THIERRY NIYOKWIZERA

EXPLORING THE IMPACT OF GREEN HUMAN RESOURCE MANAGEMENT ON UNIVERSITY SUSTAINABILITY: ACADEMIC STAFF PERCEPTIONS AND

MBA THESIS

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APPROVAL

We certify that we have read the thesis submitted by **Thierry Niyokwizera** titled **"Exploring the Impact of Green Human Resource Management on University Sustainability: Academic Staff Perceptions and Insights"** and that in our combined opinion it is fully adequate, in scope and in quality, as a thesis for the degree of Master of Business Administration.

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DECLARATION

I hereby attest that all the data, documents, findings and analysis in this thesis were collected and documented in accordance with Institute of Graduate Studies, Near East University, rules of academics and ethics regulations. I again attest that as required by these rules and conduct, I have properly referenced and cited material and information that are not original to this study.

Thierry Niyokwizera

…../…../2025

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Thierry Niyokwizera

ABSTRACT

EXPLORING THE IMPACT OF GREEN HUMAN RESOURCE MANAGEMENT ON UNIVERSITY SUSTAINABILITY: ACADEMIC STAFF PERCEPTIONS AND INSIGHTS

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Green Human Resource Management (GHRM) refers to using human resource management practices to reinforce environmental sustainability practices and increase employee's commitment on the issues of environmental sustainability. It embraces considering concerns and values of environmental management in applying human recourses (HR) initiatives generating greater efficiencies and better environmental performance (EP)necessary for reducing employees carbon footprints. The purpose of this study is to explore how the implementation of green human resource management (GHRM)practices at Near East University would be perceived by academic staff members in items of their impact on the university sustainable/environmental performance. Data were collected at Near East University in North Cyprus. The quantitative approach was taken for this study, and a formal questionnaire was circulated among the academic staff of the university. Convenience sampling techniques were utilized to select the respondents from different faculties of Near East University, and the partial least squares (PLS) modelling technique was used to analyse the data, which comprised 113 respondents. The findings revealed that three sets out of four sets of green human resource management (GHRM) practices such as green recruitment and selection, green training and development and green performance management had a notable relationship with environmental performance. This study is unique in a way that it offers knowledge about green human resource management (GHRM) practices in the higher education sector, along with the most significant task of academic staff environmentally friendly behaviour to improve the environmental performance of the university.

Key Words: Green Human Resource Management, , Environmental Performance. Academic staff, University sustainability,Human resource management

ÖZET

YEŞİL İNSAN KAYNAĞI YÖNETİMİNİN ÜNİVERSİTE SÜRDÜRÜLEBİLİRLİĞİ ÜZERİNDEKİ ETKİSİNİN ARAŞTIRILMASI: AKADEMİK PERSONELİN ALGILARI VE GÖRÜŞLERİ

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Yeşil İnsan Kaynakları Yönetimi, çevresel sürdürülebilirlik uygulamalarını güçlendirmek ve çalışanların çevresel sürdürülebilirlik konularına olan bağlılığını artırmak için insan kaynakları yönetimi uygulamalarının kullanılması anlamına gelir. Bu kavram, çalışanların karbon ayak izlerini azaltmak için gerekli olan daha yüksek verimlilik ve daha iyi çevresel performans sağlayan insan kaynakları girişimlerini uygularken çevresel yönetimin endişelerini ve değerlerini dikkate almayı içerir. Bu çalışmanın amacı, Yakın Doğu Üniversitesi'nde yeşil insan kaynakları yönetimi uygulamalarının, üniversitenin sürdürülebilirlik/çevresel performansı üzerindeki etkisine ilişkin olarak akademik personel tarafından nasıl algılanacağını araştırmaktır. Veriler Kuzey Kıbrıs'taki Yakın Doğu Üniversitesi'nde toplanmıştır. Bu çalışma için nicel yaklaşım benimsenmiş ve üniversitenin akademik personeli arasında resmi bir anket dağıtılmıştır. Yakın Doğu Üniversitesi'nin farklı fakültelerinden yanıt verenleri seçmek için kolaylık örnekleme teknikleri kullanılmış ve 113 yanıtlayıcıdan oluşan verileri analiz etmek için kısmi en küçük kareler modelleme tekniği kullanılmıştır. Bulgular, yeşil işe alım ve seçme, yeşil eğitim ve geliştirme ve yeşil performans yönetimi gibi dört yeşil insan kaynakları yönetimi uygulamasından üçünün çevresel performansla önemli bir ilişkisi olduğunu ortaya koymuştur. Bu çalışma, yükseköğretim sektöründeki yeşil insan kaynakları yönetimi uygulamaları hakkında bilgi sunması ve üniversitenin çevresel performansını iyileştirmek için akademik personelin çevre dostu davranışlarının en önemli görevi olduğunu ortaya koyması bakımından benzersizdir.

Anahtar Kelimeler: Yeşil İnsan Kaynakları Yönetimi, Çevresel Performans. Akademik personel, Üniversite sürdürülebilirliği, İnsan kaynakları yönetimi

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GHRM: Green Human Resource Management

EP: Environmental Performance

GRS: Green Recruitment and Selection

GTD: Green Training and Development

GPM: Green Performance Management

GRM: Green Reward Management

PLS-SEM : Partial Least Squares Structural Equation Modelling

SPSS: Statistical Package for Social Sciences

CHAPTER I

INTRODUCTION AND BACKGROUND

This research focuses on exploring the impact of Green Human Resource Management (GHRM) on university sustainability, specifically through the perceptions and insights of academic staff members. In recent years, environmental sustainability and the development of green organizations have become some of the most pressing and widely discussed global issues (Pham,& Chiappetta Jabbour, 2019). GHRM has gained significant attention due to its advantages, such as improving environmental performance, creating new ideas, motivating personnel to commit themselves to green activities, and improving employee commitment levels about the environment in organizations, the theory of GHRM has been defined across the globe. HRM practitioners have to re-examine the mission and expand the practice of the profession through the integration of green management practices to improve the way in which they conduct the principal HRM practices because currently organizations are re-focusing their approach and priorities towards more sustainable agendas. From Ansari, Farrukh & Raza (2021), HRM can measure and drive the behavior, consciousness, and motivation of the workforce toward sustainability.

As a result, HRM enables businesses to easily define and formulate long-term policies. More and more colleges and universities around the globe have attempted to incorporate green practices and green initiatives in the services they provide. Universities are anticipated to be the leaders in embracing measures and alternatives to combat prevailing environmental challenges as learning and research institutions. Universities are also anticipated to take a lead by revitalizing into focus and acknowledging the changing needs and challenges of environmental protection matters. The teaching, research, and administrative staff of the higher education institutions should embrace green and eco-friendly approaches in the regular day-to-day working processes (Anwar et al., 2020). Green behaviors are often employed to refer to the actions of workers that make an impact on environmental management in the workplace (Dumont, Shen & Deng, 2016). Green workplace practices are optimally achieved where employee green behaviors are taken into consideration. In addition, studies show that employee training in green practices is essential for green

management projects (Mazzi et al., 2016), as this will improve the degree of environmental performance and benefit employers with a competitive edge. Green human resources management (GHRM) practices are viewed as a crucial HRM technique to make employees green-aware in the workplace for the intention of shaping green employees' behavior. Green recruitment, green development, green reward, and green performance appraisal are a few of the activities included under GHRM processes aimed at promoting environmental management (Dumont, Shen & Deng, 2016). In addition, schools are the largest energy and resource utilizers due to enhanced learning activity and wasteful usage of IT devices (Usman et al., 2022a). Universities have a responsibility towards the environment and incorporate environmental management (EM) considerations and practices within their strategies, development and research agendas, operational processes, information technology, and teaching curricula (Huang et al., 2022; Yusliza et al., 2019). Some research has examined employees' commitment towards ecological tasks, and this is helpful to know the interrelationship between ecological commitment and HRM (Pham & Chiappetta Jabbour, 2019). In contrast to large-scale studies that aimed at the effect of environmentally friendly HRM on firm EP and the pro-environmental behavior of employees, prior studies have not yet discovered the impact of green HRM practices on green commitment. In addition to this, in line with the ability motivational opportunity (AMO) theory, presented a model for studying the effects of green HRM practices like recruitment, training, and appraisal, but the researcher only came across several studies in the literature that show the influence of green HRM on environmental commitment and behavior.

