



Effect of Green HRM & CSR Practices on Sustainable Performance: Mediating Role of Organizational Culture at Service Sector during Covid-19

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Abstract

In today's world, corporate sustainability is a key part of a company's vision and policy. It helps them gain a competitive edge by issuing sustainability reports based on various criteria and metrics. Therefore, the aim of this research was to examine how GHRM (Green Human Resource Management) & CSR (Corporate Social Responsibility) practices affect sustainable performance in the service sector during covid-19 through Organizational Culture. The population of this study was individuals working on any hospital with a total sample of 550 employees. Quantitative Data was collected using questionnaire and SPSS and Smart PLS-SEM was used to analyze the results. The results of this study showed that GHRM and CSR practices had a significant positive effect on sustainable performance, results of this study were also showing organizational culture has a significant mediating impact in GHRM & CSR practices and sustainable performance. Therefore, it is suggested that organizations must implement CSR and GHRM strategies to protect the expertise of their employees. The recruitment and selection policies of an HR department should be based on the identification of the environmental knowledge of candidates. Training programmes for environmental protection must be established. This will assist workers to embrace green manufacturing methods that are designed to meet the needs of environmentally aware consumers.

Keywords: Organizational Culture; GHRM; CSR; Sustainable Performance



Introduction

Recently last two years, COVID-19's impact on the global economy has remained extremely problematic. The COVID-19 spread is causing the businesses to decline with each day, the service industry's business is also affected by the lockdown (Priya et al., 2021). However, service industries; including food, banks, and hospitals, continue to operate in a state of lockdown because these businesses are critical to the world's survival (Xiang et al., 2021). Therefore, it has a negative impact on the company's performance. According to past studies, the lockdown has a negative effect on the company (AlZgool et al., 2021).

In many organizations performance is viewed as a major area of any company that plays a crucial part in achieving organizational goals (Boulhaga et al., 2023). Firm performance is the most critical aspect of all companies' survival in the market. In the market, to remain sustainable, most businesses are emphasizing performance. Because competition is increasing day by day in every market, this has a significant impact on the survival of companies. Some studies in the field of performance of the company suggest that it is the essential aspect of businesses that has a significant impact on their survival and success in the market among a variety of other competitors (Amoako-Gyampah et al., 2019).

Sustainability and environmental affairs are becoming the most significant driver of HRM practices, but there are limited resources in literature and academic work. Organizations may enjoy environmental sustainability and positive performance if human resource practices are linked to environmental and sustainability issues (Malik et al., 2020a). Gilal et al. (2019) pointed that firms which pay attention to the greening of human resource functions may be more productive, thus generating positive performance. In contrast, firms that are not involving their employees in greening activities may lack the effectiveness of their environmental performance.

Therefore, In the business world, (CSR) corporate social responsibility refers to a responsibility implemented by firms on various dimensions of society to improve performance in areas such as the environment, ethical development of the business, economy, employee well-being, as well as firm's operations and planning, which in turn helps to shape the image of the firm in the eyes of stakeholders (Barauskaite & Streimikiene, 2021). CSR and HRM activities are linked to a company's success; thus, when a company has excellent strategic HRM policies in place, it will have a stronger CSR policy in place as well (Sarvaiya et al., 2018). When stakeholders are aware of a company's corporate social responsibility



efforts, a favorable image of the company develops, which boosts the company's value. When it comes to today's competitive business environment, the writers discuss the various responsibilities played by stakeholders, consumers, and employees in multiple organizations across the globe (Chali et al., 2022).

Green human resource management is distinct from any other modern management conceptualization and measurement. Human resource management (HRM) has a primary focus on strategies in connection with general people management (Shen et al., 2018), corporate social responsibility (CSR) manages the ethical and moral basis of corporate social policy (Dahlsrud, 2008), and environmental management (EM) has a primary focus on environmental impact reduction using environmental and business policies (Carroll, 2021). According to Renwick et al. (2013), the purpose of green human resource management is to establish processes and activities designed to improve employee skills, knowledge, motivation, and behavior to achieve organizational environmental objectives and green goals while also reducing costs.

Research on green human resource management (GHRM) has exploded in recent years, with studies being conducted in a wide range of industries, including the automobile industry (Chaudhary, 2019), technology and information (Ojo & Raman, 2019), and hospitality and tourism (Luu, 2017). A little more research is needed on the adoption of GHRM, especially in the service sector (Gilal et al., 2019; Kusumawati, 2021; Timming & Macneil, 2023). In a recent literature review, Malik et al. (2021); Niazi et al. (2023) recommended that researchers consider OC as a mediator between GHRM, CSR, and sustainable performance. Therefore, the main aim of this study was to determine the effects of organizational culture on the relationship between GHRM, CSR, and sustainable performance. By establishing new opportunities and stimulating firm performance, corporate social responsibility activities can become a source of new competitiveness from a strategic standpoint. Considering the suitability of organizational cultures for implementing the CSR activities in question would be a strategy in some situations of organizational cultures. Organizational cultures finally contribute to the improvement of business sustainable performance in some circumstances (Lee & Kim, 2017).

