




Pathways towards Sustainable Performance and the Role of Green Human Resource Management Bundle Practices

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Abstract

The purpose of this study is to investigate how Environmental Consciousness mediates the linkage between the Green Human Resource Management Bundle Practices and Sustainable Performance in the HEIs of Pakistan and this mediating relationship is totally overlooked in the formerly studies. Respectively, the study also aims to measures the association of Environmental Consciousness and Green Intellectual Capital with sustainable performance. Data for this study were gathered from HR Managers who were directly involved in the implementation of green HRM practices, as well as Chief Managers and General Managers who were directly involved in the implementation of Sustainable Performance in the education sector of Pakistan. This study's findings confirm that Green Human Resource Management practices bundle significantly improves sustainable performance. Likewise, this study finding confirms that environmental consciousness and green intellectual capital serves as a bridge between green HRM practices and sustainable performance. This study provides valuable practical implications for top management and HR Managers in the Education sector who are involved in policy making and ensuring environmental consciousness toward the implementation of Green Human Resource Management practices bundle to achieve sustainable performance.

Keywords: Green Human Resource Management, Practices bundle, Environmental Consciousness, Green Intellectual Capital, Sustainable Performance.

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INTRODUCTION

Over the last few years, both specialists and scholars have given considerable attention to the concept of becoming green (do Paço, Shiel, & Alves, 2019; Su & Swanson, 2019). Academic research has logically expanded from a predominant thought on “Green Business” to “Greening” the practical units within the organizations which includes green sustainable performance, green information technologies, green finance, green purchasing, green management, green innovation, , and green human resource management (Hickel & Kallis, 2020; Mastini, Kallis, & Hickel, 2021).

For many years, the preservation of the natural environment has been considered a serious problem. The combined efforts of resourceful key decision makers and top management of diverse company involvements are required for the protection of natural eco-system resources from environmental change (Howard-Grenville, Buckle, Hoskins, & George, 2014). Given that businesses operate in a highly competitive market, they must be both adequate to provide some incentive as well as behave responsibly. To attain green strategy design, researchers proposed that “Human Resource Management” play a contagious role in integrating green systems inside HRM operations, which might really increase the organization’s sustainability (Colding et al., 2020). As indicated by Wu et al, (2019) companies that train their staff in green practices are better equipped to build green capacity for organizations. In other words, environmentally conscious cooperation leads to considerable waste reduction and improved organizational performance (Baah et al., 2021; Meijerink & Bondarouk, 2021). environmental performance of the organization(Khalid, Harun, Noor, & Hashim, 2021; Wu et al., 2019) employee self-empowerment, in turn, may increase environmental consciousness and positive environmental performance. This also has a favorable influence on an organization’s long-term performance. It has been discovered that organizations investing significant resources and enormous efforts in green intellectual capital can not only fulfill inflexible international environmental principles and widely known consumer environmental consciousness, but can also achieve a business competitive edge. This is ideal for businesses in underdeveloped countries looking to attract the finest talent, gain a competitive edge, and maintain a sustainable environment. According to Alam et al., (2021); Balasubramanian, Shukla, Mangla, & Chanchaichujit, (2021) intellectual capital management and strategy development assist senior directors in making the most of the organization’s intellectual resources. Furthermore, Alam et al., (2021) subsidized that intellectual capital might give senior directors with a greater store of knowledge and support informed strategic judgments in HRM practices for probable organizational hierarchy issues in the future. Taking into account the foregoing statistics, these three components of green Intellectual Capital firstly green human capital, secondly green structural capital, and lastly green relational capital will determine to observe the effect of these mechanisms on green HRM practices bundle preservation and protection of natural environment, which has been a major issue for many years.