In recent years, Green HRM has been adopted as a means of exploiting organizational practices in attaining environmental sustainability. Essentially, Green HRM expounds on the incorporation of eco-friendly practices across HRM functions, including recruitment, training, and performance management, in directing or supporting sustainable development within organizations. With the mounting worldwide interest in climate change and environmental degradation, there has been increasing pressure on organizations to adopt sustainable practices that come with positive environmental contributions and retain their competitive edge. Green HRM seeks to incorporate sustainability into human resource practices to create a culture of environmental responsibility and mobilize employees toward the realization of

organizational and ecological sustainability objectives (Renwick, Redman, & Maguire, 2013). The different strategies of Green HRM practices include those which are aimed at the reduction of waste, carbon emission, and the maximization of resource utilization within an organization. These practices have not only minimized the carbon footprint of organizational operations but also supported employee engagement by aligning individual values to corporate social responsibility initiatives. For instance, in companies that include the values of ecological policy in their employee hiring and induction process, therefore, the employees who care about sustainability will be incorporated into the company workplace team and this will contribute to considerably enhanced and implementing sustainable development within one's workplace. This eventually results in job satisfaction, productivity, and organizational commitment when personal and organizational values are congruent. As recognition of the applicability of sustainable development to business operations grows, so too is the case regarding the attention given to the role HRM can play in supporting environmental sustainability. The role of the HR department has, therefore, expanded from merely performing traditional functions to initiating activities aimed at reducing the ecological footprint of the organization. Green HRM is an approach that aims to build ecologically oriented human resources through the implementation of green recruitment, green training, and eco-friendly performance management processes. It may be the route by which organizations in developing economies with fast and furious economic growth can keep up with the pace of economic development without compromising ecological sustainability. There is a deep need for the organization to import sustainable practices that are globally known and recognized within the environmental standards. However, Green HRM practices can bridge this gap by embedding sustainable practices into the organizational culture and thereby mobilizing employees to engage in eco-friendly behaviors both within and outside the workplace. As Daily & Huang (2001) posit, this way, Green HRM can contribute to both sustainable development and enhanced organizational performance, therefore creating a win-win situation for businesses and society alike. Green HRM involves the implementation of environment-friendly HRM policies to enhance productivity, reduce costs, enhance employee retention and engagement, enabling employees to minimize carbon emissions. Some examples include online training, telecommuting, recycling, job sharing, sharing a car, teleconferencing, virtual interviewing, filing electronically, and office space while energy efficiency. It is an added responsibility

of today's human resource managers to educate the young generation and the working population about Green HRM, the Green Movement, utilization of natural resources, as well as how to help companies protect the environment and natural resources for coming generations. Organizations are incorporating green initiatives into their operational plans as a result of the increased awareness of environmental sustainability. Green Human Resource Management (GHRM) is one such program that attempts to assist organizations in developing sustainably by aligning HR practices with environmental objectives. The aim of this study is to explore the potential applications of GHRM strategies to enhance organizational performance and motivate employees towards sustainable development objectives.

Statement of the Problem

To address the issue of sustainability and organizational competitive advantage, environmental management systems are becoming increasingly instrumental in organizations' strategic options. Green Human Resource Management is the eco-friendly practice in the HR policies to support the initiatives toward sustainable development, reduce the undesirable environmental effects, and increase employees' level of awareness as well as engagement. By embedding green practices such as paperless operations, online training, car sharing, and virtual interactions, GHRM minimizes employee carbon footprints and improves workplace efficiency and morale (Renwick et al., 2013).

However, the extent to which GHRM practices mobilize employees towards sustainable development and contribute to organizational performance remains underexplored. Thus, the present study is carried out in order to examine How can Green HRM practices can effectively mobilize employees to support sustainable development and enhance organizational performance.

Aim and Purpose of the study

The purpose of this study is to explore how the implementation of green human resource management (GHRM) practices at Near East University will be perceived by academic staff members in terms of their impact on university sustainability/ environmental performance. The study aims to contribute to a deeper understanding of the strategic role of GHRM in promoting sustainable development in higher education institutions, while also addressing gaps in the literature in relation to

employee engagement with environmental campaigns and the general implications for organizational performance.

Objectives of the study

i. To examine the role of green HRM in engaging employees in sustainability.

ii. To determine the impact on organizational performance.

iii. To identify effective green HRM strategies for sustainability.

iv. To provide recommendation of GHRM practices for increasing sustainability and organizational performance.

Significance of the Study

This study, therefore, explores the best way in which green HRM can mobilize employees to achieve sustainable development goals and organizational performance. In terms of contributions to the literature on HRM and sustainability, the study will focus on analyses such as how green HRM practices influence employees' behaviour and organizational outcomes. as well, the study will offer useful lessons for any organization that implements sustainable practices under resource-constrained conditions. Finally, this research may help HR Practitioners and organizational leaders in advising strategies of embedding environmental concerns in HR Functions and in building a culture of sustainability helpful for the organization and society in general (Jackson, Renwick, Jabbour, 2011).

Research Questions

i. What is the impact of Green HRM on organizational performance?

ii. How do employees perceive the role of Green HRM in achieving sustainability goals?

Definition of Key Terms

Green human resource management

The term "human resource management" (HRM) refers to a set of different but related activities, functions, and processes that are intended to attract, develop, and maintain (or dispose of) a firm's human resources (Hosain & Rahman, 2016). Therefore, in order to practice green HRM, an organization's environmental management objectives must be integrated with the HR processes of recruitment and selection, training, and compensation, (Renwick et al., 2013). In addition, Marhatta, & Adhikari, (2013), "define green HRM as the use of HRM policies in promoting the use of resources in the organization in a sustainable manner and, in general, promotes environment sustainability causes. GHRM is directly responsible for creating a green workforce that comprehends, appreciates, and practices green initiative and maintains its green objectives (Ahmad, 2015)

Green recruitment and selection

A company's inward or outward recruitment is proof of their choice of environmentally friendly candidates. The selection of candidates who are devoted to matters of the environment and potential contributors to the management of the company's environment is critical. Companies should thus welcome and employ candidates who are environmentally friendly and identify employees with positive approaches and ability on matters of the environment. (Renwick et al., 2013) (Opatha, 2013).

Green training and development

Green training and development include a complex system that motivates employees to acquire, learn and apply skills and knowledge to protect the environment. It makes employees more vigilant and sensitive regarding problems that are essential in attaining environmental objectives. Training and development give employee's basic knowledge regarding the environmental policy and practice of the organization. (Jabbour Chiappetta, 2011)

Green performance management

Green performance management contains a mechanism that measures the actions and activities of the staff towards the elements of the environmental management system. The process feedback helps counteract negative behaviors and attitudes or, alternatively, reinforce positive attitudes and behavior. (Jabbour Chiappetta and Santos, 2008).

Green reward management

Green rewards management are monetary and non-monetary incentives designed to recruit, retain, and engage employees to realize the environmental goals of the company. Employee inspiration and motivation are heightened when they are rewarded, valued, and complimented. (Islam et al., 2020); (Jabbour Chiappetta & Santos, 2008)

Environmental Performance

The application of the concept of sustainability is considered as the core of organizational strategy. Elkington's (1994) notion of Sustainability Organizational Performance (SOP) considers the natural environment, as well as the social and economic components of performance, which is consistent with the Triple Bottom Line (TBL) concept. Economic performance is all about financial performance, environmental performance is about reducing environmental damage and protecting against resource exploitation, and social performance is about the well-being of employees, customers and stakeholders. The three pillars sometimes referred to as the "triple bottom line" (TBL) affect generations both now and next (Elkington 1994). In this approach, each pillar (environmental, economic, and social) of sustainability is quite significant; thus, it can be considered an integrative sustainability theory.