Significance of the study

This study will help identify how OC can help in having GHRM in the organization through green behavior of employees, which is completely cost saving for the organization



furthermore helping environmental improvement. The study can help business leaders, which have a social responsibility to improve the organisational culture through Green Human Resource Management and Corporate Social Responsibility, having an indirect effect on achieving Sustainable Performance. The results may enable employees to gain an understanding of the role that their green behaviour can play in reducing environmental degradation and adding value with regard to environment friendliness. This study will also help policymakers understand the importance of green HRM, CSR, and organizational culture while devising strategies for sustainable performance or since the awareness about environmental problems is rising among employees, the general public, investors, customers, and all other stakeholders.

In terms of academic value, by developing a framework to evaluate the effects of green human resource management and organisational practice on sustainable performance through CSR culture, this study will fill an important gap (Malik et al., 2020b). Literature support, which has already been observed by the researchers referred to above, supports the need for such a framework. That is why, by bridging the research gap, this study will have practical consequences and bring to light new knowledge that currently exists in literature.

Objectives of the study

1. To investigate the impact of Green HRM (recruitment, selection, training, and performance) on Sustainable performance during covid-19.
2. To investigate the impact of CSR (Economic, Legal, Ethical and Philanthropic) on Sustainable performance Covid-19.
3. To investigate the mediation impact of Organizational culture between the relationship of Green HRM (recruitment, selection, training, and performance) and Sustainable performance during covid-19.
4. To investigate the mediation impact of Organizational culture between the relationship of CSR (Economic, Legal, Ethical and Philanthropic) and Sustainable performance during covid-19.

Literature Review

This chapter includes an in-depth review of literature relevant to this research. Pre-existing ideologies/ theories and empirical studies conducted on organizational Culture, GHRM, CSR and Sustainable performance are reviewed, and the research gap is identified. Research frameworks are developed based on literature which will be later empirically tested in this research.



Green HRM and Sustainable performance

GHRM is an organizational change that utilizes each employee's intersecting point to motivate environmental performance practices and raise employee understanding of sustainable practices and environmental problems (Yusoff et al., 2020). Companies are increasingly identifying the value of green selection and recruitment (GR&S). HR professionals are particularly paying attention to maintaining and hiring skilled employees, particularly those ecofriendly (Tang et al., 2018). Additionally, green recruiting enables businesses to easily attract competent and qualified employees knowledgeable about the environment and sustainable performance (Zaid et al., 2018). Amjad et al. (2021) discovered a considerable influence of green recruitment & selection on sustainability. Green training (GT) increases workers' understanding of the importance of environmental protection in the workplace and strengthens their ability to adapt to it (Amrutha & Geetha, 2021).

Green performance evaluation focuses on environmental problems, environmental compliance environmental, policy communication, and concerns. However, organizations confront difficulties measuring environmental performance levels across departments and disseminating information about their employees' environmental performance (Meraj et al., 2023). Previous research has established that green compensation and performance management have a beneficial effect on sustainability and contribute considerably to the three elements of sustainable performance, namely social, economic, and environmental performance. Regardless of the organization's limitations in objectively evaluating green performance appraisal & staff efficiency, it positively influences long-term performance (Obeidat et al., 2023).

Hypothesis1: Green HRM has a significant effect on Sustainable performance during covid-19.

CSR and Sustainable performance

CSR is defined as a commitment by businesses to make constructive contributions to society or any individual impacted by their social actions (Nimwal et al., 2023). CSR is concerned with an organization's commitment to strengthening its contributions to human society. CSR exists due to organizations' commitments to the welfare and helpful assistance of culture through ethical, economic, and beneficial business applications that benefit stakeholders and the business environment (Khan & Manurung, 2023). By adhering to CSR standards that promote environmental protection, an organization can put its ethics into practice by



addressing societal issues that are essential indicators of corporate social responsibility. Previous research has established that socially responsible businesses have a favorable image among their many stakeholders and consumers (Malik et al., 2021b). Additionally, Ye et al. (2022) found that CSR has a favorable effect on sustainable performance.

Hypothesis 2: CSR has a significant effect on Sustainable performance during covid-19.

Mediating role of Organizational culture between Green HRM and Sustainable performance

GHRM is a concept for implementing HRM practices and policies for sustainable use of resources in promoting environmental sustainability and business organizations. Effective GHRM can be facilitated by organizations with the practices of green Recruitment, selection, and performance (Mousa & Othman, 2020). Previous research from Yong et al. (2020) concluded that there were positive effects of GHRM on SP. Various variables like OCBE, competitive advantage and Green supply chain management practices ,have been known to mediate the relationship between Green HRM and Sustainable performance (Bon, Zaid, & Jaaron, 2018; Jayabalan, Zafir, Kumar, Hayati, & Mai, 2020).