Because of the immediate increase in pollution caused by work practices, which causes environmental resources to deteriorate, firms and businesses on a large scale are obligated to adopt green practices bundle, where these practices can benefit to competitive advantage, economic gain,, operational development, and

improvement of organization's environmental performance, and organizations have been compelled by government to adopt these practices (Mansoor, Jahan, & Riaz, 2021). The education sector is compelled to contribute to environmental consciousness and environmental performance by instilling green motivation in employees, whilst top management maturity is highly appreciated in the adoption of green HRM practices (Ahmed et al., 2021). It is needed to shift from traditional HR practices bundle to GHRM practices in the course of sustainable performance in the service sector, but the concept of green human resource management practices, which needs to be explored in the context of developed and developing countries, the more we implement the Green HRM practices, the better the outcomes of sustainable performance will be (Mousa & Othman, 2020). Service sectors are taking deliberate steps to balance environmental awareness, social and economic performance, as they see it as their corporate responsibility to develop analogy between achieving social, economic, and environmental milestones in order to increase environmental protection and sustainable development (Afum et al., 2021). Green Human Resource Management techniques include procedures and regulations designed to promote green behaviors and resource sustainability, eventually protecting the natural environment from irreversible environmental changes (Rubel, Kee, & Rimi, 2021). Individuals' knowledge of their in-role and extra-role performance influenced workplace green practices (Dumont, Shen, & Deng, 2017). Green HRM practices promote environmental performance and intellectual capital performance, whereas corporate environmental strategy is one of the most important certifications of environmental consciousness and environmental performance (Naz, Jamshed, Nisar, & Nasir, 2021).

Since the last decade, GHRM practices have changed, and with the passage of time, they have become a problem, with the new change world in pandemics. Accept COVID 19 in order to establish green HRM practices that improve long-term performance or is it aimed at a blockade (Paulet, Holland, & Morgan, 2021). The study's objective is to raise awareness about green human resource practices and to explore the influence of green human resource practices on long-term performance, based on current research. Universities seek to hire people that are environmentally sensitive, use green human resource management strategies, and play an important part in protecting the environment from threats. Employee dedication, environmental performance, and eco-friendly behavior are all improved by green HRM methods (Kim, Kim, Choi, & Phetvaroon, 2019). The relevance of green HRM practices and sustainable performance (environmental, social, and economic) is widely diffused across company groups. Green HRM practices are now one of the strategic aims of enterprises to avoid and enhance sustainable performance, with the end result being improved individual green values and a culture of green employee empowerment (Hameed, Khan, Islam, Sheikh, & Naeem, 2020). The green HRM practices are influencing employee's environmental performance, the willful behaviors towards environment, contributed to the sustainable performance (Hameed et al., 2020). Green HRM methods have an impact on employee environmental performance, as well as their readiness to engage in environmentally conscious activities, which will lead to success (Ojo, Tan, & Alias, 2020). The role and importance of environmental awareness, individual green values, and green behavior intention (Al-Ghazali, 2021) are understudied, and there is a need to

investigate GHRM Practices through the lens of environmental consciousness. Changes in environmental consciousness were taken into account in this study. From 2011 to 2020, there were significant changes in environmental consciousness (Minelgaitė & Liobikienė, 2021) which were addressed by implementing education awareness programs connected to sustainable performance.

GHRM is based on existing literature and its influence on long-term performance, as well as highlighting the many major studies of other researchers, with the goal of recommending some green HR initiatives at the conclusion (Alzyoud; Mousa & Othman, 2020). It proposes a method for identifying the major driving reasons for implementing green HRM practices across the firm in order to achieve long-term success. Finally, it proposes a conceptual framework for shaping green HRM practices within the context of the organization.

This quantitative study aims to: first, develop a model that explains the mediating mechanism between a chosen set of HRM practices and employees' performance using the Social Cognitive Theory (SCT) concept; and second, test this model in the context of Pakistan's higher education sector, which has received relatively less attention in terms of examining the relationship between HRM and sustainable green performance.

In a nutshell, it has been discovered that there is a paucity of literature that examines how GHRMBP and environmental consciousness have enabled universities to improve overall sustainable performance, including environmental performance, social performance, work performance, and economic performance. The current study's major contribution and goal is to try to figure out how GHRM Practices improve long-term performance by instilling environmental consciousness and green intellectual capital in Pakistan's education system.