CHAPTER II

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Introduction

This study investigates the relationship between university sustainability and green human resource management practices., Organizations today face more complex challenges related to climate change, resource scarcity and global environmental regulation. These challenges have increased the need to implement sustainability strategies across economic, social, and environmental dimensions. Since the Bruntland commission (1987) seminal proposal on sustainable development, there has been a growing call to integrate environmental and social considerations into economic planning. In response, several sustainability frameworks such as the Triple Bottom Line (TBL) have emerged. These frameworks promote a composite evaluation of organizational performance across three interconnected dimensions: environmental, social, and economic. Environmental performance is based on reducing emissions and ecological damage; the social performance depends on stakeholder engagement and social impact; and the economic performance is dominated by the cost effective within responsible operation. Yet, the extant literature tends to be biased towards environmental sustainability, and there are few empirical studies of how social and economic dimensions are combined with it. In this context, Green Human Resource Management (GHRM) has been proposed as a strategic response, utilizing environmental goals as part of recruitment, training, performance management, and reward integration in HR management in general. Using theories like the Resource-Based View (RBV), Stakeholder Theory, and Institutional Theory, GHRM is based on the assumption that employees are important actors in pursuing sustainability targets. Despite the increasing attention on this topic, there has been little research to date that addresses how TBL is supported by GHRM across all three dimensions and rarely in both narrative and empirical manners. This study addresses this gap by first offering a general overview to GHRM and its contribution to environmental sustainability, followed by an exploration of specific practices such as green recruitment, training, reward and their impact on employee behavior and sustainable organizational performance. By tying strategic frameworks to functional implementation, the paper contributes to a fuller appreciation of the role of HRM in

advancing sustainability in economic, ecological, and social terms. The results are intended to contribute to academic research as well as to the development of organizational policy, supporting the further mainstreaming of green HRM as part of sustainable development.

General overview of green HRM and environmental performance

In the twenty-first century, organizations are increasingly confronted with a complex set of challenges related to sustainability across economic, environmental, and social domains (Alkhatib et al., 2023; Singh et al., 2019 These challenges have forced governments, corporations, customers, practitioners, and academia to pay attention to environmental sustainability (Usman & Balsalobre-lorente, 2022; vinkóczi et al., 2023). Since the Brundtland (1987) Report, organizations have been expected to align economic, environmental, and social goals in strategic planning (Molina-collado et al., 2022). Climate change, extensive development, and industrial activities have produced a new competitive and regulatory pattern. To mitigate the consequences of climate change, global authorities have provided policies, such as reducing greenhouse gas emissions to limit global warming to 1.5◦ Celsius (IPCC, 2018). therefore, many businesses have made proactive strategies such as investing in low-carbon technologies and renewable energy to support environmentally sustainability (gonzález-Benito & gonzález-Benito, 2006). The significant efforts are required to address environmental degradation have driven to embrace environmental policies and incorporate sustainability into their core functions, including production and operation, supply chains, financial decisions, waste management and especially human resource management (Pintér et al., 2021). The shift toward green workplace which is a fundamental tool for gaining a competitive advantage (gelencsér et al., 2024; Kiron et al.,2011). The organizations have the triple bottom line of sustainability, also known as the triple Bottom line (TBL)framework which evaluates performance across three dimensions: economic, environmental, and social performance (Hussain et al., 2018). Environmental performance is the ability of an organization to reduce air emissions and waste, while social performance as the actual representation of green practices toward social aspects that lead to an increase in firm reputation among stakeholders such as customers, suppliers, employees, and the public (Newman et al. (2016). While Economic performance takes into account cost-cutting on environmentally harmful

processes (Khan & Muktar, 2020; Élő & Paller, 2023). Despite this strategy, the majority of the present literature continues to concentrate on environmental factors, whereas social and economic aspects of sustainability receive relatively less empirical attention (Chiappetta Jabbour et al., 2020; Tanveer et al., 2023). This study gap underlines the need for a more comprehensive and nuanced understanding of how to achieve sustainability through integrated and purposeful organizational practices. Green Human Resource Management (GHRM) has developed as a strategy to incorporate environmental concerns into HR practices (Renwick et al., 2016; Aftab et al., 2022). Drawing on theoretical perspectives such as the Resource-Based View (RBV), Stakeholder Theory, and Institutional Theory, GHRM positions environmentally responsible employees as key organizational assets (Jabbour & Santos, 2008; Jackson et al., 2011). GHRM represents systematic alignment of traditional HRM functions such as recruitment, training, performance, and rewards with environmental objectives (Jabbour, 2013). Green recruitment, green training, green performance, and green rewards are critical components in developing employee behaviors that are environmentally conscious (Dumont et al., 2016; Mousa & Othman, 2020). Several researches have investigated GHRM development and influence of Green Human Resource Management (GHRM), but many remain general in scope and do not directly focus on its impact on the triple dimensions of sustainability performance such as economic, environmental, and social (Bahuguna et al., 2022; Mukherji & Bhatnagar, 2022; Pham et al., 2020). Moreover, there are not many studies utilizing both narrative and meta-analytical approaches. This is a self-evident research gap: there are no exhaustive reviews centering on the contribution of GHRM to economic, social, and environmental dimensions of sustainability performance. Accordingly, this study addresses how Green HRM engages employees towards goal achievement for sustainable development and organizational environmental, social, and economic performance. Specifically, it will assess how GHRM effects employee behavior and promotes overall organizational resilience. This study aims to provide a more comprehensive explanation of HRM's contribution to long-term organizational performance by filling gaps in previous literature.

Green HRM practices and Environmental Performance

Building on the fundamental concept of Green Human Resource Management (GHRM) and its contribution to enhancing environmental performance, this section delves into specific GHRM strategies that drive sustainable organizational outcomes.

Green Human Resource Management

Green human resource management (green HRM) is an approach that integrates sustainable development practices into human resource management processes. The main objective is to reduce the environmental impact of organizations while mobilizing employees around ecological initiatives. Green human resource management refers to all activities that go into developing, putting into practice, and maintaining a system that aims to make employees of a business more environmentally friendly. It focuses on transforming regular employees into environmentally conscious employees in order to fulfil the organization's environmental goal and, ultimately, to contribute significantly to environmental sustainability. It refers to the policies, procedures, and processes that make an organization's employees more environmentally friendly, benefiting individuals, society, the natural environment, and the business (Opatha, 2013; Opatha & Anton Arulrajah, 2014). Green HRM involves policies, procedures, and systems designed to encourage employees to adopt environmentally friendly practices, benefiting both the organization and the broader community. According to Pinzone et al., (2016), green HRM can encourage employee participation in environmental management and foster a shared commitment to sustainability initiatives. Green human resource management strategies that align with the objectives of the business may center on systemic planning related to human resource management. Businesses today require HR support to implement green initiatives, such as eco-friendly hiring, training, performance management, and reward systems, as research on organizational greening continues to grow. Therefore, the emergence of green HRM improves social well-being (e.g., work-life balance), economic well-being (e.g., profit preservation), and environmental awareness (e.g., waste reduction). Green HRM is defined as the incorporation of environmental management concepts and theories into human resource management processes and practices (Renwick, Redman, & Maguire 2008). Positive green work culture embracing HR practices in the environment is positively linked with the intention of an employee to innovate and implement environmentally sustainable ideas (Babiak

and Trendafilova, 2011; Evangelinos, Nikolaou, and Leal Filho, 2015). Green HRM extends the management of the environment to the functions of recruitment, training, performance management, and rewarding in HR. Green HRM has been measured in terms of its multi-dimensionality (Renwick et al., 2013). For example, environmental improvement necessitates the use of training, team work, assessing environmental goals, non-financial rewards, and organisational cultures to the maximum (Jabbour, Santos, and Nagano, 2008). Literature on the multidimensionality of green HRM considers its diversity-related aspects. Perron, Côté, and Duffy (2006), for example, proposed that environmental vision, training, environmental performance measurement of employees, and reward schemes be integrated into green HRM. Renwick et al. (2013) proposed choosing, recruiting, training, and growing environment-awareness as the elements of green HRM.