The study conducted by (Shahzad et al., 2023) supports our finding that OGC has a partial impact on moderating the relationship between sustainability performance as well as green values. This suggests that although cultural values play an important role in facilitating adoption of environmentally sound practices within organizations, other factors are also at play such as economic incentives. Another relevant research conducted by Awan et al. (2023) further confirms our hypothesis on the crucial role played by organizational culture in enhancing environmental performance through facilitating adoption of green selection practices within an organization. In their study investigating GHRM (Green Human Resource Management), they found out that greening HRM processes can enhance employee commitment towards environmental goals which ultimately fosters a positive attitude towards adopting eco-friendly strategies.

Hypothesis 3: There is a significant Mediation effect of Organizational Culture on the relationship between Green HRM and Sustainable performance during covid-19.



Mediating role of Organizational culture between CSR and Sustainable performance

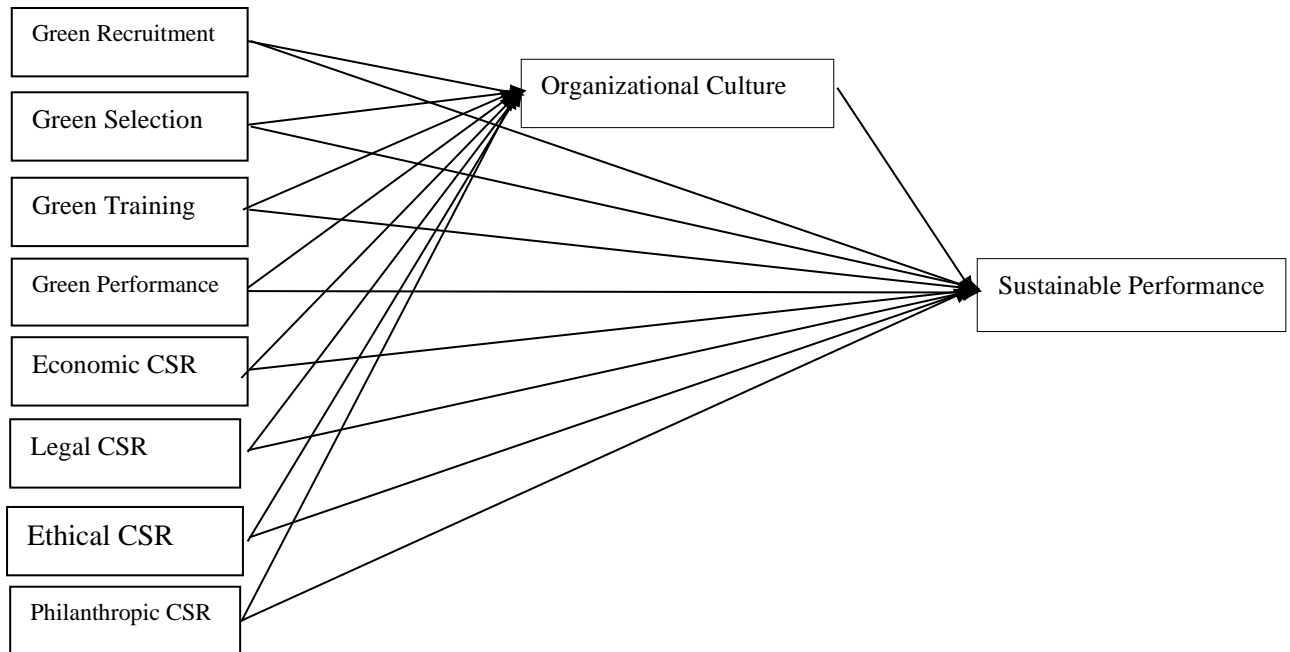
The relationship between ethical corporate social responsibility (CSR) and sustainable performance has been a topic of interest in the business world for quite some time. However, recent research suggests that organizational culture might play a crucial mediating role in enhancing this relationship, leading to long-term success for businesses (Ishaq et al., 2023). Various variables like knowledge management, organizational commitment and Social Media Marketing have been known to mediate the relationship between culture and Sustainable performance (Sapta, Sudja, Landra, & Rustiarini, 2021). Moreover, Organizational culture is frequently cited as the main impediment to embedding CSR into a firm. CSR and OC have explained in prior studies that show a lack of organizational adaptability that may produce inconsistent conclusions about the relationship between CSR adoption and stakeholder demand for Sustainable performance. As in previous sustainable demonstrated that stakeholder pressure has a positive correlation with organizational culture; and organizational culture has a positive influence on the implementation of CSR practices, it is proved that organizational culture can serve as a strong link between CSR adoption and stakeholder pressure to improve Sustainable performance (Espasandín-Bustelo et al., 2021; Siyal et al., 2022).

Phillips et al. (2019) demonstrated that the relationship between CSR and financial outcomes has moderation effect of organizational cultures, and it is possible that organizational cultures play a significant role in fostering a positive association between CSR and company performance. The results of the study conducted by Khan & Manurung (2023) demonstrate that organizational culture, philanthropic corporate social responsibility (CSR) initiatives and sustainable performance having positive relationship and their findings suggest that companies must cultivate a positive culture to achieve long-term sustainability goals, as this can significantly impact their business social responsibility (BSR).

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Hypothesis 4: There is significant Mediation effect of Organizational Culture on the relationship between CSR and Sustainable performance during covid-19

Figure 1
 Theoretical Framework



Research Methodology

This section explains information on the measures and methods that were used to attain the aim of the existing study. In This research, quantitative research was used research to collect the data because it is less bias, and the partiality of researcher is also reduced by overcoming the generalizability of results.

Population and sample Size

The population in the current study is employees working in private and public healthcare sectors. A convenient sampling method was employed in this research in order to obtain data from respondents. Data was collected from 550 employees working in a higher, middle, and lower management different health organizations located with in Karachi, Islamabad, Quetta, Peshawar, and Lahore cities of Pakistan.

Data Collection

Primary data was collected using online questionnaire, The 5-point scale was used in this study to gather data from participants. 10 items was measured by using GHRM(Green recruitment, green selection, green hiring and green performance) Scale adopted from Form (Yong, Yusliza, Ramayah, Chiappetta Jabbour, Sehnem, & Mani, 2022). This scale is



presenting to measure how the individual is selected and individual feel that they can control the challenges present within the environment and what are the actions that need to undertake. A 16 item scale is used to measure CSR (economic, legal, ethical, and Philanthropic) whose basis is the work of (Amezaga, Ramirez, Martinez, & Lugo, 2017). For the measurement of OC (market culture, clan culture, hierarchy culture, adhocracy culture), the 12 items were adopted from (Lee & Kim, 2017). Similarly, A 15 item scale was used to measure SP (environmental, social, and economic performance) whose basis is the work of (Malik et al., 2021a).

Statistical Tools

The study used SPSS and Smart PLS to investigate the mediating role of organizational culture in the relationship between Green HRM (recruitment, selection, training, and performance) and Sustainable performance during the COVID-19 After data collection from 550 participants. SPSS was used for demographic information analysis. The PLS-SEM approach was adopted to confirm the validity and reliability of the measurement model and the structural model was used to test the hypotheses.

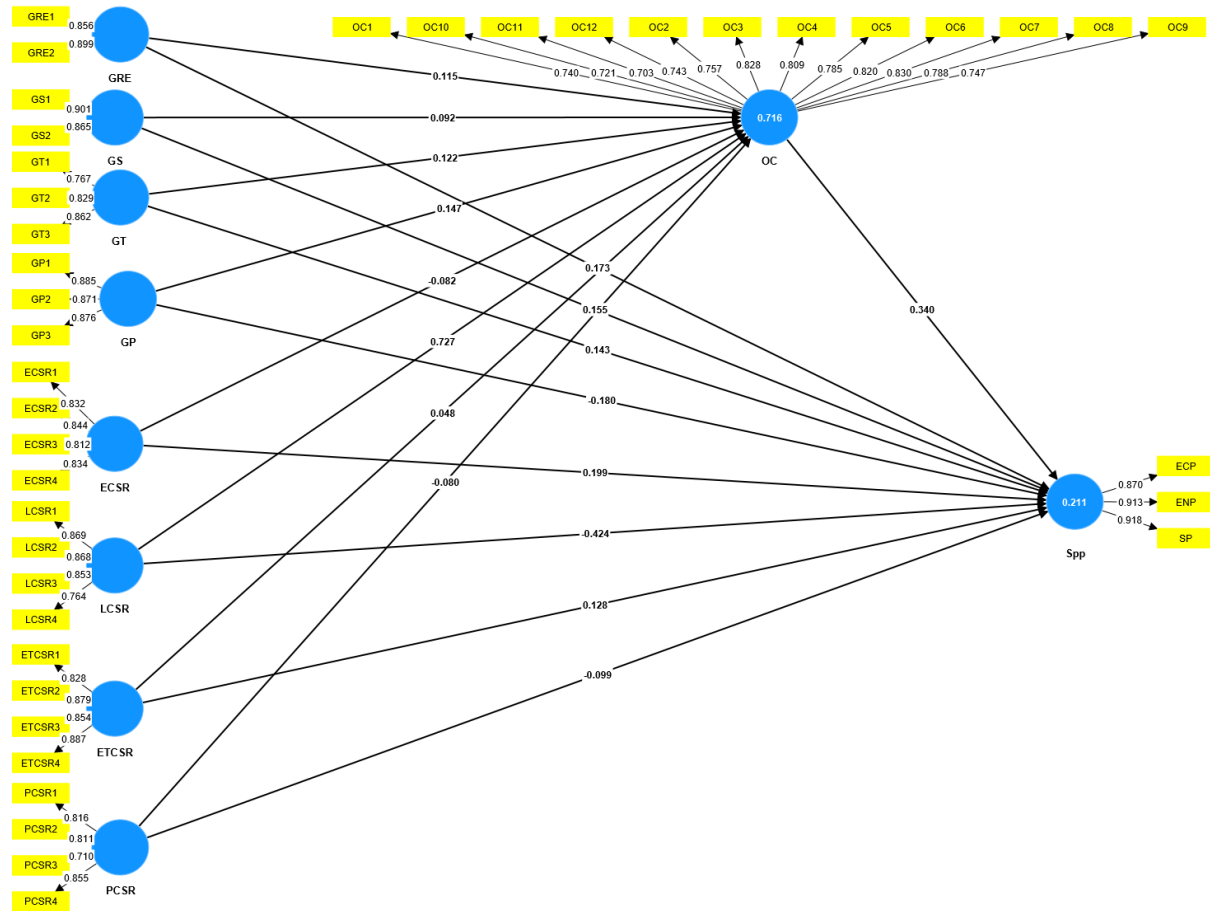
Discussion and Analysis

The data gathered through the semi structured questions contributed positively to the hypothesis. In this section, the empirical results from the survey and the descriptive statistics for the study's participants are presented. This section also describes the modification of the measurement model fig2. Finally, the results from the study's proposed structural model are presented, which test the developed hypotheses through PLS-SEM fig 3.

Analysis of Measurement Model

For estimation of the measurement model, the reliability and validity of the scales used to measure the latent variables and its observed indicator variables were tested. To test reliability & validity of variables, Cronbach's alpha, CR, factor loading AVE, and HTMT were used.

Figure 2
 Measurement Model



Outer loading shows the correlation between the indicator variables and the variable. The measure thus shows the importance of the indicator variables for the definition of the variables. Each indicator variable should have an outer loading above 0.7 and indicator variables with an outer loading below 0.4 should be removed (Hair et al., 2013). As table 1 shows, all indicator variables have an outer loading greater than 0.7.

Table 1
 Outer Loading

Variables/Constructs	Items	Factor loading	Cronbach's alpha	CR	(AVE)
ECSR	ECSR1	0.832	0.851	0.899	0.690
	ECSR2	0.844			
	ECSR3	0.812			
	ECSR4	0.834			
ETCSR	ETCSR1	0.828	0.886	0.921	0.744



	ETCSR2	0.879			
	ETCSR3	0.854			
	ETCSR4	0.887			
GP	GP1	0.885	0.851	0.909	0.770
	GP2	0.871			
	GP3	0.876			
GRE	GRE1	0.856	0.704	0.870	0.770
	GRE2	0.899			
GS	GS1	0.901	0.719	0.876	0.780
	GS2	0.865			
GT	GT1	0.767	0.760	0.860	0.673
	GT2	0.829			
	GT3	0.862			
LCSR	LCSR1	0.869	0.859	0.905	0.705
	LCSR2	0.868			
	LCSR3	0.853			
	LCSR4	0.764			
OC	OC1	0.740	0.939	0.947	0.599
	OC10	0.721			
	OC11	0.703			
	OC12	0.743			
	OC2	0.757			
	OC3	0.828			
	OC4	0.809			
	OC5	0.785			
	OC6	0.820			
	OC7	0.830			
	OC8	0.788			
	OC9	0.747			
PCSR	PCSR1	0.816	0.819	0.876	0.640
	PCSR2	0.811			
	PCSR3	0.710			
	PCSR4	0.855			
SPP	SP	0.918	0.884	0.928	0.811
	ECP	0.870			
	ENP	0.913			

The measure estimates the reliability of the variable constructs' internal consistency, which refers to how well the indicator variables measure the same underlying concept (Hair et al.,



2013). For a construct to be considered reliable, Cronbach's alpha and Composite reliability should be higher than 0.70. Table 1 shows that Cronbach's alpha and Composite reliability for all constructs are above 0.70. The results of Cronbach's alpha, composite reliability and factor loading show that the study's variables and associated indicator variables have good reliability.

Further, AVE shows the variance captured by a variable construct in relation to the variance due to measurement error. For validity, AVE should be 0.5 or higher. As table 1 shows, all constructs have AVE higher than 0.5 and the convergent validity of the variables is considered confirmed.

Discriminant Validity

Discriminant validity means that the measuring instruments for the variables are statistically distinct, i.e., measure different things (Hair Jr et al., 2014). To assess discriminant validity, heterotrait-monotrait ratio of correlations (HTMT) and Fornell-Lacker criterion are evaluated. HTMT is a measure of the similarity between the different variable constructs. The cut-off level for discriminant validity is HTMT below 0.9. Table 2 reports the HTMT ratio for correlation between the study's variable constructs, which shows that all values are below the threshold level of 0.9.

Table 2

Heterotrait-monotrait ratio of correlations (HTMT)

	ECSR	ETCSR	GP	GRE	GS	GT	LCSR	OC	PCSR	SPP
ECSR										
ETCSR	0.150									
GP	0.277	0.105								
GRE	0.076	0.066	0.276							
GS	0.101	0.135	0.258	0.154						
GT	0.223	0.229	0.566	0.227	0.843					
LCSR	0.510	0.332	0.398	0.085	0.097	0.350				
OC	0.324	0.317	0.517	0.250	0.259	0.501	0.869			
PCSR	0.176	0.152	0.248	0.087	0.799	0.555	0.183	0.184		
SPP	0.126	0.161	0.041	0.304	0.286	0.269	0.056	0.140	0.079	

Fornell-Larcker criterion is another successive method for the estimation of discriminant validity as this measure helps in making the comparison between the square root of AVE



values and correlation of latent variables (Hair Jr et al., 2014). Table 2 revealed that the Fornell-Larcker criterion values of each construct are greater than its superior correlation with other constructs. Therefore, it can be concluded that the discriminant validity is present between the variables of the research.

Table 3

Fornell-Larcker criterion

	ECSR	ETCSR	GP	GRE	GS	GT	LCSR	OC	PCSR	SPP
ECSR	0.831									
ETCSR	0.130	0.862								
GP	0.241	0.095	0.877							
GRE	0.017	0.027	0.212	0.878						
GS	0.084	0.106	0.202	0.108	0.883					
GT	0.192	0.191	0.466	0.171	0.616	0.820				
LCSR	0.438	0.297	0.349	0.038	0.077	0.294	0.839			
OC	0.298	0.293	0.469	0.206	0.215	0.439	0.791	0.774		
PCSR	0.163	0.125	0.213	-0.022	0.616	0.445	0.171	0.177	0.800	
SPP	0.114	0.146	0.004	0.238	0.234	0.226	0.050	0.131	0.054	0.900

Coefficient of determination R²

The value of R² is a measure of variance explained for each endogenous construct also an evaluation tool for a model 's predictive accuracy (Hair et al., 2014). In this research the model having low R² value 0.211 lead towards an acceptable goodness of fit. The results are presented in table 4. The result shows that 21.1% of the variance in SP is explained by GHRM, CSR and OC.

Table 4: Coefficient of determination R²

	R-square	R-square adjusted
SPP	0.211	0.197

Hypotheses Testing Through Assessing the Structural Model (Inner Model)

The study's hypotheses were tested using PLS-SEM to estimate the significance of estimated path coefficients within PLS-SEM (Hair Jr et al., 2014). PLS bootstrapping was run in order to check mediation of Organizational Culture in the relationship between GHRM, CSR and sustainable performance. The results of the study are shown in table 5.