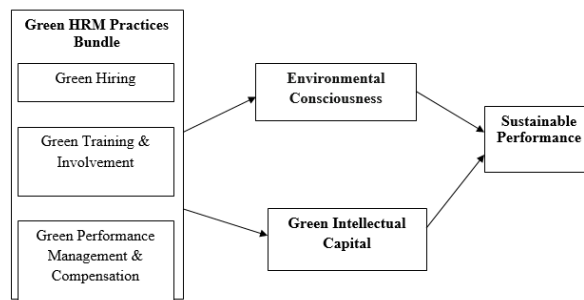
LITERATURE REVIEW

The present research approach is based on Albert Bandura's Social Cognitive Theory (SCT) from 1986. Social cognitive theory is concerned with sociocultural issues that influence both internal and external determinants (Sharmin, Zafar, Akram, Alam, & Ahmad, 2015). To produce good effect, SCT entails the active and equal input and interaction of individuals, behaviors, and the environment. SCT is based on three elements: cognitive, psychological, behavioral, and external environmental variables. It shows how personal, environmental, and behavioral elements are intertwined and continually influenced by one another (Dace, Stibe, & Timma, 2020). The reciprocal triadic determinism may be used to explain a variety of behavioral changes, including personal and environmental changes. Changes in human behavior have an impact on environmental circumstances, and it is also affected in comparable scenarios, according to Bandura (2009). It is also the adoption of good change as a result of seeing other people's behavior; it can be learned through individuals, groups, societies, or institutions. Green HRM practices package has arisen in the recent decade as a vital consideration for the future aiming for sustainable performance, and it is growing more tough in the near future as COVID 19 affects the whole globe in general enterprises and

society (Paulet et al., 2021). The GHRM practices bundle (Úbeda-García, Claver-Cortés, Marco-Lajara, & Zaragoza-Sáez, 2021) is an emerging distinctive trend of effective managerial activities or management that combines with environmental consciousness and sustainable performance in an attempt to maintain organization performance. The environment is currently one of the most pressing managerial concerns (Opatha & Arulrajah, 2014) despite firms' efforts to find strategies to limit the detrimental influence on environmental consciousness while simultaneously enhancing long-term success. In one of the studies, the researcher utilized SCT to examine how to build public policy that will involve people of various value systems and encourage them to embrace pro-environmental awareness (Helm, Pollitt, Barnett, Curran, & Craig, 2018). Environmental consciousness is defined as the ability to manage an individual's or an organization's actions in order to conserve and maintain the natural environment, as well as to make each member of society responsible for having a green attitude when doing HR operations. Tolls are being used in multidisciplinary studies to track pro-environmental behavior (Lange & Dewitte, 2019).

According to the present study, the Green Human Resource Management Practices package has an impact on long-term performance through raising environmental awareness. Figure no. 1's interactions may be strengthened by the mediating variable environmental consciousness. This model demonstrates that hotel owners and HR managers are well-versed in their roles in order to offer value to HEIs' systems; they adhere to green HRM best practices in order to achieve long-term success. Environmental awareness is seen to be more successful in enhancing sustainability and connections (Esfandiar, Pearce, & Dowling, 2019). Under the umbrella of social cognition theory, GHRMP indicated the influence based on HR Managers' views of organization Environmental awareness knowledge and sustainable performance (SCT). As a result, based on the Social Cognitive Theory (SCT), green HRM practices elucidate HR Managers and top management cognition to condense with and manage information and expertise in order to accomplish sustainable performance while influencing the mediating function of environmental consciousness.