Green Recruitment and Selection

Recruitment serves as the gateway into an organization, providing a pool of potential candidates from which the most suitable ones can be selected. Kirithigaa and Viswanathan (2014) define green recruitment as a paper-free process with minimal environmental impact. They invite application for a job vacancy through online mediums such as email, online applications form or the global talent pool. To minimize the environmental impact of travel, interviews are conducted over-the-phone or via video conferencing. The organizations are doing all possible ways to ensure that they can attract the right candidates, but the process has to be as environmentally friendly as possible. Diana (2016) asserts that e-recruitment reduces the energy consumption and pollution associated with the production, transportation, and recycling of paper-based materials. Energy is also saved by process automation while managing, filing, reporting, mailing, and storing chores. Reducing the amount of paperwork associated with onboarding, advertising, and resumes directly lowers costs. After attracting green job prospects, firms must guarantee that the right green candidates are also selected in a green manner. In green selection, the selection tests can also be as paperless as possible, such as behavioral observation, interviews, and presentations, which require less paper. Moreover, Candidates that are more environmentally conscious and amiable or who are driven to maintain the office's natural or green surroundings may be given favor (Hosain, 2016). This means that any test used to evaluate job prospects should be created so that, among other things, individuals who are knowledgeable

about environmental conservation and have a desire to protect the environment have a higher chance of being chosen. Green recruitment and selection, in general, refers to the process of employing environmentally friendly techniques, resources, and technology to draw in and choose qualified applicants who are willing and able to fill open positions in a certain company (Barakat, et al., 2023). However, there are several considerations which always come into recruiting job candidates, and also the commitment and capacity of the applicants to protect environmental conservation is put to the recruitment tests. Therefore, since recruitment and also selection are fundamental methods of selection among employees, these fundamentals should take the form of greenness. Then candidates willing to and able to take up green initiatives may get into employment. It will further make it easier for organizations to incorporate green behavior and green culture into the lives of the newly inducted employees. This argument is supported by the theory of Ability-Motivation-Opportunity (AMO) because, in this context, ability is one of the three determinants of employee performance; thus, it insists that companies should employ those individuals who are capable not only of performing the requisite functions and responsibilities but also of caring for and adapting the environment in a sustainable way.

Green recruitment and selection have been seen as an important aspect of green HRM practices (Yusoff & Nejati, 2017). On the basis of the above-mentioned researches (e.g., Renwick et al., 2013), we conclude green recruitment and selection in three aspects of candidates' green awareness, green employer branding, and green criteria to choose candidates.

Green sensitivity of the candidates is the focal element of green selection and recruitment and comprises personality traits through which organizational environmental goals are achieved, including green awareness, conscientiousness, and agreeableness of the candidates. Environmentally beneficial employees were found to exert a positive effect toward enhanced environmental awareness in the work process, thus enhancing the environmental effectiveness of their organizations (e.g., Perron et al., 2006). Companies should therefore hire and select environment-aware applicants via a set of examinations, in such a manner that all the employees become environmentally aware.

Second, green employer branding refers to the reputation and image of an organization with respect to environmental management, which can be developed by green HRM practices (Jackson, Renwick, Jabbour, & Muller-Camen, 2011). Green employer branding enables job candidates to feel a good match between their values and those of an organization, and they will feel proud to work for an organization with a positive environmental image. Job seekers tend to utilize information about an organization's environmental history and portrayal as benchmarks to gauge how organizations treat their employees. Job seekers might also be attracted by positive green cues from organizations (Jabbour et al., 2013). In this view, therefore, green employer branding is a useful method of attracting and selecting prospective employees who are positive towards environmental images and matters. Third, workers need to be screened and recruited with green parameters. For example, recruitment agencies can promote green aspects in staff specifications and can include environmental knowledge, values, and beliefs questions and recruit the workers who perform better in these (Renwick et al., 2013).

Green Training and Development

An organization must prioritize training and development if it is to compete in this demanding and evolving world. Training and development have direct linkage with employee performance, but its far-reaching impact reaches the organization also (Khan, Khan, & Khan,2021). Green training and development give employees a chance to know the importance of environmental management, teach them energy-saving and reducing waste techniques, generate environmental awareness within the company, and give them a chance to tackle environmental problems (Zoogah, 2011). Green training and development go beyond teaching employees and management about environmental sustainability. The approach itself needs to be environmentally sound. Hosain (2016) also opined that to be eco-friendly in such activities, it is advisable to have a greater reliance on online training material, case studies, etc. as opposed to printed handouts, books, and brochures: this will help reduce the use of paper significantly. Thus e-learning platforms have the chance to go for training and development programs using a digital platform, which may help in reducing paper consumption and ultimately saving trees for future generations. Environmental training serves two major purposes. In order to create a more intentional and stable relationship between employees and the environment, the first step is to adequately

educate them about the company's environmental policy. The second step is to change employee behavior through training (Sammalisto & Brorson, 2008 in Jabbar & Abid, 2014). Employees are made aware of the various facets and importance of environmental management through green training and development initiatives. It facilitates their adoption of various conservation strategies, such as internal waste management. Additionally, it improves an employee's ability to handle various environmental problems (Ahmed, 2015). One of the most crucial instruments for fostering human resource development and easing the shift to a more sustainable society is green training (Teixeira et al., 2012 cited in Masri, 2016). Green development and training are processes that encourage workers to gain environment protection competencies and concentrate on green matters, which is among the key drivers in obtaining environmental objectives (Jabbour, 2011).Training is able to enhance employees' awareness, knowledge, and competency in environmentally related tasks (Sammalisto & Brorson, 2008).Green training must be provided with education programs for all members in the organization, including those corresponding to environmental departments. Green training will enhance worker awareness on environmentally friendly practices within the workplace. Green training programs can enhance the awareness of the employees concerning the significance of environmental protection, thereby sensitizing employees in a manner related to environmental control and/or preventive measures, such as documenting wastes and tracking the sources of pollution (Kjaerheim, 2005).Baumgartner and Winter (2014) found that it would help employees internalize responsible environmental behavior in the form of pro-environmental behaviors when they embraced corporate environmental practices such as training employees to be responsible for the natural environment, increasing environmental awareness, and allowing them to build their competence and self-efficacy to manage environmental issues in a successful manner. Green training also provides knowledge management that enables employees to carry out environmental activities. Training, reward system, and appraisal help employees in carrying out pro-environmental behaviors due to increased environmental consciousness, personal drive, and company determination to protect the environment (Dias-Sardinha & Reijnders, 2001). Therefore, providing employees with information and skills on how to reduce or prevent environmental contamination and preserve the environment at work is a key component of green training and development. Using environmentally friendly techniques and technologies in training and development initiatives is another

aspect of it. The AMO hypothesis postulates that an employee with the appropriate skills and knowledge is more likely to perform better than one without them, and this observation supports that notion.

Green Performance Management

Armstrong (2006) explains that performance management is a systematic method of improving both the performance of individuals and the performance of teams within organizations. Through performance management, teams and individuals are often assessed against pre-set standards and objectives. Every organization is obliged to conduct corporate environmental management and hence to achieve environmental goals, or to fulfil environmental requirements by the organization (Opatha&Arulrajah,2014). Green performance management is putting into perspective performance evaluation in relation to green goals and in job specification tasks. Organizations implement green performance management by setting green goals for individuals and teams while ensuring effective outcomes. Organizations typically conduct periodic appraisals to assess employee and team progress toward green goals. So, green performance management stipulates a systematic process through which a company assigns individual and team specific green goals to achieve and periodically evaluates how these targets are met and management strategies available to facilitate the effective and efficient achievement of the same by employees and teams. Primarily, as far as performance management as an HR practice is concerned, it aims at wielding its action for facilitating performance for both employees and the organization itself, Therefore, green performance management should be seen as a technique to enhance individual, team, and organizational performance in achieving green goals. Consistent with AMO theory, the use of human resource policies which are aimed at increasing performance level in employees may well be considered a combination of three opportunities-enhancing, skill-enhancing and motivational HR practices (Lepak, Liao, Chung, & Harden, 2006). This suggests that ecological performance management is among the very salient aspects of the AMO theory. Green performance management is comprised of a framework of tracking employees' performance activities in environmental management process (Jabbour et al., 2008). Research has focused on some aspects of green performance management, such as feedback provision and balancing metrics (Jackson et al., 2011; Zibarras & Coan, 2015). They also contended that these methods of measuring green performance management are not realistic

because different organizations have different structural attributes, and tools using the same yardstick to measure organizations will be arbitrary (Jasch, 2000; Kuo, Yeh, & Yu, 2012). Organizations need to find a consistent method of implementing green performance management. Adoption of a standard green performance management is therefore an imperative for different types of organizations. Green performance management establishes green performance measurements to provide a variety of green benchmarks for all the users in performance appraisals, such as environmental incidents, environmental tasks, Reduced carbon footprint and communication regarding environmental problems and policy. Hermann, Kroeze, and Jawjit (2007) claimed that the most important section of green performance management for both managers and employees is performance appraisals, which will have an impact on the process and effectiveness of subsequent rewards and compensation. Green performance measures are that important in performance management systems. Measurement of managers' green performances underscore their accountability in environmental management, which can render them accountable for environmental management performance. Green outcomes need to be determined and the managers held accountable for environmental management performance. It is also acceptable to quantify green performance by targeting green performance outcomes of members who do not meet environmental management measures or is non-conformist toward green objectives (Jackson et al., 2011). Proper utilization of negative measures can make workers environmentally more considerate and would work for green objectives in their future employment.

