitative approach was employed to collect numerical data, which underwent statistical analysis. This approach involved the distribution of online questionnaires for convenient feedback collection from respondents. The study tested a set of hypotheses derived from a theoretical model of employee performance using the Statistical Package for the Social Sciences (SPSS). The focus was on understanding the phenomenon of GHRM among employees through quantitative techniques. Empirical results revealed a significant positive correlation between employee job performance and the five dimensions of green human resource management practices. These dimensions include green recruitment and selection, green performance management, green compensation and incentive systems, green training, and green participation. Notably, employee performance exhibited the strongest correlation with green participation, indicating that successful strategies aligning employee involvements with environmental sustainability goals enhance overall work performance. The findings demonstrate that the adoption of green HRM practices can positively impact workers' productivity. The study emphasizes the importance of prioritizing green HRM practices in businesses. The results suggest that integrating these practices can enhance employee engagement, job satisfaction, and motivation, ultimately contributing to improved overall performance. The article outlines the core components of GHRM and elucidates how each component can positively influence productivity in the workplace. Organizations are encouraged to consider and implement these practices to realize the associated benefits.

**Contribution/Originality:** This research introduces originality with a quantitative approach to Green Human Resource Management (GHRM), employing statistical methods for structured analysis. It distinguishes itself by thoroughly exploring five GHRM dimensions, pinpointing the strongest correlation with employee performance, and emphasizing practical implications for businesses.

## 1. INTRODUCTION

In the rapidly evolving landscape of contemporary organizations, the concept of sustainability has emerged as a defining principle that goes beyond traditional notions of profitability and growth. As our planet grapples with unprecedented environmental challenges, there's an increasing expectation for businesses to take a leading role in mitigating the adverse effects of climate change and environmental degradation. In this dynamic context, Green Human Resource Management (GHRM) has emerged as a powerful catalyst for change, reshaping the relationship between employees, organizations, and the environment. GHRM encompasses a comprehensive set of practices and policies that integrate environmental concerns and sustainability into every aspect of an organization's HRM strategy, ranging from recruitment and training to employee engagement and performance appraisal. This paradigm shift signifies that sustainability is no longer just a corporate buzzword but a deeply ingrained organizational ethos. The interest in Green HRM has witnessed significant growth over the past decade recognized as a viable strategy for companies to reduce their environmental footprint and enhance sustainability. Since 2016, the importance of Green HRM research has notably increased among scholars (Dumont, Shen, & Deng, 2017; Guerci, Longoni, & Luzzini, 2016; Guerci, Montanari, Scapolan, & Epifanio, 2016; Jabbour & Renwick, 2018; Yong, Yusliza, Ramayah, & Fawehinmi, 2019; Yusliza, Othman, & Jabbour, 2017), leading to a surge in the study of Green HRM. The heightened awareness of environmental issues has motivated HR to adopt Green HR practices, with a particular focus on a paperless approach, carbon footprint reduction, and waste management (Ahmad, 2015). HR now plays a pivotal role in initiating environmentally friendly activities, involving individuals in green initiatives, and driving changes in existing processes (Mishra, Sarkar, & Kiranmai, 2014). Green HRM is viewed as a deliberate and ongoing organizational transformation (Sawang & Kivits, 2014).

Green HRM integrates HRM policies to optimize resource use and foster environmental stewardship in businesses, enhancing employee morale and well-being (Shah et al., 2021). Literature highlights that employee behaviors are pivotal for achieving green management goals (Peerzadah, Mufti, & Nazir, 2018). GHRM encompasses green involvement, performance management, pay and rewards, and recruiting. This includes practices like green employer branding, utilizing green criteria in recruitment, and assessing candidates' environmental awareness. Businesses may seek expert assistance to construct tests and criteria to identify individuals positively impacting the environment. Research indicates environmentally aware employees enhance workplace environmental performance, build a green employer brand, and bolster the company's environmental reputation (Zhao, Liu, & Sun, 2020).

As suggested by Sheopuri and Sheopuri (2015), the adoption of Green HRM practices can lead to cost savings, increased efficiency, improved employee engagement, and reduced employee carbon footprints for organizations. Evidence indicates that the implementation of Green HRM techniques can enhance productivity, reduce costs, and boost employee engagement (Yusoff, Nejati, Kee, & Amran, 2020). Furthermore, a study demonstrates that Green HRM directly influences employee outcomes in the Oil and Mining Industries (Chen, Jiang, Li, & Gao, 2021). Presently, domestic research on green human resources predominantly concentrates on enterprises, with limited exploration within the manufacturing and chemical industries and rare investigations into education and training enterprises, while individual employees remain relatively underrepresented as research subjects.

Considering existing HRM, EM, and Green HRM literature, it is evident that employee behaviors play a pivotal role in achieving a company's green management and sustainability goals (Peerzadah et al., 2018). It's worth noting that GHRM's long-term effects may take time to materialize, introducing a degree of uncertainty and potential risks (Zhao et al., 2020). Green HRM encompasses various dimensions, including green involvement, green performance management, green pay and rewards, and green recruiting and selection, with each contributing to the overall goal of promoting environmental sustainability. This holistic approach involves practices like green employer branding, the use of green criteria to attract environmentally conscious employees, and the assessment of candidates' environmental awareness levels during recruitment, highlighting the importance of selecting individuals

whose work positively impacts the environment (Zhao et al., 2020). Research indicates that employees who are environmentally conscious tend to develop their environmental expertise at work, improving their environmental performance, gradually building a green employer brand, and enhancing their organizations' environmental reputation. This underscores the value of Green HRM practices as a strategic approach for businesses, leading to lower costs, greater efficiency, improved employee engagement, and reduced carbon footprints (Sheopuri & Sheopuri, 2015; Yusoff et al., 2020). Additionally, empirical evidence supports the notion that the implementation of Green HRM techniques can directly influence employee outcomes, particularly in industries like Oil and Mining (Chen et al., 2021).

### *1.1. Problem Statement*

This study's central research problem involves comprehensively exploring the impact of Green Human Resource Management (GHRM) practices on employee job performance. It investigates how various GHRM practices, including green recruitment, training, performance management, compensation, and participation, influence different aspects of job performance. The research aims to uncover precise mechanisms, considering contextual and industry-specific factors, addressing challenges and opportunities in implementing green recruiting and selection procedures, and integrating environmental considerations into performance management. Ultimately, the study seeks to provide a nuanced understanding of GHRM's impact on employee job performance in China, contributing to a deeper comprehension within the context of Chinese organizations.

### *1.2. Significant of Study*

The impact of Green Human Resource Management practices on employee's job performance holds substantial significance, offering contributions to both theoretical understanding and practical applications in the domains of HRM and sustainability. This research sheds light on the complex connections between environmentally conscious HR practices and employee job performance, providing valuable insights for organizations seeking to integrate sustainability into their operations and achieve long-term sustainability goals. Furthermore, it plays a vital role in addressing global environmental challenges by emphasizing HRM's role in promoting ecological responsibility and sustainable corporate practices, ultimately contributing to a more sustainable future. The motivation for this research is rooted in a multifaceted set of theoretical and practical imperatives, underscoring its academic and real-world relevance. Theoretical motivation revolves around enriching HRM scholarship by delving into the relatively new area of Green Human Resource Management (GHRM). The study seeks to expand HRM's boundaries by examining the intricate relationship between GHRM practices and employee job performance, addressing a critical knowledge gap. Additionally, it recognizes the growing intersection of HRM and sustainability issues, bridging HRM and sustainability studies. From a practical standpoint, this research offers actionable insights for organizations facing the challenge of incorporating sustainability into their operations. It empowers organizations by outlining potential ways in which GHRM practices can enhance employee job performance, allowing them to promote environmental responsibility while optimizing workforce productivity. The study's findings also have practical implications for improving employee engagement and commitment, as organizations can use these insights to foster a motivated and satisfied workforce. Lastly, as global sustainability becomes increasingly vital, this research aligns HRM strategies with broader sustainability goals, enabling organizations to reduce their environmental impact and contribute to overall sustainability efforts.

## **2. LITERATURE REVIEW**

### *2.1. Green Recruiting and Selection*

Green recruiting and selection involve the process of choosing employees who are environmentally conscious, fostering efficient environmental management by ensuring new hires align with the organization's environmental

culture (Peerzadah et al., 2018). This approach requires employees to be enthusiastic about working for an eco-friendly company. Addressing challenges in attracting competent individuals, the study explores how green recruiting and selection practices impact the long-term viability of public and private healthcare organizations, contributing to businesses achieving environmental sustainability goals (Shah et al., 2021).

Employees with environmental awareness actively enhance their knowledge, positively impacting organizational environmental performance. Green employer branding enables job seekers to assess the alignment of values, fostering pride in working for an enterprise with a positive environmental reputation. Job seekers often use environmental performance data to evaluate how well a company treats its employees. Companies with strong green signals can attract job seekers, making green branding a successful strategy to attract candidates with a positive attitude toward environmental issues (Tang, Chen, Jiang, Paillé, & Jia, 2018).

*Hypothesis 1: Green recruitment and selection have a significant relationship with employee performance in China.*

### 2.2. Green Training and Development

Green training and development initiatives aim to improve staff members' environmental awareness and knowledge, cultivate a positive mindset, motivate them to take the initiative in addressing environmental issues, and assist them in developing the skills required to reduce waste and save energy. Employee training and development programmes should cover social and environmental concerns at all levels, from technical health and safety considerations on the shop floor to strategic sustainability issues at the executive management level and broad sustainability issues at the executive management and board levels. The training and development process should include seminars on environmental responsibility for newly hired workers. All of this will assure optimal resource utilization, decrease waste, and encourage energy conservation (Peerzadah et al., 2018). Environmental training is seen as an essential element of human resource development. Employers may be able to develop green, sustainable policies that lessen waste and encourage environmental responsibility with the aid of this kind of training. Using techniques for waste management, recycling, energy conservation, and environmental preservation is permitted under the training program (Shah et al., 2021). According to research, environmental training increases employee commitment to ecologically responsible practices through a sense of challenge (Pinzone, Guerci, Lettieri, & Huisingsh, 2019). Additionally, it demonstrates how green training increases job satisfaction among staff members because it is seen as a sign of support from management.

*Hypothesis 2: Green training and development are significantly related to employee performance in China.*

### 2.3. Green Performance Management

Employees can understand their green tasks better if targets are set for them. Employers might be motivated to achieve their objectives by evaluating their performance using normative evaluation standards. Their sense of responsibility for their environmental endeavors will also increase.

Employees are made aware of the prospect of a penalty if their output is too low through the introduction of disbenefits (Zhao et al., 2020). Setting up a transparent green performance management system and fairly evaluating employees' green performance are other obvious ways for businesses to improve employees' green performance and motivate them to become green champions (Cheng, Liu, Yuan, Zhang, & Zhao, 2022). Organizations must set up corporate-wide metrics to assess resource acquisition if they want to retain enhanced staff performance. Managers should encourage workers to voice their ideas about their jobs and duties to implement green HR practices.

The administrative staff should set goals for the upcoming year that cover both the execution of these environmentally friendly projects and employee performance reviews. The standard performance metric used in green performance reviews is green productivity quality. The results show that overall employee performance significantly influences the relationship between green performance evaluation and organizational sustainability.

Performance management systems can establish employee performance criteria to help employees perform as planned. According to Ragas, Tantay, Chua, and Sunio (2017), GHRM practices positively affect employee performance (Amjad et al., 2021).

*Hypothesis 3: Green performance management has a significant relationship with employee's performance in China.*

#### 2.4. Green Compensation and Incentive System

Green compensation and incentive systems are significant human resource management (HRM) processes that serve as a means of recognizing and incentivizing employees for their performance. Within the context of Green HRM, green salary and incentive systems are potential tools to promote environmental sustainability within organizations.

As part of a strategic approach to reward and management, modern organizations are developing reward systems that encourage eco-friendly initiatives undertaken by their employees (Ahmad, 2015). Rewards serve as a crucial Human Resource Management process that attracts and retains top-performing employees, facilitates their skill development, and motivates them to achieve organizational objectives. They create a powerful linkage between the interests of employees and organizations, directing their focus towards key areas and encouraging them to perform at their best. Green rewards, which refer to a system of both financial and non-financial rewards aimed at incentivizing environmentally conscious behaviors, have emerged as a promising approach to promoting sustainability in organizations. Many organizations have implemented reward systems to encourage employees to engage in environmentally friendly actions. Researchers suggest that monetary and non-monetary rewards can effectively support environmental management activities.

*Hypothesis 4: Green compensation and incentive systems have a significant relationship with employee's performance in China.*

#### 2.5. Green Participation

Encouraging employee participation in green initiatives can also help to create a culture of environmental awareness within the organization.

This can lead to a sense of shared responsibility among employees for the organization's environmental impact and increase employee engagement and job satisfaction. In addition, involving employees in green initiatives can help build their skills and knowledge in sustainability, environmental management, and innovation, which can be valuable for their professional development and career growth (Ahmad, 2015). Organizations can encourage employee participation in green initiatives by using various strategies, such as green teams or committees, suggestion boxes, and regular communication and feedback channels. It is important for organizations to ensure that employee participation is voluntary and that employees feel empowered to contribute their ideas and suggestions without fear of reprisal. In addition, organizations should recognize and reward employees for their contributions to environmental management and sustainability initiatives, which can further motivate and incentivize participation.

Overall, employee participation is an important aspect of green management as it can help to align employee goals and motivations with the organization's environmental objectives, foster a culture of environmental awareness, and contribute to improved environmental performance and sustainability outcomes (Karatepe, Ozturen, Karatepe, Uner, & Kim, 2022).

*Hypothesis 5 (H5): Green participation has a significant relationship with employee's performance in China.*

Figure 1 illustrates the conceptual framework adopted in this study.

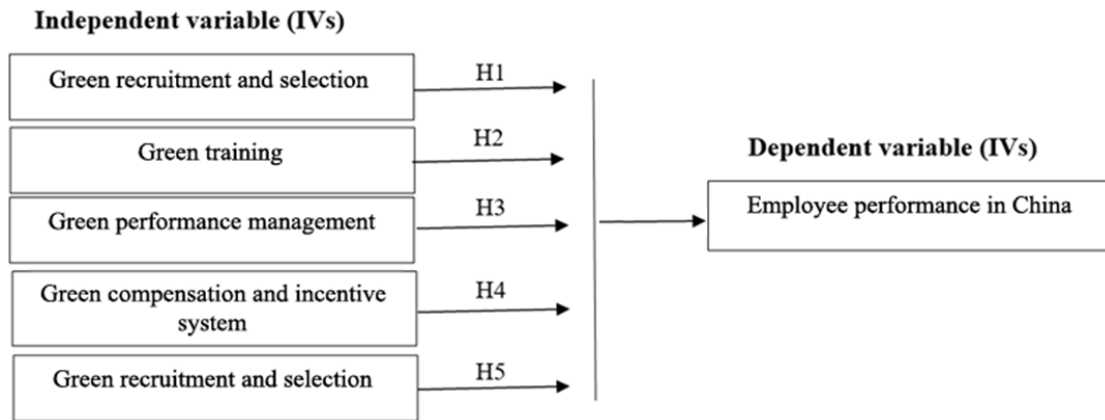


Figure 1. Conceptual framework.

## 2.6. Underlying Theory

### 2.6.1. AMO Theory

Studies that evaluate the organizational effects of GHRM practices, whether in terms of a general score or considering qualities, fit well within the AMO paradigm. The three characteristics of a person—ability, incentive, and opportunity—within the AMO framework for fostering a cooperative workplace have been the subject of several studies (Al-Tit, 2020). According to Rajani, Musa, and Hardjono (2023), the model enables the organization to elevate employees to a high-performance class by improving their abilities, as well as motivation by offering rewards, good performance management, and providing opportunities for knowledge-sharing and problem-solving participation.

According to AMO, businesses may increase the likelihood that their organizations will perform more sustainably when they give their staff members the tools, incentives, and opportunities to commit to sustainable practices (Gomes, Sabino, & Antunes, 2023). According to the AMO theory, an employees' ability, incentive, and opportunity to execute all affect performance. It is necessary to identify and develop employees' environmental protection capabilities, set up a green performance appraisal and reward system that promotes green motivation, and provide employees with flexible working arrangements, autonomy, and decision-making opportunities to improve their green behavior at work. Employees require the ability to execute specific duties, motivation from leaders and supervisors, the chance to complete specific tasks and develop abilities, and participation in various decision-making processes and programmes to perform better.

These three factors are improved in various ways by GHRM techniques. For instance, training and development initiatives can raise staff members' competencies (A), while incentive programmes and work design can raise their motivation (M). Organizational opportunities (O) can be improved by using procedures like cross-functional teams, job rotations, and information exchange platforms. Organizations can create a high-performance work system that enhances organisational results by concentrating on these three traits and creating GHRM practices that support them. Understanding how GHRM approaches can be used to improve overall performance and align with corporate aims and objectives is easier with the AMO theory's help. The AMO hypothesis asserts that HR practices significantly impact attitude and overall performance and is one of the most important theories for understanding how human resource practices affect employee and organizational results (Ari, Karatepe, Rezapouraghdam, & Avci, 2020). AMO models concentrate on and characterize human behavior. Each AMO component helps people act more sustainably, as the AMO hypothesis demonstrates. The organization's green training may also have impacted these green competencies. Employee competency improvements can also boost their potential for green entrepreneurship, empowering them to generate more original solutions for environmental issues. Employee incentives encourage environmentally friendly behavior, or the development of habits that boost environmental performance.

### 3. RESEARCH METHOD

#### 3.1. Participants and Procedures

This research focuses on the Chinese population as an individual unit to investigate the impact of Green HRM practices on employees' work performance. Determining the sample size for a research study involves various considerations, including the desired level of data confidence, the accuracy of data representation, acceptable error margins, and the appropriateness of estimation and analysis methods (Saunders, Lewis, & Thornhill, 2007). The sample size must be sufficient to ensure data accuracy and the desired confidence level. Typically, a sample size ranging from 30 to 500 is considered a practical rule of thumb, depending on the sampling strategy, research purpose, and research questions (Bougie & Sekaran, 2019). For this research study, the suggested sample size was determined using (Krejcie & Morgan, 1970) table for obtaining a small sample size from a given population. Since the population size (N) exceeds one million, the recommended small sample size (S) is 359. Data collection was conducted by distributing a questionnaire to respondents through the internet. The questionnaires were digitized and made accessible through platforms like Google Forms and SurveyMonkey to facilitate responses from respondents at their convenience.

The questionnaire utilized in this study comprised three distinct sections: Part (A) encompassed demographic information, (B) delved into employee performance at work as the dependent variables, and (C) explored independent variables, including green recruitment and selection, green training, green performance management, green compensation and incentives, and green participation. To assess responses, the study employed a Likert Scale ranging from 1 to 5 points (from strongly disagree = 1 to strongly agree = 5). Table 1 provides a concise overview of the questionnaire design for the study, preventing text overlap.

Table 1. Instrumentational design.

Section	Variables	Items	Source	Adoption/A daptation
A	Demographic profile	4	(Chicco & Jurman, 2020)	Adaptation
B (Dependent variables)	Employee's performance	5	(Koopmans et al., 2012)	Adaptation
	Green recruitment and selection	5	(Tang et al., 2018)	Adaptation
C (Independent variables)	Green training	5	(Yafi, Tehseen, & Haider, 2021)	Adaptation
	Green performance management	5	(Zhao et al., 2020)	Adaptation
	Green compensation and incentive system	5	(Kirkpatrick, 2015)	Adaptation
	Green participation	5	(Hinton, McMurray, & Brownlow, 2004)	Adaptation

#### 3.2. Measurement and Measure

Various measurement instruments are available for conducting tests, and the Statistical Package for Social Sciences (SPSS) is employed to analyze the relationship between variables and interpret the results into secondary data. Following data collection, the software performs Descriptive Analysis, tests for Reliability and Validity, conducts Factor Analysis, applies Analysis of Variance (ANOVA), examines Multiple Regression, and computes beta coefficients. The primary objective of this research is to examine the impact of Green HRM on employee job performance. In this chapter, measurements are defined as tools or approaches for analyzing data obtained from respondents (Sickles & Zelenyuk, 2019). The primary aim is to establish a connection between the independent variables, which are employee performance, and the dependent variable, which is human resource management practices. SPSS 22.0 software was utilized for evaluating the raw data collected. Descriptive analysis serves as an effective method for summarizing data, and therefore, the SPSS software will be employed for this purpose. Subsequently, the raw data will undergo factor analysis and reliability testing (Arslan, Agatz, Kroon, & Zuidwijk, 2019).

3.3. Data Analysis

Table 2 highlights the response rate of 89%. A total of 400 sets of questionnaires were distributed to employees using an online medium called Google Forms. The summary of the questionnaire distribution reveals that the research study achieved a commendable response rate of 89%, which signifies a high level of engagement and participation from the targeted respondents. This high response rate indicates that the research methodology and data collection process were effective in encouraging individuals to complete and return the questionnaires. Moreover, the absence of unusable responses suggests that the questionnaire design and instructions provided to respondents were clear and well-structured, leading to valid and usable data. This outcome is essential for maintaining the integrity and reliability of the research findings. In essence, the summary reflects a successful data collection phase, setting a strong foundation for the subsequent data analysis and research outcomes.

Table 2. Summary of questionnaire distribution.

Total questionnaires	Total responses received	Total response rate %	Unusable responses	Usable response
400	359	89%	0	359

3.4. Descriptive Statistics

Table 3 concludes the demographic section covering gender, age, and educational level. Participants who identified as female (66.0%) outnumbered individuals who identified as male (34.0%) by a 2:1 margin. The sample population's age distribution was very evenly distributed among the following age ranges: 20–25 (10.0%), 31–35 (24.2%), 36–40 (20.6%), and 40–45 (11.7%). In all, 61.3% of participants were between the ages of 31 and 40, while 16.4% were under 26 or beyond 45. Most participants (46.8%) said they had only completed their undergraduate degrees, while the minority (4.7%) said they had completed their PhDs. 21.2% of those polled said they had gone to junior college, while 16.7% had earned a master's degree. In addition, 10.6% of the participants said they had completed high school. 65.9% of participants claimed to have completed some form of higher education (junior college, undergraduate, or higher), compared to 10.6% of those who only completed high school. Many participants (48.2%) said they had worked for between one and five years, while the minority (7.2%) said they had worked for more than ten years. 27.3% of those polled said they had worked for five to ten years, while 17.3% had worked for less than a year. In total, 75.5% of participants said they had worked for less than 10 years, while 7.2% said they had worked for more than 10 years.

Table 3. Demographic profile of respondents.

Demographic	Categories	Frequency, n=359	Percentage (%)
Gender	Male	237	66.0
	Female	122	34.0
Age	20-25	36	10.0
	26-30	97	27.0
	31-35	87	24.2
	36-40	74	20.6
	40-45	42	11.7
	Over 45	23	6.4
Educational level	High school	38	10.6
	Junior college	76	21.2
	Master	60	16.7
	PhD	17	4.7
Years of working	Undergraduate	168	46.8
	> 10	26	7.2
	<1	62	17.3
	1-5 years	173	48.2
	5-10 years	98	27.3



3.5. Reliability and Validity Test

A reliability study determines the level of potential imprecision error in the measurement procedure (Nugraha, Puspitasari, & Amalia, 2020). As mentioned, it is critical to do reliability testing to ensure the uniformity of all measurement devices employed. Furthermore, in reliability analysis, the acceptable value is determined using Cronbach's Alpha, and it is critical to identify the Cronbach's Alpha value to evaluate the reliability of the responses obtained, rating instruments used for evaluation, and tool stability (Bujang, Omar, & Baharum, 2018). The Cronbach's Alpha test is frequently used to evaluate the consistency of items. A dependability value of 0.60 to 0.80 is considered good, 0.70 to 0.80 is considered fair, and 0.80 and above is considered exceptional. The reliability of internal consistency rises as Cronbach's Alpha approaches 1. The reliability of scales or questionnaires used to measure constructs or variables is frequently evaluated using this test in research projects (Tavakol & Dennick, 2011). Table 4 shows the Reliability statistic on Cronbach's Alpha value for the dependent variable (employee's job performance) is 0.876. This shows that the values are reliable with internal consistency. , Reliability statistic on Cronbach's Alpha value for the independent variable (Green HR practices) is 0.906. This shows that the overall values are above 0.9, showing that all independent variables have strong, reliable values.

Table 4. Reliability analysis results.

Construct	Cronbach's alpha	Number of items
Employee's job performance	0.876	5
Green recruitment& selection	0.902	5
Green performance management	0.901	5
Green compensation& incentives	0.902	5
Green training	0.903	5
Green participation	0.903	5

The Kaiser-Meyer-Olkin (KMO) test and Bartlett's Test of Sphericity were used to determine whether the data set, and questionnaire items in the concept were suitable for factor analysis and to evaluate whether the sampling for each variable and the entire model was sufficient for the research (Chauhan, Hwang, & Martins, 2018). The Kaiser-Meyer-Olkin (KMO) value must be larger than 0.6 to be approved (Sawari, Ghazali, & Jumahat, 2020). KMO is used to measure the strength of correlations and to indicate variable factorability (Shamsudin, Ali, Ab Wahid, & Saidun, 2019). The KMO values for the dependent variable and independent variables are 0.881 and 0.905, respectively, as shown in Tables 5 and 6. This indicates that both the dependent variable and independent variables are within the range of (0.5 – 1). The BTS values for the dependent and independent variables simultaneously have a significant p-value of 0.001.

Table 5. KMO and Bartlett's test (Dependent variables).

KMO and Bartlett's test		
Kaiser-Meyer-Olkin measure of sampling adequacy.		0.881
Bartlett's test of sphericity	Approx. chi-square	831.889
	Df	10
	Sig.	0.000

Table 6. KMO and Bartlett's test (Independent variable).

KMO and Bartlett's test		
Kaiser-Meyer-Olkin measure of sampling adequacy.		0.905
Bartlett's test of sphericity	Approx. chi-square	4595.002
	Df	300
	Sig.	0.000

A prominent method for extracting factors is principal component analysis (PCA), which is available in statistical software programs like SPSS. In this multivariate method, a set of linearly connected variables is split into a number of primary components, the first few of which hold most of the dataset's information. PCA is used to convert high-dimensional datasets to lower-dimensional datasets by solely considering the initial principal components (Abdi & Williams, 2010). These values range from .660 to.696, which means that the extracted components account for between 66% and 69.6% of the variance in each variable. This shows that a substantial amount of the variation in the initial data set was retained, although the number of variables was efficiently decreased by the PCA extraction method. Initial and extraction communalities are shown in Tables 7 and 8 as two separate groups. The initial commonalties represent the variance of each variable as a whole, and the extraction communalities represent the variation that remains after extracting the factors. The communalities range from 0 to 1, and the higher values imply that the components account for a greater percentage of the variance. For instance, the variable "Green recruitment and selection 1" has an initial communality of 1.000, meaning that the components may account for all of the variance in this variable. However, following PCA, the extraction communality for this variable is 0.745, indicating that the extracted factors may account for 74.5% of the variance in this variable.

**Table 7.** Factor loading result (Dependent variable).

<b>Communalities</b>		
<b>Items</b>	<b>Initial</b>	<b>Extraction</b>
Employee job performance1	1.000	0.696
Employee job performance 2	1.000	0.664
Employee job performance 3	1.000	0.660
Employee job performance 4	1.000	0.667
Employee job performance 5	1.000	0.661

**Note:** Extraction method: Principal component analysis.

**Table 8.** Factor loading result (Independent variable).

<b>Items</b>	<b>Initial</b>	<b>Extraction</b>
Green recruitment and selection 1	1.000	0.745
Green recruitment and selection 2	1.000	0.673
Green recruitment and selection 3	1.000	0.713
Green recruitment and selection 4	1.000	0.708
Green recruitment and selection 5	1.000	0.692
Green performance management1	1.000	0.688
Green performance management2	1.000	0.678
Green performance management3	1.000	0.683
Green performance management4	1.000	0.722
Green performance management5	1.000	0.695
Green compensation and incentives 1	1.000	0.680
Green compensation and incentives 2	1.000	0.642
Green compensation and incentives 3	1.000	0.624
Green compensation and incentives 4	1.000	0.701
Green compensation and incentives 5	1.000	0.662
Green training1	1.000	0.638
Green training2	1.000	0.654
Green training3	1.000	0.628
Green training4	1.000	0.652.
Green training5	1.000	0.647
Green participation1	1.000	0.630
Green participation2	1.000	0.636
Green participation3	1.000	0.673
Green participation4	1.000	0.636
Green participation5	1.000	0.615

**Notes:** Extraction method: Principal component analysis.

### 3.6. Multiple Regression

Multiple regression analysis is employed in the general linear model to compare a single dependent variable to several independent variables (Mushafiq, Sindhu, & Sohail, 2023). The adjusted R-squared, a version of R-squared, should be considered since it establishes the minimum number of independent variables necessary for precise statistical forecasting and guards against overestimating the variance represented by independent variables. The Pearson coefficient, a correlation measure, illustrates the association between two variables measured on the same ratio or interval scale (Khazaei, 2019). The R statistic, whose value spans from zero to one and indicates values that closely fit between measured and fulfilled values, is used to assess the accuracy of the regression lines.

Based on Shoaib et al. (2021), Table 9 showed that the model summary (R) is 0.692, indicating a positive correlation between the two variables. As one variable increases, the other variable also increases. The R-squared value of 0.479 indicates that the five green human resource management measures can explain 47.9% of the employee's job performance variance. Additionally, the mean value of  $> 0.3$  indicates an acceptable relationship between the employee's job performance and each of the five measures. The adjusted R-square of 0.479 implies that the five independent variables considered in the study accurately captured 38% of the variance in employee job performance related to adopting green human resource management measures.

**Table 9. Model summary (Multiple regression).**

Model summary				
Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. error of the estimate
1	0.692 <sup>a</sup>	0.479	0.472	3.250

Note: a. Predictors: (Constant), TOTAL\_OP, TOTAL\_F, TOTAL\_S.

### 3.7. Regression ANOVA

Table 10 illustrates the application of Analysis of Variance (ANOVA), a commonly utilized statistical technique for assessing data variance within and between data sets. Analysis of variance (ANOVA), which compares means, is a frequently employed statistical technique for assessing variance in data values both within and within data sets. ANOVA analyses the variation in the data values to determine the significance of variations between the means of two or more groups or categories (Abdi & Williams, 2010). The F ratio, which measures this variation, represents a statistically significant difference that is unlikely to have happened by chance alone. An F ratio with a probability lower than 0.05 shows a statistically significant difference (Tavakol & Dennick, 2011). The significance of mean differences on an interval- or ratio-scaled dependent variable among more than two groups can also be determined using an ANOVA.

ANOVA analyses the relationship between the dependent variable (employee job performance) and the independent variables (in this study, the five green human resource management strategies). Both the significant value and the p-value in the current study, as shown in Table 10, are less than 0.001. This shows that, with a probability of less than 0.05, the condition that the independent variables (the five green human resource management practices) be statistically substantially related to the dependent variable (employee's work performance) is met. The study thus offers proof of a strong link between green human resource management techniques and worker job performance.

**Table 10. ANOVA.**

Model	Sum of squares	df	Mean square	F	Sig.
Regression	3426.403	5	685.281	65.026	0.000
Residual	3720.138	353	10.539		
Total	7146.540	358			

Note: a. Dependent Variable: Job Performance.  
b. Predictor: (Constant), GP, GCIS, GRS, GT, CGPM.

### 3.8. Beta Coefficient

Table 11 displays the independent variable beta values, t values, and significant values. To determine the significance of the Beta coefficient, the t-test statistic must be greater than 1, and the p value must be less than 0.05. Green participation (Beta value = 0.326) is regarded as significant and could significantly enhance employee productivity. In this study, there are five independent variables: green recruitment and selection (Beta value = 0.257), green performance management (Beta value = 0.206), green training (Beta value = 0.116), and a green salary and incentive system (Beta value = 0.098). The independent variable will impact the dependent variable more if the beta value is close to 1. But if it is near 0, the dependent variable will only impact the research slightly. Each independent variable's absolute value, which rises with the beta coefficient, indicates how strongly it influences the dependent variable. Green participation (Beta value = 0.326) is regarded as significant and could significantly enhance employee productivity. In this study, there are five independent variables: green recruitment and selection (Beta value = 0.257), green performance management (Beta value = 0.206), green training (Beta value = 0.116), and green salary and incentive system (Beta value = 0.098).

Table 11. Coefficients.

Coefficients	Unstandardized coefficients	Coefficients	Standardized coefficients beta	T	Sig.
Model	B	Std. error	Beta		
(Constant)	-0.328	1.126		-0.291	0.771
GRS	0.221	0.052	0.206	4.4278	0.000
GPM	0.159	0.051	0.157	3.092	0.002
GCIS	0.551	0.279	0.098	1.974	0.049
GT	0.705	0.297	0.116	2.373	0.018
GP	0.358	0.054	0.326	6.649	0.000

Note: Dependent variable: TOTAL\_ET.

The Beta coefficient, often denoted as  $\beta$ , is a crucial component in regression analysis. It measures the relationship between an independent variable and the dependent variable while considering the impact of other variables in the model. Let's discuss the interpretation of Beta coefficients further in the context of the study.

*Impact Strength:* The Beta coefficient indicates the strength and direction of the relationship between an independent variable and the dependent variable. If the Beta value is close to 1, it suggests that the independent variable has a strong impact on the dependent variable. Conversely, if the Beta value is near 0, it indicates a weak impact. In Table 10, t "green participation" has a Beta value of 0.326, which suggests that it has a relatively strong impact on the dependent variable (compared to the other variables in the model).

*Absolute Value:* The absolute value of the Beta coefficient is used to assess the magnitude of the impact of each independent variable. Larger absolute values indicate stronger influence. In Table 10, Beta values for five independent variables include:

- "GRS" (green recruitment and selection) with a Beta value of 0.257.
- "GPM" (green performance management) with a Beta value of 0.206.
- "GCIS" (green compensation and incentive system) with a Beta value of 0.098.
- "GT" (green training) with a Beta value of 0.116.
- "GP" (green participation) with a Beta value of 0.326.

Among these, "GP" has the largest absolute Beta value (0.326), indicating it has the strongest influence on the dependent variable, followed by "GRS" (0.257). On the other hand, "GCIS" has the smallest absolute Beta value (0.098), suggesting a relatively weaker impact.

*Statistical Significance:* It's also important to consider the statistical significance of Beta coefficients. In Table 10, the "Sig." column provides p-values associated with each Beta coefficient. A small p-value (typically less than 0.05) indicates that the Beta coefficient is statistically significant, meaning that the relationship between the independent variable and the dependent variable is likely not due to random chance. In your table, all the independent variables, including "GP," are statistically significant (p-values < 0.05).

In summary, the Beta coefficient is a valuable tool in regression analysis to understand the strength and significance of the relationship between independent variables and the dependent variable. It helps researchers identify which variables have the most substantial impact on the outcome of interest, which can be crucial for making informed decisions and drawing meaningful conclusions in various fields of study.

**Table 12.** Summary of hypotheses testing.

Hypothesis	Accepted/ Rejected
H1: There is a significant impact of green recruitment and selection on employee's job performance in China.	Accepted (p = 0.000, <0.05)
H2: There is a significant relationship between green training and development on employee job performance in China.	Accepted (p = 0.018, <0.05)
H3: There is a significant relationship between green performance management on employee job performance in China	Accepted (p = .002, <0.05)
H4: There is a significant relationship between green compensation and incentives on employee job performance in China	Accepted (p = 0.049, <0.05)
H3: There is a significant relationship of green participation on employee job performance in China	Accepted (p = 0.000, <0.05)

### 3.9. Hypothesis Testing

Table 12 summarizes the hypotheses testing results for the impact of green HRM practices on employee job performance in China. All hypotheses (H1 to H5) are accepted, indicating a significant positive relationship between green recruitment, training, performance management, compensation, participation, and employee job performance (p < 0.05).

*H1: examines the impact of green recruitment and selection on employee job performance in China.*

*Statistical analysis supports the hypothesis (p = 0.000, <0.05), indicating a significant relationship between green recruitment and selection practices and enhanced employee job performance.*

*H2: Relationship between Green Training and Development*

*This hypothesis proposes a significant relationship between green training and development and employee job performance in China. The hypothesis is supported by statistical evidence (p = 0.018, <0.05), affirming that green training and development practices indeed have a significant impact on employee job performance.*

*H3: Relationship between Green Performance Management*

*This hypothesis posits that there is a significant relationship between green performance management and employee job performance in China. The hypothesis is accepted (p = 0.002, <0.05), indicating that green performance management practices are indeed associated with employee job performance.*

*H4: Relationship between Green Compensation and Incentives*

*This hypothesis suggests that there is a significant relationship between green compensation and incentives and employee job performance in China. The hypothesis is accepted (p = 0.049, <0.05), implying that green compensation and incentives practices have a significant impact on employee job performance.*

*H5: Relationship of Green Participation*

*This hypothesis proposes that there is a significant relationship between green participation and employee job performance in China. The hypothesis is accepted (p = 0.000, <0.05), indicating that green participation practices are significantly linked to employee job performance.*

*In summary, all the hypotheses are accepted, implying that each of the green human resource management practices (recruitment and selection, training and development, performance management, compensation and incentives, and participation) has a significant and positive relationship with employee job performance in China. These findings provide valuable insights into the importance of implementing green HRM practices for enhancing employee performance in a Chinese context.*

#### **4. DISCUSSION OF FINDING**

According to the fundamental data gathered from the respondents, most participants were female, between the ages of 26 and 30, with college degrees, and between 1 and 5 years of work experience. The survey data exhibited a high level of sampling adequacy, as shown by the KMO measure of sampling adequacy and Bartlett's test of sphericity, indicating that the data may be utilised for factor analysis to examine the link between different components of green HRM practises. The survey items were related to one another. They measured the same construct, according to the reliability analysis of the survey data, which demonstrated good internal consistency, making the data reliable for subsequent research. Employee job performance and the five characteristics of green human resource management practise – green recruitment and selection, green performance management, green compensation and incentive system, green training, and green participation – have a significant positive correlation in the correlation analysis of each green human resource management dimension—methods of human resource management and general employee performance. Employee performance has the strongest link with green participation, which suggests that successful employee involvement strategies in line with environmental sustainability goals may enhance employee performance. The findings prove that green HRM practices can boost workers' productivity, which is why businesses should prioritise them if they want to boost overall performance.

#### **5. RECOMMENDATIONS**

The study results indicate that incorporating green practises into organisational procedures and commercial activities can raise employee productivity and boost sustainability. Organizations should concentrate on creating and executing green participation initiatives, green training programmes, green performance management methods, and green incentive and pay programmes to attain these results. Performance can be enhanced by getting workers involved in sustainability and environmental programmes. Therefore, employers should encourage employee involvement in environmental projects and give them chances to support sustainability initiatives. Employee participation in sustainable development initiatives and chances for their companies to promote environmental goals should be made available. To increase employees' environmental awareness and initiative, each department organises contests or activities that promote energy conservation. Develop employee-led sustainability teams or committees, participate in community outreach initiatives, or motivate staff to engage in eco-friendly behaviours like recycling or composting. Employees who actively engage in green initiatives or achieve great results should be recognised and rewarded. Although it might impact employee performance less than other factors, establishing eco-friendly compensation and incentive programmes is nevertheless vital. Therefore, businesses should create incentive and pay systems that reward employees for taking environmental action. Companies should create incentive and compensation programmes to motivate staff to adopt eco-friendly habits and practices. The offer raises or gives bonuses to staff to promote eco-friendly and sustainable behaviour. Companies can publicly commend environmentally responsible employees for their work or provide non-cash benefits like flexible scheduling, telecommuting, or more vacation time. Companies should strive to integrate green practises into their daily operations and business processes in order to boost worker productivity and promote sustainability. Organisations can improve their overall environmental sustainability and boost employee productivity by using green recruitment and selection practises, green performance management, green training, green participation, and green salary incentives.

## 6. CONCLUSION

This research offers a thorough examination of the influence of green human resource management (HRM) practices on employee productivity within China's education and training sector. It finds that initiatives such as sustainability promotion, green incentives and compensation, green performance management systems, and green participation programs can significantly enhance employee job performance. Beyond academic contributions, the study furnishes practical insights for educational and training institutions, highlighting the potential for competitive advantages through the effective integration of green HRM strategies. The research underscores the holistic nature of green practices and their dual benefits—improving both environmental sustainability and financial performance. By taking socio-environmental responsibility seriously, organizations can contribute to a more responsible workforce while enjoying a competitive edge in a landscape that values environmental consciousness. Green HRM practices bridge the gap between profit and planet, striking a balance that benefits both the organization's bottom line and the planet. They also boost employee engagement by making employees feel more connected to their environmentally responsible workplace. While the immediate benefits are clear, the study also points out the long-term sustainability advantages of these practices. With global relevance, the findings highlight the transferability of green HRM practices to various sectors and regions, underscoring their potential to create positive outcomes worldwide. The research paves the way for future studies with larger sample sizes and investigations into the long-term impact of green HRM practices.

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