Model:



Green human resource management practices and environmental consciousness

Cultivating Green HRM practices in firms has a positive impact on employee work satisfaction and environmental awareness. Green trainings are relevant and sufficient in order to elicit professionals' interest in environmentally friendly actions. These trainings work as a catalyst for instilling a sense of drive in employees, encouraging them to engage in the adoption of green practices bundles. The executives have been given permission to apply the effective green trainings in order to increase the organization's sustainability (Pinzone, Guerci, Lettieri, & Huisinigh, 2019). According to the theory, the educational sector is thoroughly evaluated in terms of direct, indirect, and interaction components of green HRM practices. The direct and indirect responsibilities of GHRM are used to improve organizational environmental performance. While the interaction of employees' training and involvement has an impact on the organization's total contribution to environmental performance (Pham, Thanh, Tučková, & Thuy, 2020). In today's corporate world, GHRM is seen as the ultimate service industry business strategy. The primary goal of doing GHRM research is to increase and improve organizational sustainability (Amjad et al., 2021). Green HRM practices and firm green performance are intertwined; firm green performance can be improved by introducing a green culture, whereas GHRM practices include green hiring, green training and development, green performance management and appraisal, green reward and payment, and green employee involvement and leadership, all of which have a significant impact on long-term performance (Muisyo & Qin, 2021). GHRM Practices are concerned with the use of human resources in the adaptation of green human resource practices that add value to the environment in which social responsibility, waste reduction, ownership, and environmental goals and strategies that are completely linked with organizational operations are all addressed (Gull & Idrees, 2021). Employees that are engaged and cooperative are always the source of successful sustainable development implementations in an organization (Piwowar-Sulej, 2021). The value added contribution of policies for the implementation of Green HRM practices bundle can be a value added contribution where employees are more encouraged to participate in green trainings and involvement activities, as well as green performance management and compensation, with the mediating effect of environmental consciousness (Farooq, Zhang, Talwar, & Dhir, 2021). The key HRM operations, such as recruitment or staffing, training, green performance management appraisals, and compensations, have an impact on the GHRM Practices by taking into account the HEIs' green aims. The human resources department is critical to the organization's green culture. The article focuses on the many GHRM techniques used by firms around the world. It simplifies the basic concept of GHRM and suggests future paths for businesses (Ahmad, 2015).

H1: Green Hiring has significant effect on Environmental Consciousness

H2: Environmental-friendly HR practices have significant effect on Environmental Consciousness.

Environmental consciousness and sustainable performance

People that care about the environment are more likely to assist in environmental protection by utilizing organic and natural products, purchasing green goods, reprocessing surplus, and participating in green activities. People who study more about the environment are more likely to be environmentally conscious (Zareie & Navimipour, 2016). By modifying the organizational culture, employees' behavior can be changed to be more environmentally responsible (Suganthi, 2019). Environmental consciousness is less studied and embedded in emerging countries, and key problems on our planet Earth are due to consumer overconsumption as a result of rapid economic expansion (Alzubaidi, Slade, & Dwivedi, 2021). Environmental consciousness is defined as the ability to manage an individual's actions in order to protect the natural environment and to make each member of society responsible for having a green mindset when conducting HR operations. Tolls are being used in multidisciplinary studies to track environmental awareness (Lange & Dewitte, 2019). Environmental consciousness must be incorporated into practitioner policies so that the change in behavior success rate for waste or energy exceeds 70%, while the rate of success for water-related programs is only 60%. As a result, there is a need to encourage environmental consciousness among employees by educating, rewarding, providing behavioral insights, and raising awareness (Grilli & Curtis, 2021). Switching off lights when leaving workstations or meeting rooms, printing on both sides of paper, avoiding disposable plates and cups, and participating in organizations that use green strategies to protect the environment are just a few of the activities that truly demonstrate GIC's aspects. Overall, GIC's contributes to increased environmental, social, and economic performance (Naz et al., 2021).

H3: Environmental consciousness has significant effect on Sustainable Performance.