Green reward management

A well-crafted system of incentives can motivate employees towards achieving high performance, including environmental sustainability. A reward system by an organization reflects its degree of commitment to sustainability management (Braton & Braton, 2015). Organizations must integrate environmental efforts into their pay-for-performance compensation systems through the offer of rewards for green performance in order to sustain such commitment (Milliman & Clair, 1996, as cited in Uddin & Islam, 2015). Green reward management plays a vital role in encouraging both managerial and non-managerial employees to participate in corporate environmental initiatives. Some companies offer financial incentives such as bonuses and cash rewards for outstanding environmental contributions, while others prefer

non-monetary recognition, such as public awards or special honors (Arulrajah, Opatha, & Nwaratne, 2015). Green reward management refers to a structured approach to designing and implementing reward systems that recognize employees and teams for contributing to environmental management goals in the workplace. However, most scholars agree that a combination of monetary and non-monetary rewards is more effective. (Jabbour et al. 2008; Renwick et al. 2013). Noncash rewards should be offered in addition to cash rewards, in the form of green travel benefits, green tax, and green recognition. Green travel benefits are awards to employees' travel and transport. They can be incentivized to reduce their carbon footprint and be environmentally aware. Green tax incentives entail exemption to promote cycling and a greener fleet of cars. Such economic incentives have been introduced by U.K. companies and significantly contribute to employees' willingness to save the environment (Haque, 2017). Green recognition includes non-financial rewards such as public acknowledgment, paid vacations, and gift certificates. These green recognition rewards lead to feelings of pride among colleagues and more effectively encourage pro-environmental behaviors (Veleva & Ellenbecker, 2001). The AMO theory, where the role of reward in employee motivation is the central concept, emphasizes that companies should incentivize green behavior. This theory suggests that employees work better when encouraged with monetary as well as intangible rewards. This emphasizes the importance of green reward management for ensuring the development of sustainability culture.

Environmental performance

Sustainability performance can be defined as performance with respect to all dimensions and drivers of corporate sustainability' (Schaltegger and Wagner 2006, p. 2). It encompasses beyond single economic performance dimension of the organization. Mostly authors have classified organizational sustainability on three aspects that is economic, environmental and social (Chan t al. 2012, Shoaib t al. 2022). The merging notion of organizational sustainability has a substantial impact on the nature of corporate operations (Anwar et al., 2020). Green enterprises must focus on environmental and social dimensions in addition to economic performance (Hart, 2005; Figge and Hahn, 2004) in order to promote organizational sustainability and sustainable development initiatives (Gou et al., 2008; Kumar and Putnam, 2008).

Furthermore, according to Ludema et al. (2012), green businesses and their management view organizational sustainability as a benefit rather than a catch. The view of N. Hussain et al. (2018) regarding triple bottom line was that its civil construct measures the organizational performance foregone normal performance measures in profit maximization, return on equity; but with other two performance measures such us environmental performance and social performance. The chief aim of this triple bottom line concept is drawing organizations' attention towards the social and environmental values (Elkington,1997, Henriques and Richardson,2013). The triple bottom line concept can be used to gauge sustainable organizational performance based on environmental and social performance (Fauzi et al., 2010; Mousa and Othman, 2020). Sustainability is being accepted as crucial for conducting organizational operations over the last past years, like the case by Pinzone et al. (2016) and Zaid et al. (2018) who insisted on the need for the involvement of green human resource management in sustainability. The idea of sustainability, and more specifically the triple bottom line, must be accepted for organizational operations to run smoothly both now and in the future According to N. Hussain and al., (2018), recently, stakeholders have taken the terms 'environmental performance' and 'social performance' as more necessary performance measurements regarding social and ecological issues (Husted and de soussffilho, 2017; Le Van, Viet Nguyen and Nguyen, 2019). Therefore, the academic work has mentioned that it is necessary for the safety and development of the natural environment (Masri and Jaaron ,2017, Sayyadi tornado et al., 2017. Businesses must take crucial steps to satisfy stakeholder claims about environmental issues in order to protect the ecological environment (Z. Tang and Tang, 2018).The same idea has found a number of aids in the studies from other researchers too (Jonker and Karapetrovic,2004; Van Marrewijk and were,2003) which both argue that the goal of an organization is to bring harmony to the social, environment, and economic areas so that it could finally sustain the better performance of the organization (Rasi et al., 2014). Corporate theoretical and empirical studies have also inclined on the relationship between organizational sustainability and financial performance mostly in regard to the works of scholars on corporate social responsibility, environmental performance, and sustainability performance (Bangwal et al., 2017; Wagner, 2010).Researchers are deliberately realizing the connection among human resource components and ecological sustainability (Charbel Jose’s Chiappetta Jabbour,2013), therefore merging traditional human resource practices

with environmental management (Haddock-Millar et al., 2016). Moreover, social performance intends to see the green practices in relation to social dimensions, and is associated with organizations image, their services and products based on the claims of stakeholders (Newman et al., 2016). According to N. Hussain t al., (2018) green initiatives help human resource in developing a sense of social responsibility between employees, therefore HRM impacts in developing green employee behavior and boosting social performance. The environmental performance concern to the organizational ability to lessen the waste it generates and atmospheric discharge; restrain the usage of toxic materials and reduce the environmental accidents (Zhu et al., 2008). Among the most vital aspects for an organization to embrace sustainability is the acceptance of such environmental practices as reuse and waste management, Mousa and Othman, 2020). According to Charbel Jose's Chiappetta Jabbour and Santos (2008), organizations in today's world require a benchmark that favors not only the economic dimension but also the environmental and social domains. In this context, sustainability can serve as a benchmark for addressing environmental and social issues (Wagner, 2010). Human resource management has been acknowledged as a key factor in building the skills, tactics, and competences that businesses require to support an organization in achieving its social and environmental objectives. The HRM system is the most capable of incorporating the notion of sustainability into the corporate domain in order to achieve environmental and social capabilities

Connecting Green HRM practices to Environmental Performance

Literature demonstrates that green HRM practices are being used more and more in organizations as a strategic response to increased environmental concerns (Baah et al., 2021). Among the many practices, green recruitment is essential for hiring pro-environmental values and skills (Guerci et al., 2016; Wehrmeyer, 1996). It emphasizes the practice of recruiting people with a high likelihood of contributing to and maintaining an organization's environmental goals. Green recruitment contributes to making the environment sustainable by reducing environmental degradation (Mishra, 2017). Similarly, green training and development are essential in giving employees knowledge and skills that equip them to adopt sustainable workplace practices (Teixeira et al., 2012; Malik et al., 2020). Empirical studies by Zaid et al. 2018; Longini et al. 2016) supports the fact that green training and recruitment

significantly impact environmental performance (EP). Green performance management supports the above connection by integrating environmental goals into individual performance appraisals. Employees are more apt to adhere to organizational sustainability targets if they are made accountable for environmentally sustainable actions and rewarded positively for the same (Govindarajulu & Daily, 2004; Carroll & Buchholtz, 2011). Green reward systems that give monetary and non-monetary rewards both support desired green behavior. These can range from carbon emission cuts as an incentive to public recognition of environmentally sustainable operations (Renwick et al., 2013). However, the empirical data continue to be conflicting; while some research studies (Longoni et al., 2016) attest to the effectiveness of green rewards, others (Yong et al., 2019) report small effects. Finally, most research suggests the synergy effect of implementing GHRM practices holistically than separately. An integrated solution leads to improved environmental performance (Tadić and Pivac ,2014; Guerci et al. 2016).

Hypothesis1: *There is a significant and positive relationship between green human resource management practices and environmental performance.*

The link between green recruitment and selection and environmental performance

Green recruitment and selection refer to environmentally responsible hiring practices that aim to attract and hire individuals who are aligned with an organization's sustainability goals. Green recruitment is a critical element of an organisation’s overall sustainable and responsible management strategy. You must have environmentally responsible hiring practices that can encourage people with the same sustainability objectives as your organization. The core concept of green recruitment is to apply digital technology, such as online job postings, video interviews (including e-onboarding), all of which reduce physical waste and thus keep down the carbon footprint compared with conventional ways of recruiting people (Renwick et al., 2008). Green recruitment not only reduces the consumption of resources but also shows the importance organizations place on its ecological responsibilities. In addition, green recruitment actively aims to attract individuals who are environmentally friendly in character and whose outlook is in tune with concern for future generations. Employing gentle methods that can successfully train these

employees to operate sustainably as part of their own work ratchets up their commitment, efficiency and self-reliance until they take personal responsibility for the enterprise's well being. As Nayak and Mohanty (2017) have pointed out, this sort of conduct then nurtures among new staff an awareness of the environment and sustainability issues that will be carried over into other parts of an organization, eventually becoming some shared identity. These measures are far more than simple administrative practice; green recruitment and selection provide an effective starting point for embedding environmental awareness into organizational culture. When companies write environmental goals into job descriptions, follow through their branding and communicate them with potential applicants, this is a form of environmental performance. Such a stance improves a company's reputation and attracts jobseekers who are particularly keen on environmental matters, molding a workforce that will readily work for the higher good of firm and community alike. Furthermore, research indicates that those firms who have adopted sound green recruitment practices usually go on to achieve good environmental performance: they are better placed to bring commitment through their various departments into practice where it has been lacking previously (Jabbour & de Sousa Jabbour, 2016). In short, those organizations hired through hiring practices that emphasize the green are more apt to learn ecological habits, suggest means of environmental innovation and take part in this kind of green activity. But the successful implementation of green recruitment and selection also requires clear policy guidelines, HR staff training, and links with the wider organizational sustainability strategy. Difficulties such as one’s relative failure to find suitable candidates, perceived costs, lack of management support can all result in the practice not being very productive.

Hypothesis 1a: *There is a significant and positive relationship between green recruitment and selection and environmental performance*

The link between Green Training and Development and Environmental Performance

The development of green skills and the imbuing people with a degree of knowledge necessary for their implementation in any company are indispensable if companies wish all employees to take responsibility for protecting the environment. For example, as the study of Ojo et al. (2020) shows, green training creates sustainable behavior in the workplace by giving more people knowledge and skills related to environmental management. For such training topics typically range from energy conservation, reduction of waste and recycling (Jabbar & Abid, 2015) to green innovation, the latter being a crucial part of any organization's ecological capacity. If organizations incorporate green themes into staff development programs, this will embed a culture of environmental responsibility that is translated into everyday behavior. Such training leads to staff taking a positive interest in green projects - whether they do recycling, save energy or adopt environmentally friendly technology. According to Teixeira et al. (2012) and Malik et al. (2020), green training increases employees' willingness to participate in sustainable practices, thus yielding direct benefits for corporate environmental performance. Rani and Mishra (2014), thinking along similar lines with Teixeira & Malik, emphatically argue that green training enables staff not only to understand environmental issues but also discover ways of solving these problems and the need for change in our way of life so that we can live more sustainably. Employees given training according to green practices can pinpoint environmental risks, work out means of avoiding or mitigating these hazards, and provide solid support for the organizations environmental management systems. This capacity for lifelong learning and innovation is essential as companies struggle to adapt to changing environmental regulations as well as stakeholder expectations. In addition, empirical research confirms that there is a strong positive relationship between green training and improved environmental performance. Zaid et al. (2018) and Longoni et al. (2016) found that organizations putting in place systematic green training programs are more likely than others to show strong environmental performance indicators such as lower emissions, less waste or consumption of energy. It may be surmised that training not only serves as a means of developing employees, but also gives organizations a further strategic means by which to promote environmental sustainability. In addition, green training is conducive to the establishment of an environmental stewardship culture within organization. When all employees from top

to bottom are versed in green work knowhow and concerted effort then influence take place at the same time, collective responsibility will gradually grow into one nurturing an ethos of sustainable living. The cultural conversion further helps companies as they always in the foreseeable future integrate green values into their everyday operations and decision-making procedures. However, for green training to be successful it has to be continuous, adapted to the specific environmental goals of organization and underpinned by top management. Challenges such as limited resources, shortage of expertise, opposition to change etc., may hamper its implementation. Overcoming these hurdles is therefore essential if green training is to bring measurable environmental performance improvements.

Hypothesis 1b: *There is a significant and positive relationship between green training and development and environmental performance*

The link between Green Performance management and Environmental Performance

Green performance management prays its apart in aligning employee efforts with organization's environmental objectives. It periodically evaluates both team member and leading organization on ecological indicators resulting from this unconscious behavior according to conference participants such as energy consumption waste reduction and carbon footprint (Smith 2007). All of this line-up makes sure that not only are the goals of sustainability pious wishes of just leaders Whither duties but they are acknowledged and measured throughout whole organizations. One of the key tasks to be realized is creating organization-wide measurement systems for stream analyses, emissions audits and waste accounting, if long-term environmental sustainability is to be achieved (Ojo et al., 2020; Prakash & Das, 2022). Through such added systems, organizations can track their input and output from the environment, examine these activities for sustainability and come up with improvement measures. A conceptual model of sustained performance that includes the tracking of ecological assets and liabilities gives us a framework to simultaneously raise both standards for environmental and organizational performance in green performance management, which is a basic feature of green HRM, environmental indicators are integrated into standard systems of appraisal forwards results evaluation. Not only are employee judged but also on productivity and efficiency other performance common indices this described Green HRM, by

comparative works from the participating experts such as Mishra (2017), Darvishmotevali & Altinay (2022). For example, employees' nations may be rated according to their power grid consumption in the department where they work or their contribution to recycling programs. Using specific measurement techniques in green performance management enables workers to receive immediate feedback on their environmental conduct and to take corrective action as necessary. Individual differences between employees (or within a team) are thus transmitted clearly into wider impacts on the environment, ensuring that accountability and improvement continue apace. Green performance management feedback systems enable employees to see at a glance how well they have met defined environmental standards and what changes need to be made to meet sustainability all workers can then analyses their own work using these metrics and make the relevant adjustments, thereby promoting continuous improvement and responsibility for environmental performance. Govindarajulu and Daily (2004) argue: "Timely feedback on environmental performance help to stimulate an interest, engagement and change in behavior among employees." If individuals are made aware of their ecological footprint impact, and are rewarded for contributions to sustainability targets, it becomes easier tonight one-time green accounting will give everyone at work a clear picture of changes made through performance measurements. This helps to nurture a green culture within the organization, although it takes time and requires careful planning and well-considered present policies governments through green performance appraisals, rewards and promotions, organizations signal that sustainability is high on their list of priorities. In doing so, this method not only cultivates ecological awareness among all staff over time but also fosters an industry-wide commitment to ecologically sustainable development. Notwithstanding its merits, the development of green performance management faces many challenges: Lack of suitable Environmental Key Performance Indicators (KPIs), resistance to change, or inadequate manager training. To surmount these barriers organizations, need to ensure that environmental performance metrics are well integrated, relevant to particular duties, and are underpinned with appropriate training and communication.

Hypothesis 1c: There is a significant and positive relationship between green performance management and environmental performance

The link between Green Reward management and Environmental Performance

Green rewards management consists of the offering of monetary and non-monetary rewards to employees as a way of stimulating their behavior toward environmentally sustainable actions and environmental standard of conduct. It is an instrument used by Green Human Resource Management (GHRM) to integrate employee interests with the environmental goals of the organization. For Mandago (2018), green rewards are vital for persuasion through positive reinforcement, long-term engagement with issues such as sustainability and behavior reinforcement as it pertains to prioritizing the environment. Green incentives can come in all shapes and sizes, from bonuses and recognition programs to career opportunities and other recognitions for environmentally friendly behaviors. Ahmad (2015) defines for the following principles of green reward management: rewards on up skilling which is concerned of sustainability (1), motivations in cognitive and interpersonal level in confronting being green (2), reward on sustainable technology and AI process (3) and finally rewards on behaviors showing accepting and promoting green and sustainable values (4). These concepts hold built-in a vision that embraces "other dimensions," not only concerning output, but also in terms of learning, innovation, and fostering a culture that promotes cultural harmony with environmental objectives. Empirical literature evidence confirms the positive association between green rewards systems and performance on the environment. For instance, Berrone and Gomez-Mejia (2009) used a sample of 469 firms in polluting industries in the US and found that the provision of financial incentives that were contingent upon the achievement of environmental performance goals led to enhanced organizational compliance and performance. Their results indicate that as employees are rewarded for their environmental contributions, their commitment to sustainability activities will likewise increase. Both, Jabbar and Abid (2015) and Silahtaroglu and Vardarler (2016) also emphasize that green rewards result in high employee satisfaction, increases what they describe as 'green job ability' (representing employees' motivation, environmental consciousness, and capability to promote sustainability within workplaces). In addition, rewards in identifying environmental contributions lead to a feeling of ownership and responsibility for employees and consequently enhance total environmental performances (Silva Madushani 2017). Non-monetary green rewards such as recognition, prize or eco-labelled are also powerful incentives. They encourage a better work life and promote an optimistic organizational climate where

sustainability is considered a common value (Jabbar & Abid, 2015). This facilitates building an 'eco-attitude-based organizational culture', to maintain long-term green behaviors. Renwick et al. (2013) posit that green incentive and reward programs, other than being a motivator for individual behavior, are one of the few mediating mechanisms for institutionalizing environmental values from the personal to institutional level. When environmental performance is linked to rewards and recognition, employees are more likely to take greenness into consideration as they go about their jobs and make needs-related decisions. That could mean experimentation with creative green projects, participating in hands-on sustainability programs or going through environmental training. Despite the potential advantages, however, several challenges may arise when organizations design effective green reward systems, including the choice of easily quantifiable green KPIs, fair recognition, and incentives directly associated with real improvement on the environment. To overcome these hindrances, appropriate policy and leadership support for the respect of the environment is of most importance.

Hypothesis 1d: *There is a significant and positive relationship between green reward management and environmental performance*

Research Framework, Theoretical Framework and Hypothesis Research framework

This study's primary objective is to explore the impact of Green HRM practices on Environmental performance. This figure below shows the relationship among the main Green Human Resource Management (GHRM) practices and environmental performance within the university.

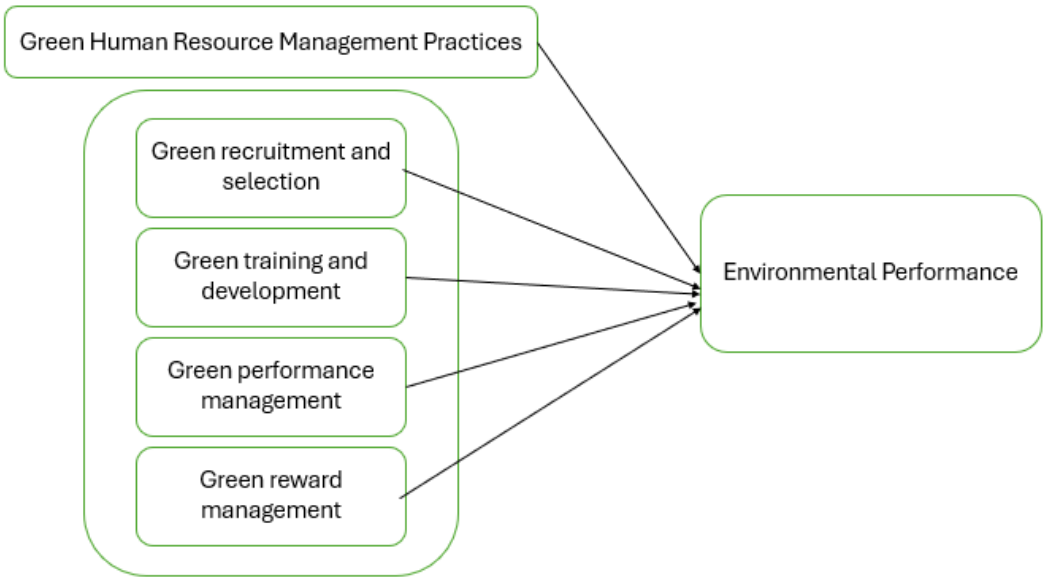

Figure1: Research model

This figure above illustrates how various approaches to green human resource management can impact an organization bottom line. Green human resource management activities like green recruitment and selection, green training and development, green performance management and green reward management have been observed to positively affect an organization bottom line, productivity, and profitability. Depending upon their interaction each one of these factors can have an immediate or long-term effect on the organization.

This theoretical framework assumes that various aspects of green human resource management, such as green recruitment, induction, continuous training, employee performance management, and financial rewards, have a direct influence on environmental performance results.

Research hypotheses

To explore the relationship between the variables in this study, the following hypotheses have been formulated.

Hypothesis1: There is a significant and positive relationship between green human resource management practices and environmental performance.

Hypothesis 1a: There is a significant and positive relationship between green recruitment and selection and environmental performance

Hypothesis 1b: There is a significant and positive relationship between green training and development and environmental performance

Hypothesis 1c: There is a significant and positive relationship between green performance management and environmental performance

Hypothesis 1d: There is a significant and positive relationship between green reward management and environmental performance

Theoretical Framework

This study adopts in the Resource Based View (RBV) Theory as its theoretical foundation. The following section goes into greater information about this theory.

Resource Based View Theory

This study is adopted in the Rresource-Based View (RBV) theory developed by Barney (1991) which emphasizes that organizations can achieve sustainable competitive advantage by developing and leveraging internal resources such as assets, skills and competences. The implementation of green human resource management practices including green recruitment and selection, green training and development, green performance management, and green reward management constitute strategic internal capabilities that align with the Resource Based View (RBV) framework. At organizational level, these practices are viewed as strategic competencies for its outcomes to improve overall organizational development (Arulrajah & Opatha, 2016). Human resource management skills are seen as internal resources with the primary goal of green human resource management to develop, inspire and empower employees to adopt environmentally responsible behaviors for the competitive benefit

of the organization (Boxall & Steeneveld, 1999). Thus, if an organization is able to implement GHRM effectively, it is not only helping the environment yet also improving its strategic position in the marketplace. So, from this point of view, Green HRM is more of a strategic input, not just compliance activity. It makes enterprises cultivate environmentally friendly employee behaviors that in turn result in enhanced ecological performance and greater legitimacy among stakeholders. Particularly in the context of current general trend toward environmentalism, where these pressures are increasingly influencing consumer choice, government standards and investor opinion. Through this practice, when GHRM is integrated with RBV, the organization can capitalize on unique knowledge, attitudes and behavior of its Labor force to produce fresh green innovations and enhance efficiency. For example, the development of sustainable training programs can lead to employees who make lifestyles adjustments. They might find ways to save on resources, reduce waste and lower the level of consumption thus reducing their environmental impact while at the same time driving down operational expenses or even improving profitability. (Takeuchi et al., 2007）

CHAPTER III
RESEARCH METHODOLOGY

Introduction

The objective of this study was to investigate the impact of green human resource management (GHRM) practices on university sustainability, with a focus on academic staff perceptions at Near East University, North Cyprus. This chapter covers the research design, target population, sampling techniques, data collection tools, data collection procedures, data analysis methods and ethical considerations employed in the study. In order to investigate the connection between GHRM practices and sustainability outcomes in an environmentally friendly context, this study takes a quantitative research method.

Research design

The overall strategy a researcher follows to organize the many study components into a consistent and logical entirety, thus guaranteeing you will optimally address the research issue, is referred to as the research design. It is the plan for data collection, data measurement, and data analysis. Research design addresses the procedures and methodology employed in scientific investigation. The framework of this research follows a quantitative descriptive and explanatory strategy. Quantitative research is a step-by-step approach to understanding an event or situation and can easily applied be to the relationship between employee engagement in long-term initiatives, organizational efficiency measures, and green human resource management. To find this out, a structured survey administered both in hard copy and online was used to assess how employees perceived the company's eco-friendly measures. A questionnaire based an approach was a convenient method for collecting standardized data from a large sample allowing for statistical analysis and the generalization results (Bryman,2016). The survey used Likert scales to measure things like how involved employees were in environmental activities, how they feel about green HRM practices, and how these affect performances, thus enabling the collection of precise and quantifiable quantitative data. Planning of study assists the researcher in planning and carrying out the study in such a way that the researcher was able to receive the wanted information, therefore improving the chances of receiving data that

represents the actual world (Mann, 2003). Data collecting methods and statistical analysis plans are determined by the study design. Since the purpose of this study is to establish the connection between green HRM practices on university sustainability, it used an explanatory research approach. This case study examines green HRM methods to assess their link to sustainability outcomes. In order to preserve the nature and objective of the study, quantitative research was chosen. Respondents' opinions regarding green HRM practices and university sustainability were gathered using a questionnaire. One good way of gathering respondents who give correct information was through a questionnaire because it was inexpensive and easy for the respondents to complete (Kothari, 2009).

Research population

It is usually always required by a problem study through academic research. Study populations are groups of individuals or items to which researchers seek to conduct study. "Population" is a term used to describe persons, objects, places, and events that pertain to a researcher's study. Academic staff at Near East University, were the population of this research, with the aim of making assumptions and inferences based on this data. It was estimated that Near East University, North Cyprus, has approximately 550 teaching staff Members of the target population possessing the skills and experience required to elicit the kind of reactions the researcher desires were encompassed by this research.

Sample and Sampling Methods

A sampling technique comes in handy when looking for the right respondents to employ in the study. Sampling was a procedure through which a representative sample of a population was selected for the purpose of determining its size or attributes. Through the application of sampling, scholars can make conclusions regarding a group without necessarily investigating every member of that population. The participant or respondents who voluntarily took part in the study were all academic staff members of Near East University, North Cyprus. The researcher believed that such participants were predominantly the ones faced with issues related to green Human Resources Management Practices in an organization. Therefore, it was imperative to choose them for the study, as this would help in attaining credible results

for the organization. Two hundred thirty-one (231) target simple sizes would accommodate a population of 550 university academic staff. The sample size was calculated using Slovin's formula [n = N / (1 + N * e^2)], (n: represent sample size, N: total population size, and e: margin of error (usually set 0,05 for 95 per cent confidence level). The selection respondent of academic staff members from different faculties at university who was readily accessible and willing to participate in this research compromised the sample size for this study. The sample was acquired using a convenience sample technique. Data were collected using written as well as electronic questionnaires based on the preference of the participants. This study aims to gather detailed information on how green HRM was perceived and applied in this particular environment by questioning the employees of organization. The participants in the sample provided diverse perspectives on the implementation of green practices in human resources and their impact on university sustainability goals. Renwick et al. (2013) assert that a more thorough grasp of the extent and consequences of environmental actions can be obtained by including a variety of organizational levels in a study on green human resource management. Because it allows for the collecting of high-quality data from those directly involved, a verified sample within an organization is helpful for researching specific practices (Yin, 2018).

Data Collection Tools

The data for this study was collected using a questionnaire by the researcher. This methodology was chosen because it is cost-effective and eliminates logistical constraints by providing access to a very large group of academic staff members without requiring physical presence (Evans & Mathur, 2005). The online survey administered through platforms such as Google Forms was selected for their capability of achieving comparative and standardized data collection about the perception of green HRM practices on university sustainability. In addition to the online distribution, hard copy questionnaires was also be utilized to ensure inclusivity and enhance response rates, particularly among participants who prefer traditional methods of communication. These printed questionnaires would mirror the structure and content of the online version, allowing for consistent data collection across both formats. Certain instruments were used by the researcher during the study to acquire the needed information. There is always a need to have constant caution over the validity and

reliability of the data collection and instruments used in each sample survey. Thus, it's essential to set out the methods of data collection ensuring the authenticity and reliability. The primary data for this research was collected from respondents using a standardized questionnaire consisting of 5-point Likert scale questions, divided into three sections (A, B, and C). In Section A, respondents were asked five questions about their personal information, including gender, age range, faculty, number of years at the university, and level of education. Section B (consisting of 13 questions) that focus on measuring perception of green HRM practices; such as green recruitment and selection (4 items), green training and development (3 items), green performance management (4 items), and green reward management (2 items); while Section C consists of items to measure environmental performance (14 items). The green HRM practices and the environmental performance was assessed in the final two sections based on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (Strongly agree) (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree). The research questionnaire for this study was adopted from Anwar et al. (2020). The final section dealt with the perceived impact of the green human resource management approach on employee engagement and motivation, as well as on sustainable organizational performance. To what extent do green HRM one assists one in joining the sustainable development goals and being satisfied with their work respondents are asked to evaluate this. This helps in measuring the effects of the green HRM strategy on the levels of employee involvement as well as the organization's performance in a wider capacity (Renwick et al, 2013). Even when studying ecology management, the overwhelming quantitative method is quite popular as it enables the researcher to determine changes out of a big sample concentration. Additionally, Creswell (2014) stresses that electronic questionnaires are most appropriate for hypothesis testing and exploring relationships among the variables under consideration. In this case, such key requirements as the possibility of observing the relationships between Green HRM practices and university sustainability over the long-term were essential in selection of this method.

Data Collection Procedures

To examine the link between Green Human Resource Management (GHRM) practices on university sustainability a quantitative data collection method was adopted. The primary data collection techniques were employee surveys as these provide a handy means of collecting information regarding behaviors, perceptions, and organizational practices that may not be immediately observable. Surveys also enable researchers to reach more participants who are diverse relatively economically and efficiently. For this study, the researchers used a combination of distribution methods to ensure wider reach and higher response rates. Questionnaires were distributed both in hard copy and via professional email. Additionally social media platforms were used to increase accessibility to the survey. The researcher had already started conducting questionnaires with participants after securing ethical clearance from NEU's "Scientific Research Ethics Committee "April 16, 2025, the committee had approved the research according to the ethical guidelines and policies of the university. Data collection lasted for over one month and was completed by May 30, 2025.

Data Analysis Plan

The information gathered through both online and hard copy questionnaires was primarily analysed using descriptive and inferential statistical methods. Review the responses and identify general trends regarding the perceptions of green HRM practices and their impact on university sustainability, descriptive statistics such as means, standard deviations, and frequencies was used (field,2013). This provided a clear impression about how academic staff members perceived green HRM, and this indicated the general belief about how these practices impacted the performance of the university. To evaluate the relationship between green HRM practices and university sustainability, statistical inference techniques such as linear regression and correlations were employed. These techniques enable hypothesis testing and the dissection of relationships between variables to provide evidence of the direct and indirect effects of green HRM practices (Creswell, 2014). However, here we synchronized the steps we followed to formulate the research hypothesis, from refining the instrument to enhancing our data collection and analysis strategies. As a result, the components of the hypothetical model are all treated as free variables in relation to green recruitment and selection, green training and development, green performance

management, and green reward management. In the first step, all the surveys that were returned were scanned, edited, and put together in forms that were easily manageable. The data was initially translated into coded categories for ease of reading. The researchers then utilized computer programs like SPSS and Excel to picture their findings. SPSS was used in analyzing the non-free-form text responses. As a secondary indicator of the reliability of the scale, Cronbach's alpha was also be used. The following tables were used in each category of questions to signify the accuracy of the results.

Ethical Considerations

Ethical standards need to be taken care of now for this study on ecological management of human resources (Green HRM). First and foremost, every participant was informed about the envisaged study, the manner of undertaking the research and the expected participation. This information was used to obtain fully informed consent so that it becomes clear that the participants understood what they would be doing and the possible risks of participation (Israel&Hay,2006). Clarity of information provided to participants was essential to maintaining transparency and avoiding violence of any kind, especially in studies involving sensitive organizational data. