Impact of Green Human Resource Management on Employee's Innovative Behavior and Adaptive Performance: Mediating role of Perceived Green Organizational Support

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Article Details

ABSTRACT

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Green Human Resource Management is the core area on which almost all the developed countries are working and reaping benefits of their research findings. The research on this area is growing with the passage of time and researchers of under-developed countries are also conducting research in this area for addressing the problems in a better way. However, the main focus of such researches is in the developed countries and the country like Pakistan is still lag behind due to little research in the area. The objective of the current study is to analyze the impact of green human resource management on the employee's innovative behavior and employee's adaptive performance. Perceived green organizational performance plays a mediating role in the study. This study will be equally important for services industry including banks, hotels, hospitals etc and also in manufacturing industy. The respondents of the study are the bank branch managers of all the banks of KP (Khyber Pakhtunkhwa). Data for the study was gathered through questionnaire (survey). SEM Structural Equation Modeling which is widely used data analysis technique has been employed in the study by using SMART PLS-4 software. SPSS statistical package for social sciences has also been used for the descriptive statistics analysis. The findings of the data analysis depict the significant relations among the variable. As per the findings of the analysis Green Human Resources Management has an impact employee's innovative behavior and employee's adaptive performance. Perceived green organizational support has played the role of mediation as per findings of the study. The prevailing study adds to the literature and covers the past insufficiencies in the previous literature, as few studies have been conducted in Pakistan. The study has implications both practically and theoretically. Organizations in Pakistan including service oriented and manufacturing industries can get benefit by implementing the finding of the study.

INTRODUCTION

The imperative role of Human Resource Management cannot be disregarded by any mean and at any stage, as the attainment of ultimate objective is directly associated with it. Organizations can create constructive image and also their strategic gain only when wise managers apprehend the happenings with an environmental maintainability and green attention (Luu, 2019a; Okumus *et al.*, 2019). Environmental sustainability initially treated being a buzzword by the world community but now has gained global currency from few years especially in the business field. The plan of the organizations is now places a high value on environmental protection and the promotion of environmentally friendly practices (Testa et al., 2020). According to Bruns-Smith et *al.* (2015) the pro-environmental practices in resorts mainly comprised of training with green perspective, teams and ecological statement to the clients and green consultation Strategy. He stated in the similar investigation that Marriott was entitled as environmental focused organization in the UK in 2011.

Those employees who observe that management is in the real sense devoted to efficacious execution of GHRM backing and admit the organizational happenings with an eco-friendly and green attention (Yong et *al.*, 2020). An imperative obligation for the HR environmental specialists could be supporting the line managers in order to get full support for embracing environmental practices. To do the same HR must support and shape a group of problem solvers who are interested to take actions to change the status-quo (as in Ahmed, 2015). These exercises are the indications of GHRM that can be demarcated as the organized and scheduled configuration of usual human resource management practices with the organization's environmental goals (Jabbour, 2013). GHRM is about the combination of HRM and environmental management to mature and to attain environmental objectives (Renwick et al., 2013). GHRM focuses the addition of green practices into HRM functions.

By implementing the Green HRM as an addition to human resources, businesses and mainly with the environment encompass the training, recruitment, appreciation and leadership development (Huo et al., 2022). Overall objective behind the GHRM is to look for such suitable human resources with having eco-friendly and will further make their organizations environmentally responsible (Irawan et al., 2022). Organizations are needed to form effective GHRM departments in order to make sure the induction of environment friendly personnel and also train the present employees needed skills required to implement green practices through training sessions or by offering various perks and benefits (Mishra, 2017). Considering the

environmental apprehensions and in order to achieve organizational sustainability, the concept of GHRM is getting attention in the last few years in the under developed countries including Pakistan. Pakistani based organizations enormously needed to evaluate and to develop the management related tasks to fruitfully address the environmental issues (Rehman *et al.*, 2021). Hence, the effective approach is required to attain the UN sustainable development goals SDG's by 2030 (IUCN, 2017).

Various departments of organizations are now progressively implementing the concept of 'go green'. For example the green accounting (Rounaghi, 2019), green finance (Przychodzen *et al,.* 2018) and creativity (Song & Yu, 2018) are the growing green practices/interest of various departments. In fact green human resource management encompasses the vide perception and hits the organizations vital stakeholder i.e. employees (Hameed *et al,.* 2020). It is therefore, the due efforts needed to furnish for gaining the sustainable organizational goals with green concept.

RESEARCH OBJECTIVES

The objective of the study to inspect the effect of Green Human Resource Management practices on the employee innovative behavior and adaptive performance. The current study will also consider the role of Perceived green OS as mediating variable between independent and dependent variables. The objectives of the current study are depicted below:

i. To examine the effect of green human resource management on employee innovative behavior.

ii. To substantiate impact of green human resource management on employee's adaptive performance.

iii. To analyze the effect of green human resource management and innovative conduct with the mediating role of perceived organizational support.

iv. To corroborate the effect of green human resource management and adaptive performance with the mediating role of perceived green OS.

LITERATURE REVIEW

GREEN HUMAN RESOURCE MANAGEMENT

Green HRM practices can be explained as "HRM activities which enriches encouraging environment outcomes" (Renwick *et al*, 2013, p.4). It is one of the effective approaches to sustain friendly relations between the organization and stakeholders (Saeed *et al*, 2019; Yusoff *et al*, 2020). Carrying onward the green agenda, the scholars including De Souza Freitas *et al.*

(2020), Jackson et al. (2011) and Renwick et al. (2016) discoursed that HRM is dominant element in confirming the green culture. Universally, the scholars and environmental policy fabricators have determined that the reasons for environmental deprivation, such as shortage of resources, increasing the ratio of emission and deforestation are greatly rooted in the human behavior.

Green HRM which is the combination of both human resource and environmental management is critical to organizations which are following the environmental objectives (Paillé *et al.*, 2014). Unambiguously, by keeping on track the human resource activities with the greatest interest of the environment, organizations can play an effective role in accomplishing environmental objectives (Opatha & Arulrajah, 2014). According to Kim *et al* (2019) in the current dynamic competitive market scenario executives of the service oriented organizations continuously trying to fascinate and attain a number of possible customers by confirming the environmental sustainability through efficient execution of GHRM practices. Green HRM practices like green training and compensation management improves the green creativity and idea generation of the employees (Shah and Soomro, 2023). Green recruitment and hiring includes initiating operational application systems to escape the unused of printing materials. Training with green perspective contains applying orientation programs to enhance the employee's environmental or green awareness. It can be obtained online centered modules and tools. While rewarding with green concept embraces the monthly bonuses and other benefits as a thankfulness of their green efforts.

PERCEIVED GREEN ORGANIZATIONAL SUPPORT

"Perceived green organizational support (PGOS) is a confidence or trust that an organization gives weightage to the efforts of employee towards environmental sustainability".

Green Human Resource Management practices boost the perception of employee regarding organizational support for the environment (Karatepe, Hseih and Aboramadan, 2022). Green HR practices in an organization are essential for the green organizational support. For instance those staffs who have participated in training sessions regarding the company's environmental feasibility are cured as tactical partner in order to achieve the environmental goals. Those personnel who have received the benefits for their eco-friendly behavior recognize that firm gives weightage to their pro environmental efforts. This makes the GHRM as foundation for green organizational support that has been seldom subjected to the realistic investigation (Pinzone *et al.*, 2019).

With the help of organizational support, employees are supported to maintain encouraging self-image, reduce challenges and to get success (Butts *et al.*, 2009; De Clercq *et al.*, 2021). As per Eisenberger *et al.*, (1986) and also based on organizational support theory (OST) perceived organizational support could be defined as the employee's opinion of the level of concern an organization displays toward them. Explicitly, Lamm *et al.*'s (2013) research shows the actual commitment entirely mediates impact of perceived organizational support on organizational citizenship behavior towards the environment. According to Paille and Raineri's (2015) research the perceived OS partially intermediated the relationship between business ecofriendly policies and employee's eco actions. Through several ways from which POS can be established, actual execution of HRM practices has been validated to be one of such (Chiang et al., 2012; Tang et al., 2017).

According to Erdogan *et al.*, (2015) the perceived OS make strong the helpful relation between management assurance to environmental justice & organizational commitment. Therefore, based on OST and by taking advantage of the studies of Lamm *et al.* (2015) and Eisenberger *et al.* (1986), we recommend that perceived green organizational support could be abstracted as the employee's beliefs and discernment related to the level of care and gratefulness their organization shows toward their employees environmental and green support.

EMPLOYEE INNOVATIVE BEHAVIOR

"EIB or Employee Innovative Behavior is a set of process regarding the creation and implementation of new idea at workplace". Green Human Resource Management which is the combination of human resources and environmental management are critical to organizations for initiating environmental objectives (Paillé *et al.*, 2014; Renwick *et al.*, 2013). Specifically the employee's innovative behavior at the workstation is considered as the vital precondition for the organizational endurance (Bayraktar *et al.*, 2017; Jaiswal and Dhar, 2016). According to Kwon & Kim (2020) innovation and inventiveness are symbols of today's businesses and key ingredients towards organizational success. By keeping human resource practice in parallel to the greatest interest of the environment, the organizations can contribute proactively in attaining environmental objectives (Opatha & Arulrajah, 2014). In the existing work scenario of the world, where organizations are encountering environmental challenges it is now essential to speedup innovation in between the employees by concentrating on green HRM (Farooq *et al.*, 2022).

In few years, the conception of happiness, positive approach, pleasurable emotions and moods has a great deal of concern (Fisher, 2010; Chia and Chu 2016). Work place happiness contains all angles of work which supports positive well-being and happiness, pleasant feelings which make the work not just satiating but also pleasurable (Ford *et al.*, 2003, p.23). Green human resource management practices mainly concentrates on the green recruitment, training and performance appraisal (monitoring the employee's performance in context of environment protection) and suitable reward system (Renwick *et al.*, 2013).

Precisely, Green HRM practices has categorized into three main constituents. The first pays attention of recruiting and selecting those employees who are well attentive towards environmental concerns. Second constituent is concerning the appropriate appraisal mechanism that evaluates the environmental friendly employees and ensures rewarding them. The third one is regarding the creation of conducive organizational culture that inspires the employees irrespective of their authority to work for common goal of protecting the environment (Renwick *et al.*, 2013).

EMPLOYEE ADAPTIVE PERFORMANCE

"Employee's Adaptive Performance (EAP) can be defined as the employee's capability to accept the varying working conditions". It comprises the creative solutions of the problems, understanding new tasks or activities and establishing personal adaptability and effective crises management. In the scenario of immense uncertainty and fast changing circumstances, the adaptation is vital for the professionals to flourish in the current century organizations (Baard *et al.*, 2014; Jundt *et al.*, 2015; Pulakos *et al.*, 2002).

Allworth and Hesketh (1999) has equated the adaptive performance with the task and contextual performance and revealed that these three concepts are distinctive and different. Adopted performance can be defined as the focused behavior of the task performance that an individual endorse in response to or in expectation of changes related job oriented tasks (Jundt *et al.*, 2015). He has associated the adaptive performance with the adaptability. Adaptive performance is a preemptive approach of reacting to change in the working environment as it involves anticipation or expectancy (Hesketh & Neal, 1999). This recommends that to go through adaptively, one cannot only to involve in the discrepancy reduction procedure that is usual for the self-regulation, but they also required being involved in discrepancy management and production that is distinctive for the self-leadership (Neck & Manz , 2010).

Conceptual Framework of the study
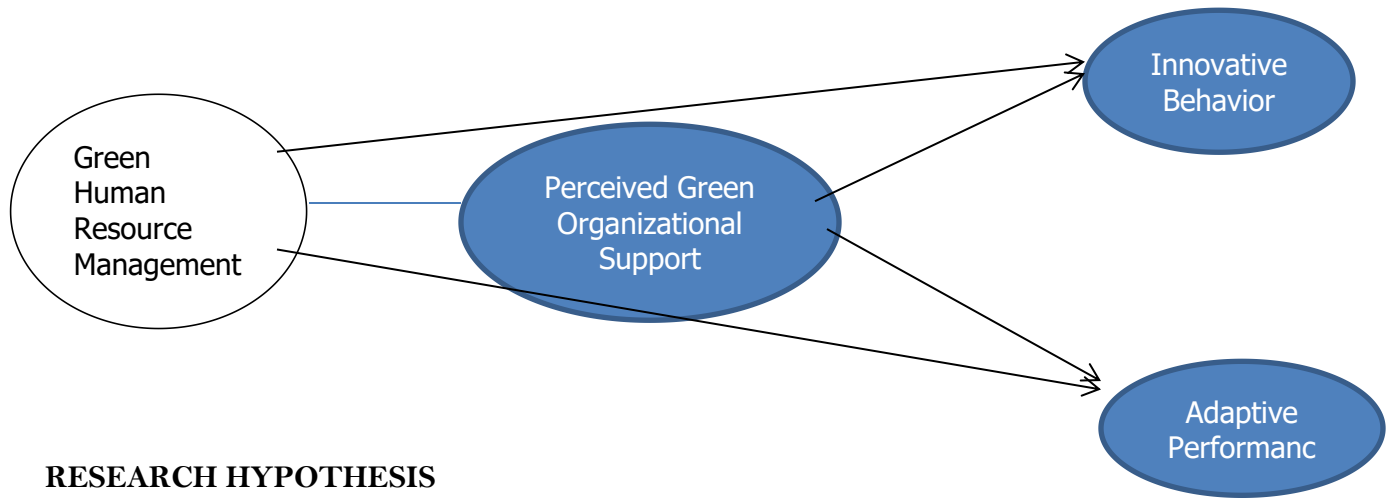
RESEARCH HYPOTHESIS

H1 : GHRM has a significant effect on employee's innovative behavior

H2 : GHRM has a significant effect on employee adaptive performance

H3 : GHRM has significantly impact on innovative behavior with the mediating role of perceived OS

H4 : GHRM significantly effect on adaptive performance with the mediating role of perceived organizational support.

METHODOLOGY

As the target industry of the current dissertation is banking industry which is in fact a back bone of every economy. The population of the study is all the banks managers of all commercial banks operating in the Khyber Pakhtunkhwa including the public and private banks. According to the SBP, 2023 there are 1667 branches of commercial banks in KPK (excluding micro finance banks) including public and private sector banks.

Based on the number of total respondents in the population the (banks in Khyber Pakhtunkhwa), the sample size will be determine by using 'sample size calculator by Soper, D.S. (2024) for the Structural Equation Models'. The anticipated effect size in used in the calculator is 0.2, desired statistical power level is 0.87, number of latent variables in the study are 4, number of observed variables are 12 and 0.05 probability level has been opted. Based on these figures the resulting minimum sample size is equal to 400. Daniel Soper is based on Cohen, J. (1988) and Westland, J.C. (2010). Sample data for the current study will be gathered by using simple random sampling technique.

Primary data will be collected by using 5 point Likert scale questionnaire (attached as

Annexure-II) from the four hundred (400) bank managers based on the no of questions concerning the variable which are included in the current study. Green human resource management is independent variable in the current study for which the measuring scale has been used which is already being used by Aboramadan & Karatape (2021), the same has been used for the perceived green organizational support which is the mediating variable in the current study. Lukes and Stephan (2016) has measured employee innovative behavior which is incorporated in the current study. Scale for employee's adaptive performance has been adopted from Voirin and Roussel (2012).

The primary data was gathered through the 5 point Likert scale questionnaire. In the current study target area of the research is the banking sector of Khyber Pakhtunkhwa. Questionnaires were distributed through Google form by using personal contacts as well as through proper channel in various banks. In some of the branches the response rate was too slow or nil but due to multiple requests there manager operations gave response instead of branch managers. Out of 400 hundred sample size total 303 responses has been received which is the 75.75% of the total questionnaires while non-response rate is 24.25%. Out of 303 questionnaires 09 were dropped due to inappropriate response from the respondents. The total no of questionnaire which will be considered for the analysis are 294 which is 73.5% of overall sample size of the study.

DATA ANALYSIS TECHNIQUES (QUANTITATIVE)

Saunders et al. (2009) have asserted that the data in quantitative form will all the time be in raw form and needs further handling for changing it to in worthwhile information. In order to make it in valuable data various analysis techniques including charts, graphs and further techniques to explore the relationship between the variables will be employed. While Denscombe (2014) has revealed that close end responses against questionnaire or interviews are the inceptions of quantitative data.

ANALYSIS

The data of the current study will be quantitative in nature. SEM (structure equation modeling) techniques which are the multivariate statistical analysis technique and used for the structural relationships analysis will be used in the current study. The same techniques have also been used by (Aboramadan & Karatepe, 2021). SMART PLS has relative advantage over the other software as it is used to assess the reliability and validity. Further it can also perform analysis even in case of small sample size as compare to STATA software. Research shows that PLS-

SEM is a suitable technique for many researches and for the difficult models (Chin, 1998). Explicitly when the concentration of the research is to forecast and describe the vital constructs (Hair *et al.*, 2019).

TABLE: 4.1 TABULATED AND GRAPHICAL OUTPUT OF GREEN HUMAN RESOURCE MANAGEMENT

	Strongly Disagree (SD)		Disagree (D)		Neutral (N)		Agree (A)		Strongly Agree (SA)		Average (Mode)
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
GHRM1	2	0.7	3	1.0	1	0.3	244	83.0	44	15.0	Agree
GHRM2	1	0.3	2	0.7	6	2.0	161	54.8	124	42.2	Agree
GHRM3	1	0.3	3	1.0	6	2.0	131	44.6	153	52.0	St Agree
GHRM4	1	0.3	1	0.3	8	2.7	136	46.3	148	50.3	St Agree
GHRM5	1	0.3	3	1.0	5	1.7	136	46.3	149	50.7	St Agree

Here is the tabulated and graphical output of our independent variable which is GHRM or Green Human Resource Management. There are five items in which GHRM1 and GHRM2 has agree status with 83.0% and 54.8% respectively in the Average (Mode) column whereas rest of the three GHRM3, GHRM4 and GHRM5 are having Strongly Agree status with 52.0%, 50.3% and 50.7% accordingly as per data from the respondents. The above mentioned facts are depicting the significant results.

TABLE: 4.2 TABULATED AND GRAPHICAL OUTPUT OF PERCEIVED GREEN ORGANIZATIONAL SUPPORT

	Strongly Disagree (SD)		Disagree (D)		Neutral (N)		Agree (A)		Strongly Agree (SA)		Average (Mode)
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
PGOS1	1	0.3	1	0.3	9	3.1	145	49.3	138	46.9	Agree
PGOS2	1	0.3	1	0.3	9	3.1	135	45.9	148	50.3	St Agree

	SD Freq	SD %	D Freq	D %	N Freq	N %	A Freq	A %	SA Freq	SA %	Mode
PGOS3	1	0.3	1	0.3	7	2.4	141	48.0	144	49.0	St Agree
PGOS4	1	0.3	1	0.3	7	2.4	140	47.6	145	49.3	St Agree
PGOS5	2	0.7	3	1.0	7	2.4	141	48.0	141	48.0	Agree
PGOS6	1	0.3	2	0.7	8	2.7	131	44.6	152	51.7	St Agree
PGOS7	1	0.3	3	1.0	6	2.0	144	49.0	140	47.6	Agree

Perceived Green Organizational Support is the second and mediating variable of the study. Among seven items there are three items have agree status and rest of the four items have the strongly agree status which shows the significance of the variable. PGOS1, PGOS5 and PGOS7 have the agree status with 49.3%, 48.0% and 49.0% percentages respectively. While PGOS2 has 50.3%, PGOS3 has 49.0%, PGOS4 has 49.3% and PGOS6 has 51.7% percentages with the strongly agree status. This also shows the significance of the second and mediating variable of the study. The same results have also been represented below in the form of pie charts.

TABLE: 4.3 TABULATED AND GRAPHICAL OUTPUT OF EMPLOYEES INNOVATIVE BEHAVIOR

	Strongly Disagree (SD)		Disagree (D)		Neutral (N)		Agree (A)		Strongly Agree (SA)		Average (Mode)
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
EIB1	2	0.7	00	00	7	2.4	144	49.0	141	48.0	Agree
EIB2	2	0.7	00	00	6	2.0	142	48.3	144	49.0	St Agree
EIB3	2	0.7	00	00	2	0.7	144	49.0	146	49.7	St Agree
EIB4	2	0.7	00	00	4	1.4	141	48	147	50.0	St Agree

EIB5	2	0.7	00	00	7	2.4	138	46.9	147	50.0	St Agree
EIB6	2	0.7	00	00	6	2.0	147	50.0	139	47.3	Agree
EIB7	2	0.7	00	00	2	0.7	128	43.5	162	55.1	St Agree
EIB8	2	0.7	00	00	5	1.7	145	49.3	142	48.3	Agree
EIB9	2	0.7	00	00	8	2.7	137	46.6	147	50.0	St Agree

The first dependent variable of the study is 'Employee's Innovative Behavior'. It has nine items among which EIB1, EIB6 and EIB8 has agree status with 49.0%, 50.0% and 49.3% percentages respectively. While EIB 2 has 49.0%, EIB3 has 49.7%, EIB4 has 50.0% and EIB5 also has 50.0% with strongly agree status. EIB7 has the highest ratio of 55.1% with strongly agree status and EIB9 also has strongly agreed with 50.0%. Based on the above mentioned facts it can be concluded that the employee innovative behavior has the significant impact in the study. Below given pie charts also represents the same results which makes easy to understand through charts or pictorial representation.

TABLE: 4.4 TABULATED AND GRAPHICAL OUTPUTS OF EMPLOYEES ADAPTIVE PERFORMANCE

	Strongly Disagree (SD)		Disagree (D)		Neutral (N)		Agree (A)		Strongly Agree (SA)		Average (Mode)
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%	
EAP1	2	0.7	00	00	8	2.7	150	51.0	134	45.6	Agree
EAP2	2	0.7	00	00	10	3.4	135	45.9	147	50.0	St Agree
EAP3	2	0.7	00	00	9	3.1	119	40.5	164	55.8	St Agree
EAP4	2	0.7	00	00	3	1.0	123	41.8	166	56.5	St Agree
EAP5	2	0.7	00	00	9	3.1	105	35.7	178	60.5	St

EAP6	2	0.7	00	00	5	1.7	143	48.6	144	49.0	Agree St Agree
EAP7	2	0.7	00	00	6	2.0	132	44.9	154	52.4	Agree St Agree
EAP8	2	0.7	00	00	2	0.7	104	35.4	186	63.3	St Agree

The second dependent variable of the study is 'Employee's Adaptive Performance' with having eight items. Only one EAP1 is having agreed status with 51.0% and rest of all the items have the status of strongly agree. EAP2 has 50.0%, EAP3 has 55.8%, EAP4 has 56.5%, EAP5 has 60.5%, EAP6 has 49.0%, EAP7 has 52.4% and EAP8 has 63.3% with strongly agreed status. The highest percentage is 63.3% for the EAP8. The same has also been represented by the pie charts given below which is the easiest way to understand the facts and figures. Pie charts are depicted with the same order of items mentioned in the table. By considering the above result is can be finalized with significant impact of employee adaptive performance in the study.

The inferential part of this dissertation has been done by employing the SEM or Structural Equation Modeling Technique which could be defined as the multivariate data analysis technique for the analysis of difficult relationship between indicators and the constructs. It is a well-known statistical technique and has been used in order to analyze the data for getting appropriate results (Hair et al., 2014). One can ascertain the complicated relationships and causal linkages by using SEM pattern which is difficult to find out by using other techniques (Haenlein & Kaplan, 2004).

Number of statistical tests has been done by using advance generation statistical analysis software SMART PLS-4. It consists on diagrams, table with their relative values. This analysis portion relies on mainly two parts: one is the Measurement model and another is the structural model. Measurement model includes the output of the measurement with the relative values of the constructs, table of reliability and validity and discriminant validity matrix (HTMT Matrix). The structural model includes the structural output of the model, the path values and values table of the mediation effect between the independent variable and dependent variable.

An inclusive questionnaire has been used for gathering the primary data for the study. Google form was formulated and link was shared with the desired respondents via email and

Whatsapp. Bank branch managers from the Khyber Pakhtunkhwa were the target respondents. At some branches manager operations has filled the questionnaires instead of branch manager where the managers were not available or not accessible. The first section of the questionnaire is consisting on the general information like age, experience, designation and education etc.

The second part of the questionnaire is concerning the items related to the independent variable which is Green Human Resource Management (GHRM), the mediating variable, Perceived Green Organizational Support (PGOS) and regarding the dependent variables, Employee Innovative Behavior and Employee Adaptive Performance respectively. All the responses in the form of 5 point likert scale were finally analyzed by using advance statistical analysis software Smart PLS-4 and results has been depicted in the form of tables and graphs etc. Both the measurement and structural model has been illustrated with the relevant tables and values. Total 400 questionnaires have been distributed as per sample size while the received questionnaires were 303 shows the response rate of 75.75%. Through screening process 9 questionnaires were identified as inappropriate and finally dropped from the process.
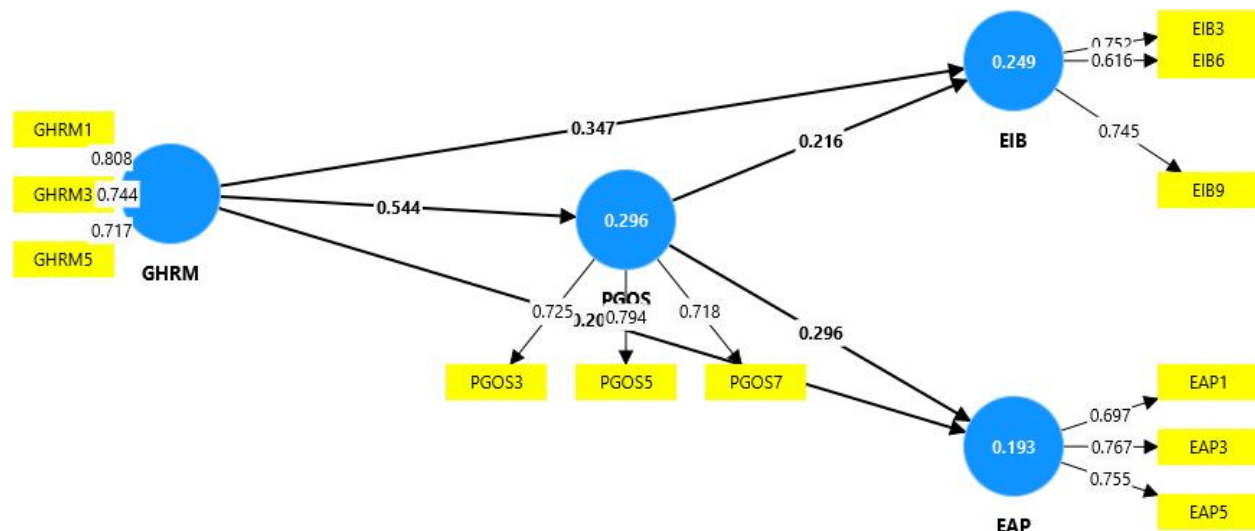
MEASUREMENT MODEL

FIGURE 4.34

The measurement model is the first or key component of the structural equation modeling technique. It concentrates on the relationship between the latent variable and their associated indicators. The values of the factor loading depict how well and item signifies the essential construct. The value of factor loading is normally recommended equal or above .70 (Vinzi, Chin, Henseler and Wang, 2010), but in social sciences researchers commonly achieve the weaker

outer loading value such as (<.70). There are twelve items used in the above measurement or outer model. The number of items was more than twelve before the statistical analysis; however these have been reduced gradually for getting desired results. The value of the factor loading for EIB 6 and EAP1 are near to recommended value of 0.70, while all other factor values are more than the prescribed value. Based the above mentioned evidences, all the factor loading values are significant which shows the significance of the measurement or outer model.

TABLE 4.5 RELIABILITY & CONVERGENT VALIDITY

	Composite reliability (rho_c)	Average variance extracted (AVE)
EAP	0.784	0.548
EIB	0.748	0.500
GHRM	0.801	0.573
PGOS	0.790	0.557

According to Wragg et al. (2000) reliability can be defined as a level a questionnaire, measurement produce same results in case of repetition. Shang and Pheng (2012) have also defined the same that reliability is a procedure which computes the uniformity of responses by employing the same calculation tool time.

The second part of the measurement model is the information regarding the reliability and convergent validity. Composite reliability depicts the inner consistency of the indicators of latent variables. The recommended value for the composite reliability is greater than 0.70 but less than 0.90 is desirable. The composite reliability values of the all four variables ranges from 0.74 to 0.80 which lies between the prescribed range of reliability. This resultantly shows the consistency or significance of the model.

The AVE or Average Variance Extracted is a measure of convergent validity. It measures the level or degree of variance of indicators. Minimum threshold for the average variance extracted is equal or above 0.50. The AVE values of this model range between 0.50 to 0.57, which shows the significance based on the prescribed minimum threshold.

TABLE 4.6 DISCRIMINANT VALIDITY (HTMT MATRIX)

	EAP	EIB	GHRM	PGOS
EAP				
EIB	0.885			

GHRM	0.593	0.829	
PGOS	0.673	0.744	0.874

Discriminant validity shows the uniqueness of each construct or it reveals the singularity of every construct by assuring their individual or separate identity. Hetrotrait-Monotraite (HTMT) matrix is a statistical tool used to evaluate the discriminant validity. The minimum acceptable value of the discriminant validity should be less than 0.90. Out of six depicted values, four are in the ideal range which is below than 0.85. Only two are less than 0.90 which is also acceptable range. The above values are according to prescribe limit which displays validity of each construct of the model.
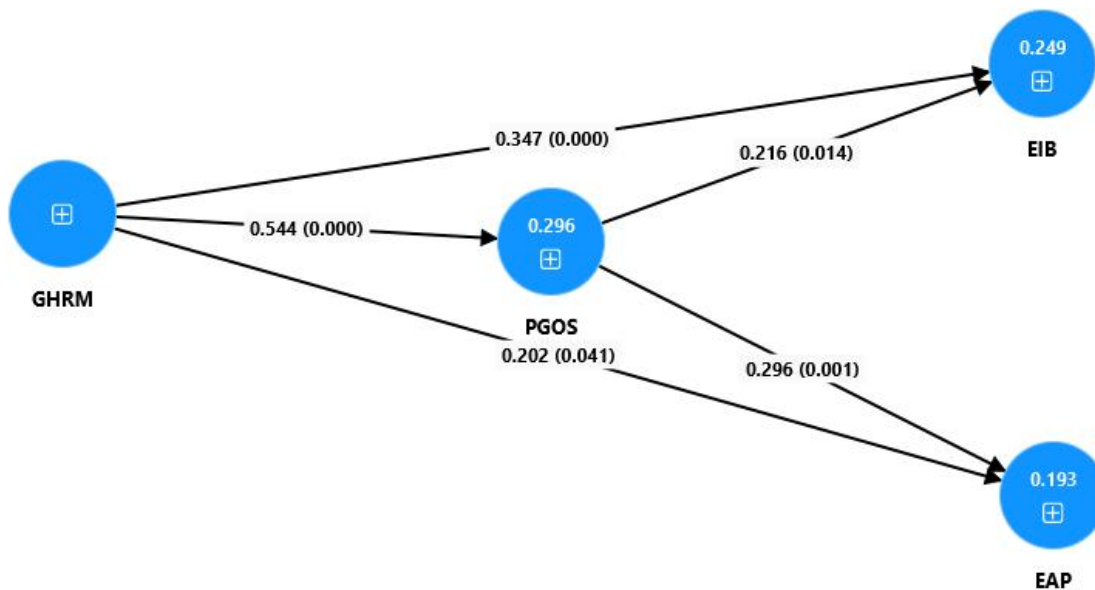
Structural Model

FIGURE 4.35

The second component of the structural equation modeling is the structural or inner model. It measures the inter-reliant relationship among the factors. It also measures the significant effect of variables they have on each other. Structural model signifies link between the constructs and their indicators. It also identifies the causal association between the latent variables (constructs) which are usually symbolized by arrows. The aim of the structural model is to describe connection between the latent variables which are not directly visible.