Figure 3
PLS Bootstrapping Result

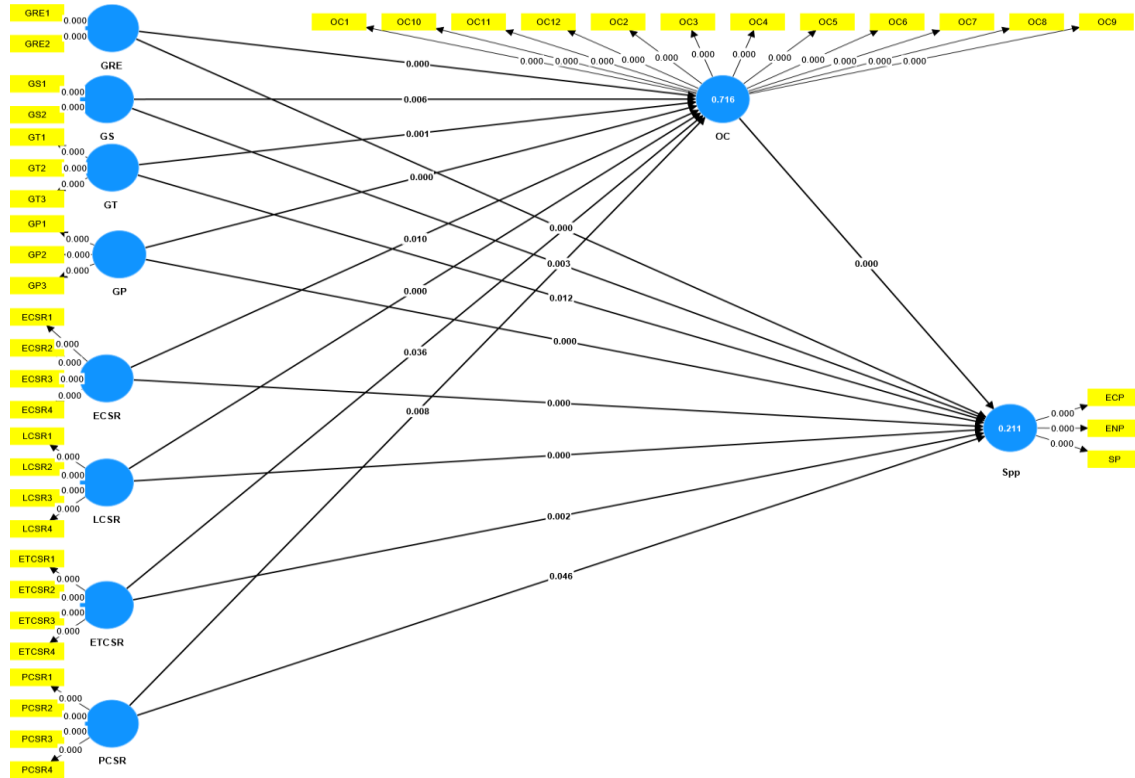


Table 5
Hypotheses

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P values
H1 GHRM -> SP					
GRE ->SP	0.173	0.174	0.047	3.713	0.000
GS ->SP	0.155	0.151	0.053	2.922	0.003
GT ->SP	0.143	0.143	0.057	2.522	0.012
GP ->SP	0.180	0.180	0.051	3.536	0.000
H2 CSR-> SP					
ECSR->SP	0.199	0.199	0.045	4.434	0.000
LCSR ->SP	0.424	0.422	0.075	5.671	0.000
ETCSR ->SP	0.128	0.129	0.041	3.100	0.002
PCSR ->SP	0.099	0.096	0.050	1.995	0.046
H3 GHRM-> OC -> SP					
GRE -> OC -> SP	0.039	0.039	0.014	2.762	0.006
GS -> OC -> SP	0.031	0.031	0.015	2.123	0.034
GT -> OC -> SP	0.042	0.041	0.015	2.743	0.006
GP -> OC -> SP	0.050	0.050	0.017	2.895	0.004
H4 CSR-> OC -> SP					
ECSR -> OC -> SP	0.028	0.027	0.012	2.315	0.021
LCSR -> OC -> SP	0.247	0.245	0.053	4.662	0.000
ETCSR -> OC -> SP	0.016	0.016	0.008	1.992	0.046
PCSR -> OC -> SP	0.027	0.026	0.012	2.171	0.030



GHRM practices have a significant impact on Sustainable performance.

Furthermore, the results show that Green HRM practices (recruitment, selection, training, and performance) have a statistically significant positive effect on Sustainable performance (t-value= 3.713, 2.922, 2.55, & 3.356 p-value= 0.000, 0.003, 0.012 & 0.000) Respectively.

Therefore, H1 is confirmed.

CSR practices have a significant impact on Sustainable performance.

Further, the hypothesis test presented in Table 5 thus confirms a statistically significant positive effect (p-value < 0.05) of CSR practices (Economic, Legal, Ethical and Philanthropic) on the Sustainable performance. Therefore, H2 is confirmed.

Mediating Effect of Organizational Culture between GHRM and Sustainable performance

The mediation hypothesis test presented in Table 5 confirms a statistically significant positive effect OC between GHRM (recruitment, selection, training, and performance) and Sustainable performance (H3: t-value= 22.123, 2.743 & 2.895 p-value= 0.006, 0.034, 0.006, & 0.004). So, there is a partial mediating effect of OC between and GHRM (recruitment, selection, training, and performance) because sustainable performance is strongly influenced by GRE both directly and indirectly.

Mediating Effect of Organizational Culture between CSR and Sustainable performance

The mediation hypothesis test presented in Table 5 confirms a statistically significant positive effect OC between the CSR practices (ECSR, LCSR, ETCSR&PCSR) and Sustainable performance (H4: t-value= 2.3154, 6.62, 1.995 & 2.171 p-value= 0.021, 0.000, 0.046 & 0.030) respectively. Therefore, H5 is confirmed. So, table 4.13 justifies the hypothesis which tells that OC positively mediates in the relationship between ECSR, LCSR, ETCSR& PCSR and Sustainable performance will be strong. All the above results confirm that all hypotheses of the study were significantly supported.

Conclusion and Discussion

Discussion

The result of this study shows that there is a positive impact of GHRM & CSR practices on sustainable performance through organizational culture. This study results shows that by



realizing that green recruitment, selection, training, and performance is an integral component of green organizational policies and objectives, workers may engage in green behavior and experience the informational advantages of a green working environment. Past studies result also show that green recruitment was the first green practice to gain popularity, only a few companies have integrated environmental considerations into their recruiting procedures (Jose Chiappetta Jabbour, 2011). Green recruitment as a key approach to attracting talent, was shown to be more successful and cost-effective than traditional environmental training courses. Similarly, green recruitment & selection is concerned with sustainable methods for workers to accomplish the ecological objectives of the organization, thus establishing a clear connection between their conduct and their corporate expectations. Such a connection would enhance employee identification with the organization.

Similarly, Masri and Jaaron, (2017) was focused on how green training and development has a significant effect on sustainable performance. Similar results in other developing nations were found by Amjad et al. (2021) in terms of obtaining benefits from employees by using green training and development concepts. These results suggest that in order to more successfully implement GHRM practices, Pakistan should invest more in green training and development. Green performance may help with GHRM implementation. Importantly, in Pakistan, health sector has paid little attention to utilizing green incentives and compensation to encourage employees to adopt green performance.

Similarly, the result of this study shows that CSR assists organizations to enhance their sustainable performance because CSR is mainly concerned with encouraging the economic well-being of several stakeholders, including employees, shareholders, and customers. Li et al. (2022) demonstrated that by participating in economic CSR, organizations can generate value for these stakeholders, confirming the long-term sustainability of their companies. Furthermore, it is vital for organizations to implementation caution when implementing Therefore, it is necessary for organizations to sustain transparency and make sure that their economic CSR activities are supported with their overall sustainability strategy. By doing so, companies can develop a more sustainable and successful business model in the long run. Thus, organizations need to incorporate CSR practices into their strategies to attain sustainable performance. Further, OC acts as a motivational tool in encouraging OP. Business managers with healthy OC have a practice of using translucent and open communication



systems for motivating their employees to increase performance and productivity of organizations.