Mediating role of Environmental Consciousness between Green HRM practices and sustainable performance

Observing other people's actions is a common way for people to learn. Keeping this in mind, research has shown that an organization's strategy and practices greatly inspire employees, influencing their behavior. As a result of a strong organizational culture, an employee's conduct can become more environmentally sensitive (Suganthi, 2019). This behavior can be easily achieved by providing employees with a stable workplace in which they can simply follow the GHRM rules. Stakeholders will adopt this behavior, which will encourage them to participate in green initiatives (Sawitri, Hadiyanto, & Hadi, 2015). Similarly, despite influencing individuals through behavior, psychological green culture instills Green HRM practices and performance that are aligned with organizational values (Sawitri et al., 2015). It is the responsibility of the organization's leadership tiers to contribute to improved environmental performance and other long-term results (Ren, Tang, & Jackson, 2020). The Green HRM practices package helped firms and organizations achieve sustainable performance by recognizing social economic obligations and contributing to the environment, economy, and social performance (Shafaei, Nejati, & Yusoff, 2020). In order to contribute maximum contribution and value, sustainable performance includes financial or economic, social, and environmental

goals in the provision of major operations of businesses. Green management, commonly referred to as ecological management, is concerned with environmental performance (Umrani et al., 2020).

H4: Environmental consciousness mediates the relationship between Green HRM Practices Bundles and Sustainable Performance.

Mediating role of green intellectual capital between green HRM practices and sustainable performance

In order to remain competitive and environmentally friendly, the Brundtland Report (1987) pushed corporate organizations in a competitive global market to act responsibly toward green activities (Yong, Yusliza, Ramayah, & Fawehinmi, 2019). Furthermore (Yusliza et al., 2020) asserted that global environmentalism has grown rapidly in the recent decade, and that increasing environmental awareness is essential for the development of green intellectual capital. According (Secundo, Ndou, Del Vecchio, & De Pascale, 2020). The concept of sustainability focuses on a company's future performance rather than its current performance, and there is a need to grasp the challenges of sustainability through knowledge. Furthermore, in order to acquire a competitive edge through intellectual capital, information can be exploited and accumulated in a variety of ways in a corporation. Green intellectual capital combines intellectual capital with environmental challenges at the corporate or individual level, and includes all forms of intangible assets such as competences, knowledge, and relationships (Xu & Wang, 2018).

“The whole of all knowledge that an organization is able to employ in the process of executing environmental management to obtain a competitive advantage,” (Alvino, Di Vaio, Hassan, & Palladino, 2020; Secundo et al., 2020), Intellectual capital is a complex idea that appears to affirm it as a non-monetary and non-physical resource of firms that is built on practical competencies, experience, and knowledge to enhance the organization's worth (Allameh, 2018; Bayraktaroglu, Calisir, & Baskak, 2019). Knowledge can be located in a variety of places within the organization, including as corporate databases, individuals, external or internal relationships, business processes, and systems (Yong et al., 2019). Three ideas are used to assess green intellectual capital: human, relational, and structural.

H5: Green Intellectual capital is mediating between Environmental Consciousness and Sustainable Performance.

METHODOLOGY

Sample design and data collection

The current study was conducted in the education sector, and it used a quantitative technique approach. Data was acquired from HEIs in Punjab Province, Pakistan, who were following green practices and following the rules and regulations. To collect data from the designated HEIs, online questionnaires were disseminated, and systematic sampling was performed, with every nth number being chosen. HR

Managers who were directly involved in the implementation of the green HRM practices bundle, as well as Chief Executive Officers and Managers who were directly involved in the implementation of Sustainable Performance, provided data. Data was collected via online surveys. A total of 250 people took part in the study survey from ten HEIs in Punjab Province. Finally, the data was analyzed using 210 valid responses.

MEASURES

In this study every instrument was adapted from previous research studies. To measure Green HRM bundle practices three dimension were measured, 8-items scale of green hiring (Mousa and Othman 2020), 8-items scale of green training & involvement (Yusoff, Nejati, Kee, and Amran, 2018) and 6-items of green performance management & compensation (Tang, Chen, Jiang, Paille, and Jia, 2018). 4-Items were adapted to measure Environmental consciousness (Chang and Chen, 2012) to measure green Intellectual Capital three dimensions scale was adopted from Chen (2008), 5-items green human capital, 9-items green structural capital and 5-items green relational capital were used. Moreover, to measure Sustainable performance three dimensions were adopted, 8-items scale of Environment Performance (Kim et al. 2019), 4-items scale of economic performance (Longoni, 2018), and 7-items scale of social performance (Rawashdeh, 2018). The researcher used 5-point Likert scales to measure the scales from strongly disagree to strongly agree, and literature has validated all the selected items.