TABLE: 4.8 PATH VALUES

	Original sample (O)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
GHRM -> EAP	0.202	0.099	2.045	0.041
GHRM -> EIB	0.347	0.086	4.019	0.000
GHRM -> PGOS	0.544	0.125	4.335	0.000
PGOS -> EAP	0.296	0.085	3.466	0.001
PGOS -> EIB	0.216	0.088	2.462	0.014

The acceptable minimum threshold limit for the p value is less than 0.05 which is clearly visible in the above mentioned table. The value for the path GHRM to EAP is 0.041, for the GHRM and EIB the p value if 0.000, for GHRM and PGOS is also 0.000, for PGOS and EAP is 0.001 and at last the value for PGOS and EIB is 0.014 which is also less than 0.05. All of the above mentioned p values are between the acceptable ranges, so all the null hypothesis are hereby rejected due to the significance of all path values.

TABLE 4.9 MEDIATION EFFECT

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
GHRM -> PGOS -> EAP	0.161	0.152	0.068	2.363	0.018
GHRM -> PGOS -> EIB	0.117	0.108	0.059	1.975	0.048

Mediation effects play a vital role in determining the significant mediating role of the mediating variable between independent and dependent variables. In the above mentioned table there is mediating role of perceived green organizational support (PGOS) between the GHRM and EAP and also in GHRM and EIB. The P values for the mediation effect for both the dependent variables are 0.018 and 0.048 respectively. These values are reflecting the significant effect of the mediating role of PGOS between exogenous and endogenous variables, as these values meeting the acceptable criteria which are less than 0.05.

HYPOTHESIS SUMMARY

In the current study there are four hypotheses which have been tested through various statistical techniques by using SMART PLS-4 software. All the concerned values are under the pre-defined limits or ranges. All of the hypotheses are hereby accepted according to the summary table given below:

TABLE: 4.10 HYPOTHESIS SUMMARIES

S. No	Hypotheses	Status
1	GHRM has a significant effect on employee's innovative behavior	Accepted
2	Green HRM has a significant effect on employee's adaptive performance	Accepted
3	GHRM has significantly impact on innovative behavior with the mediating part of perceived organizational support	Accepted
4	GHRM significantly effect on adaptive performance with the mediating role of perceived OS	Accepted

DISCUSSION AND CONCLUSION

The main objective of the study is to achieve its basic objectives. The first objective is to examine the effect of green human resource management on employee innovative behavior. Secondly it aims to asses impact of green human resource management on employee's adaptive performance. The next objective was to analyze the effect of green human resource management and innovative conduct with the mediating role of perceived organizational support. Finally, the study aims to discover the effect of green human resource management and adaptive performance with the mediating role of perceived organizational support.

RECOMMENDATIONS

Based on the finding of the current study, the researcher intends to endow the following recommendations:

FOR THE GOVERNMENT: There is no doubt that the similar studies are being rarely conducted in the countries like Pakistan. The basic reason is the lack of resources and other is the implementation of such results at the macro level which needs government attention. For the implementation, government's will and consistent behavior is required but unfortunately in our country due to political unrest and economic instability this dream will hardly be met. There is need to understand the importance of the human resource of the country. In Pakistan more than 50% population is based on teenagers or young generations. If properly resources are allocated with true spirit, there is no doubt that result would be favorable by investing in

the human resources. Our current findings reveal that by adopting human resource management practices with green perspective could result innovative behavior/ conduct of the employees. This is exactly what is needed in our country. Developed nations have done a lot of work on it and they are now reaping the benefits by implementing such findings. In order to create the innovative behavior among the man power government should pay attention on green human resource management practices. Another important aspect of the findings is the adaptive performance of the employees which is also rarely be visible in the employees. Majority of staff shows laziness, non-innovative behavior and very minimum flexible behavior for adopting the new things for the better performance. There is need for the basic or structural reforms in specially the public sector organizations for attaining the maximum performance from the human resources. If the western world is so successful and advance in every sector, so that made possible due to immense investment in their human resources. We as nation should also follow the same model in order to stand in the ranks of the developed nations.

FOR THE BUSINESS OWNERS: It is very unfortunate that in Pakistan most of the organizations only follow the human resource management practices up to only maintaining the staff attendance register and to deduct the salaries based on the attendance record of the employees. On the other side, as compare to public sector some of the private organizations usually follow the HR guidelines and also have their well-established HR departments. Still there is need to do a lot of work concerning the improvement of human resource management practices.

Based on the findings of the current study it is equally imperative for the business owners in Pakistan to take care of their human resources for getting the desired output from them. They need to implement the best HR practices with the green perspectives which are also the need of the day; through this they can create the innovative conduct or behavior among the employees of the organization. Those organizations which deals in sensitive fields like in technology, services sector and also highly complex jobs should focus on developing the green human resources management practices. This will lead towards the creation of innovative gesture among the employees which resultantly benefit the organization and will help to achieve its objectives. Further, firms should also focus on creating the green organizational support for the additional backing its employees for such desired behaviors. It is equally essential for the creation of adaptive behavior among the employees. According to the results both are the favorable behaviors could enormously change the overall performance of the

organizations.

Organizations should also build such a supportive culture that could stimulate every employee of the organizations for creating innovative conduct and adaptive behavior which will benefit them as well as to their organizations. The ready reference case is the current study which has been conducted in the banking sector of the province Khyber Pakhtunkhwa, which depicts the favorable connection between the Green HR Management and employee's innovative conduct and adaptive performance. Perceived green organizational support which is in fact very essential for the firm to create has played the mediating role in the study. By following the similar model, no doubt any kind of business can flourish and attain its desired goals or objectives.

STUDY IMPLICATIONS

THEORETICAL IMPLICATIONS

Service oriented and hospitality based organizations should take steps to be benefited from the prevailing management practices in order to get iconic position and also to gain competitive edge over the rivals. Green human resource management is actually the reaction to this (Pham et al., 2020). Shen et al. (2018) has influentially discussed the green HRM may boost favorable changes the performance of employees with an extra edge to their environmental friendly behavior. Even though, fewer studies have sightseen the effect of green HRM on the attitudes of employees (Chaudhary, 2019; Islam et al., 2020). Banking sector still needs attention concerning the connection between the Green Human Resource Management and employee innovative behavior and adaptive performance.

One another aspect is that the employees' understandings of green HRM practices show the origin of green perceived organizational support. Though, it is still mysterious that whether green human resource management considerably influence the perceived green organizational support (Amrutha and Geetha, 2020; Yong et al., 2020). On the basis of these, this study will discover the linkages between green HRM and PGOS and with the effect of such support on employee innovative behavior and employee's adaptive performance.

Moreover, the pertinent literature reveals limited studies regarding the mediating mechanism in between the green HRM and environmental friendly behaviors (Kim et al., 2019). But, the thing which is still missing in the literature is associated with the procedure from which green HRM is connected to the employee's outcomes (Ari et al., 2020). The current study will fill this gap by exploring the mediating role of perceived green organizational

support with the effect of green HRM on employee IB and EAP. Finally, the existing study is the reply against the suggestions for further research concerning the green HRM specifically in Asian countries by evaluating perceived green organizational support being a mediator of the effect of green HRM on employee innovative behavior and employee adaptive performance on the basis of gathered data from the banking sector of Khyber Pakhtunkhwa.

PRACTICAL IMPLICATIONS

There are no major dissimilarities between the employees concerning the green human resource management and perceived GOS in relations to demographic variables and in terms of departments. Similarly, the respondents recognize that banks in Khyber Pakhtunkhwa have adopted green HRM practices and along with appropriate level of organizational support. This current study demonstrates that green HRM and PGOS could nurture the employee's innovative behavior and adaptive performance and raise many recommendations for the bank branch managers.

It should be a first priority of the management to remain committed for sustainable environment and green management. Except this, such effort will not be fruitful. Consequently, by employing green practices of staffing, will empower the organization to attain and retain those employees who are having environmental objectives which fits the organizational goals. This is extremely imperative since employees with such ambitions can dedicate their true efforts to exhibit green behavior and signify the image of the organization. Firms should choose those aspirant candidates by understanding their upcoming activities in terms of firm's environmental sustainability and green activities. They should have to launch such training programs which emphasis on environmental sustainability which would create cognizance regarding the importance global green industry. Such employees may also indulge in the problem solving on pro environmental and green management.

By practicing an impartial green system of performance appraisal and for rewarding against their pro environmental behavior would demonstrate the sincerity of management towards green HRM. Those employees who are surely devoted to the environmental sustainability and show their full support to the organization by revealing such performance should be rewarded with family perks and benefits. Such practices depicts strongly to the employees that their organization give weightage to their effort on the way to environmental sustainability and also for green management, further it is concerned for their well-being (Pinzone et al., 2019). Employees reveal innovative behavior and adaptive performance in the

presence of such conditions.

Further, the management should include the green HRM and environment into the organizations mission and vision statements. By keeping these on the top agenda, it will make possible for the creation of green approach in the employees. Yet, this could be attained by creating and continuing the green culture linked with "go green" at the working environment. The higher management should also arrange workshops and other events on the green HRM and sustainability. They may also invite the employees for taking part and get their feedback regarding the organizations green creativities and also request for further ideas for the improvement. Through this firm can assess the involvement of their staff in order to get environmental goals.

LIMITATIONS AND FUTURE DIRECTIONS

Despite of the contributions of the current study, it also has some limitations or shortcomings. First, for this study the researcher has gathered the cross sectional data, for the future longitudinal data may also be collected for further validation of the results. Sample size of the study was four hundred which may be increased for the future research. Simple random sampling technique has been adopted for the data gathering; future researcher may also go for the other sampling techniques. Items of the questionnaire may also be increased for more in depth study.

Employee's performance outcomes which are being used in the current study are; employee's innovative behavior and adaptive performance. Other variables like service recovery performance, religious values, employee personality traits and governmental support may also be studied. Further, in the current study only banking sector of KPK province has been considered, in the future scholars may study public sector organizations like schools, hospitals and many other public sector organizations. Green practices for other departments like green accounting, green marketing and green supply chain management may also be studied. Current research has targeted the banking industry of KPK only which may be replicated in other industries and also in other cities and provinces.

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