Moreover, green management techniques can assist the manufacturing industry in its dealing with issues such as pollution and sustainable development. Environmental and sustainability education is essential for the well-being of all people. Organizational culture plays a vital role in the achievement of long-term environmental harmony through economic and social progress. A person's knowledge of waste management, such as recycling, improves as their understanding of sustainable green practices rises (Abdou et al., 2020). Having a great organization green culture provides a number of benefits for employees, including better productivity and morale. When it comes to the adoption of sustainable practices, research has shown that green culture is an important factor (McCullough et al., 2019). By offering insights from health sector organizations in Pakistan, the study adds to the literature on GHRM, in a developing economic context. At present, little is known about the mediating influence of OC on sustainable performance.

In Pakistan's health care sector, GHRM has been shown to be a good predictor of green selection, green training and development, and green performance. Findings of this study also shows that A good and supportive culture supports a strong commitment to sustainability, employee participation, and open communication and transparency. Therefore, Organizations that want to enhance their CSR reporting should concentrate on creating a culture that appreciates social responsibility and connects it with their beliefs and regulations. It is critical in establishing trust and long-term relationships with consumers, suppliers, and shareholders. Therefore, corporate leaders must aim to maintain a well-cultivated organisational culture that prioritizes CSR practises and deeply embeds them in their operations, resulting in a win-win situation for all stakeholders. All the above results confirm that all hypotheses of the study were significantly supported.

In addition, leaders should establish a culture of collaboration to encourage the sharing of information among workers. By using this approach, all workers will improve their level of competence. In an age of increasing environmental awareness, the demand from stakeholders to implement green initiatives is very strong. Companies must establish a good connection with their clients, suppliers, distributors and environmental authorities to better understand the requirements of different stakeholders. The recruitment and selection policies of an HR department should be based on the identification of the environmental knowledge of



candidates. Training programmes for environmental protection must be established. This will assist workers to embrace green manufacturing methods that are designed to meet the needs of environmentally aware consumers. The success of a system for environmental preservation needs the dedication of senior management. The HR department, which aims at preserving knowledge and greening its HRs, should get full backing from top management. Without strategic support from corporate leaders, green HRs cannot be maintained. Politicians must thus understand the significance of GHRM and environmental protection. Due to the rising demands from stakeholders and consumers, industrial companies must comply with environmental legislation to achieve corporate environmentalism.

Conclusion

Nowadays, the protection and maintenance of the natural eco-resource system has become a key concern for policymakers and senior management in many industries. Companies now face increasing competition that forces managers to continuously discover new methods to maximize their most significant organizational resources, where HRM and CSR is considered a major success actor in adopting policies and procedures, and in enhancing sustainable performance. HRs contribute to corporate success, which may lead to innovation, sustainable performance, and effective use of corporate resources to minimize risks and barriers that keep the organization competitive in the market. Therefore, the aim of this study was to establish the relationship between Green Human Resource Management (GHRM), Corporate Social Responsibility (CSR) practices, and sustainable performance. A closed questionnaire-based survey was undertaken to collect data with the purpose of studying the impact of GHRM and CSR practices on sustainable performance. The study's results support the hypothesis that organizational culture (OC) is a mediating in this relationship. Specifically, the research demonstrates that positive GHRM and CSR practices significantly impact sustainable performance. Organizations can enhance their social, economic, and environmental performance by implementing green procedures and adopting CSR initiatives, leading to sustainable outcomes. The problem of managing the consumption of resources and economic development urges businesses to adopt efficient and effective business strategies that enhance their social, economic and EP. Therefore, Future GHRM research may focus on the sustainability of the environment, and HR may be a powerful way to promote green and sustainable performance.

6.1 Recommendation and Limitations



This research has limitations, as is common with research. The first limitation is that experts and HR managers working in healthcare companies in developing countries lack CSR and GHRM experience, which necessitated extra data and information from participants that might have influenced outcomes. Only a few studies on CSR and GHRM practices and their impact on sustainable performance have been conducted in this healthcare sector, so the researcher advises testing the current study's hypotheses in the healthcare sector in other developed and developing countries in order to confirm the study's findings.

Finally, this study employed three pillars to examine the impact of GHRM practices and four pillars to examine CSR practices on sustainability (social, economic and environmental). Because few studies in this field have been done, future studies may focus on crucial topics in this area, such as, the role of GHRM and CSR and mediation factors associated with the manufacturing sector (e.g., employees' attitude, green work life balance). Convenience sampling was a limitation in this thesis since the procedure to collect data is not of generalization value, which random sampling technique instead could give. Another limitation is that the data is from health care sector only, which may not give a holistic picture of academics in Pakistan therefore future researchers should including multiple industries across different geographical locations, to improve the generalizability of the findings.

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