RESULTS AND DISCUSSION

Demographic Profile:

As previously stated, two different questionnaires were created, with questions about Green HR Practices, Environmental Consciousness, and Green Intellectual Capital being asked of HEI HR Managers. The questions on sustainable performance, on the other hand, were directed to the Manager HR or the Chief Executive Officer (HODs and Senior Administrative staff). 250 questionnaires were floated and 210 responses were collected back.

The following are the demographic profiles of the respondents:

Demographic Variables	Categories	Frequency	Percentage
Gender	Male	124	59%
	Female	86	41%
Age	Up to 25 years	13	6.2%
	26-45	179	85.22%
	46-55	18	8.6%

	56+	0	0%
Education	Bachelor's	115	54.8%
	Master's	89	42.4%
	PhD	6	2.9%
Nature of Employment	Permanent	141	67%
	Contractual	67	31.9%
	Others	2	1%
Length of Service	Up to 1 year	29	13.8%
	2-5	114	54.3%
	5-10	52	24.8%
	10+	15	7.1%

Table 1

Descriptive Statistics:

The descriptive statistics results can be seen in below table:

	N	Minimum	Maximum	Mean	Std. Deviation
Green Human Resource Management Practices bundle	210	1.94	4.89	4.2622	.33691
Environmental Consciousness	210	2.25	5.00	4.1899	.40615
Green Intellectual Capital	210	1.00	5.00	2.1714	.97487
Sustainable Performance	210	1.71	5.00	4.1415	.52214
Valid N (listwise)	210				

Table 2– Descriptive Statistics

The table 3 represents mean values and standard deviation (SD) of the variables. According to the results, GHRMPB has the highest mean value i.e., 4.89 which is then followed by Environmental Consciousness (4.18), Sustainable Performance (4.17). The table also shows that the lowest mean value is of Green Intellectual Capital 2.17. Since the researcher used Likert scale to measure the level of agreement, the low value shows that respondents showed their disagreement towards the questions related to Green Intellectual Capital.

CORRELATION ANALYSIS:

Correlation analysis is important to examine the level of association between two categorical variables. This study employed Pearson correlation method to examine correlation. The correlation coefficient values range from -1 to +1, while +1 shows strong positive correlation and -1 shows strong negative correlation among pair of variables. However, the value of 0 shows that there is no correlation among the two variables. The table 4 presents the result of Correlation analysis.

	GHRMPB	EC	GIC	SP
GHRMPB	1			
EC	.280**	1		
GIC	-.091	.035	1	
SP	.235**	.644**	.035	1
*. Correlation is significant at the 0.01 level (2-tailed).				

Table 3 – Pearson Correlation Analysis:

The above matrix shows both positive and negative correlations. For instance, Green Human Resource Management Practices bundle (GHRMPB) has a positive correlation with Environmental Consciousness (EC). Similarly, Environmental Consciousness (EC) has a positive strength of association with Sustainable Performance (SP). However, it can be seen that the mediating variable of the study i.e., Green Intellectual Capital (GIC) share negative correlation with every variable.

MEASUREMENT MODEL ASSESSMENT

The measuring model was evaluated before the testing of hypotheses. The convergent validity was assessed using factor loadings, average variance extract (AVE), and composite reliability (CR) (CV), values can be seen in figure 1. The factor loadings should be greater than 0.60. According to the findings presented, all factor loadings are greater than 0.60. The CR and AVE values ought to be higher than 0.70 and 0.50, respectively (Hair et al., 2016). According to the data, all AVE and CR values are greater than 0.70 and 0.50, respectively. The items with the lowest factor loadings (0.50) were eliminated.

The evaluation of discriminant validity approach was used was enhanced by (Henseler, Ringle, and Sarstedt, 2015). They argued that while the Fornell-Larcker criterion can accurately assess discriminant validity, it may not be able to identify cases where discriminant validity is lacking.

STRUCTURAL MODEL ASSESSMENT

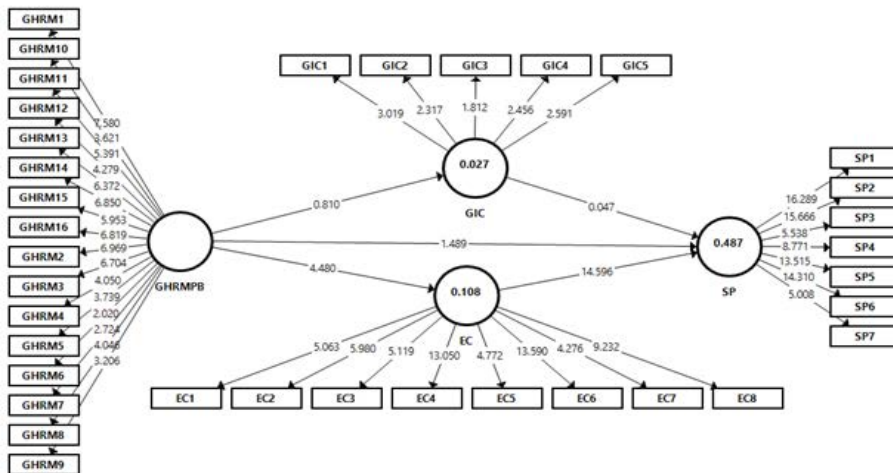
After the measurement model assessment, the structural model was also evaluated. The model significance was assessed using the t-values, path coefficients, and standard errors. The direct and indirect hypotheses were tested using the bootstrapping method (Ringle et al., 2005). Details on the tested hypotheses are provided in Table 7. Only one hypothesis did not find any statistical support, according to the data, whereas all of the other hypotheses did. According to Table ___, which shows that all of the VIF values for the predictors were lower than 5, as advised by Hair et al. (2011), multicollinearity was not found.

STRUCTURAL EQUATION MODELING

Structural equation modelling was utilised to test the relationships between variables. The structural model was validated using Smart Partial least Square (PSL). The structural model reveals the latent variables' relationship patterns. It actually provides information on how the study's conceptual model anticipates the hypothesis. To generate standard deviation and t-statistics that allow statistical significance to be evaluated on each path coefficient, the bootstrapping approach (500 resamples) was used. P-values are significant in this analysis. T-statistics should also be significant to support the model, with values more than 1.65, 1.96, or 2.58 for alpha levels of 0.1, 0.5, and 0.01. The output of the model analysis, which includes path coefficient, p value, and R² for the dependent variable, is analysed, and the research hypothesis is examined.

Path Analysis

Figure 1



The current study used structural equation modelling to evaluate the hypothesis. We investigated the direct link between the proposed variables first, and then the indirect relationship. Table 5 of the study's findings (direct effect) indicated that

GHRM had a positive and significant effect on GIC at a 1% level of significance. The findings also show that, at a 1% level of significance, EC and SP have a favorable and substantial influence on GHRMPB. HR We also discovered that GIC is not significant, respectively. As a result, at various levels of significance, all of the hypotheses from 1 to 6 are accepted and mediation is not accepted.

Table 4 Structure Equation Modeling (SEM)

	Relationships	Beta	S.D	T value	P Values	L.L.	U.L.	Decision
H1	EC -> SP	0.666	0.046	14.596	0	0.653	0.737	Supported
H2	GHRMPB -> EC	0.328	0.073	6.481	0	0.993	0.618	Supported
H3	GHRMPB -> GIC	0.164	0.203	1.819	0	0.469	0.492	Supported
H4	GHRMPB -> SP	0.849	0.056	1.963	0	0.748	0.583	Supported
H5	GIC -> SP	0.302	0.059	2.047	0	0.523	0.603	Supported
H6	GHRMPB -> EC -> SP	0.219	0.051	4.315	0	0.574	0.785	Supported
H7	GHRMPB -> GIC -> SP	0.664	0.013	1.903	0	-0.037	0.019	Not Supported

,*refers to level of significance at 1% and 10% respectively*

The study's first and primary goal was to see if Environmental Consciousness can mediate the relationship between green HRM practices and sustainable performance. Table 5 above shows that EC mediates between GH and SP at a 1% level of significance, and GIC does not mediate between EC and SP. Thus, the results of the mediating analysis show that Environmental Consciousness plays a role in mediating the relationship between green HRM practices bundles and sustainable performance, but Green Intellectual Capital is not playing mediating role.

THEORETICAL CONTRIBUTION

Theoretically, this study imparts knowledge of green HRM practice bundles and sustainable performance by a number of means, first to connect with the research gap of current theoretical research, which adds to test the relationships amongst the scholarly work construct under the Social Cognitive theory of the theoretical paradigm. Furthermore, in the context of Punjab, Pakistan's education industry, this research is underway to fill research gaps and provide specific information on the complex phenomena of environmental consciousness and how it relates to green HRM practices and long-term performance (Economic Performance, Social Performance, Environment Performance). Finally, the findings of this study demonstrate the importance of the GHRPB in enhancing long-term performance in the context of Social Cognitive theory. The findings suggest that top tiers of management and HR professionals in the education sector could be key activists

and major decision and policy makers in promoting environmental consciousness, environmental knowledge, and green HR practices by engaging existing or new manpower to develop their green mindset. Such activities enable employees to agree on or accept green intellectual capital at the highest tiers and managerial levels, ultimately resulting to improved environmental performance. As a result, the current study adds to the SCT theory by demonstrating the mediating effect of environmental consciousness and green intellectual capital on green HRM practices and long-term performance (Naz et al., 2021).

PRACTICAL IMPLICATIONS

Fundamentally, HEIs must present a framework based on strategic performance management, which can be related to green habits as well as employee remuneration and advancement. By incorporating it in annual appraisals, management can further entice staff. This allows them to engage personnel in environmentally friendly activities. Employee engagement will rise, resulting in more environmentally friendly business practices (Hameed et al., 2020). Concerns about sustainability and environmental awareness must be incorporated into HR policies, with managers being held accountable for implementing green HRMPB rules. As a result, management will be responsible for implementing the GHRM practices bundle with primary attention (Naz et al., 2021). Furthermore, in order to measure sustainable performance, HELs must implement corporate sustainability strategies by setting performance goals that are governed by the Green Performance Management and Compensation policy and system. These regulatory regulations are always in line with HELs social, environmental, and societal goals.

LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

There are certain limits to the current research study's goals. To begin, data was collected using a systematic sampling technique from HEIs in Punjab Province, Pakistan. As a result, future research can be collected from other provinces in Pakistan that are implementing green HRM practices in order to better understand the function of the green HRM practices bundle and long-term performance in Pakistan. Second, future studies in the areas of GHRMPB and sustainable performance in Pakistan can employ mixed methods research. Finally, future researchers might investigate the relationship between awareness of sustainable performance and environmental protection legislation and their consequences. Finally, using Corporate Social Responsibility as a moderating variable will provide fresh insights to eminent education experts.

CONCLUSION

The main goal of this research is to look at the link between green human resource management practices, pro-environmental behavior, and long-term performance. The study used Smart PLS and Structural Equation Modeling to collect data from HEIs in Punjab, Pakistan (SEM). The study's findings show that GHRM practices have a beneficial impact on long-term performance. However, we discover that as a mediating variable, Environmental Consciousness has a significant role in mediating

the relationship between Green HRM Practices and Sustainable Performance.

DECLARATION OF COMPETING INTEREST

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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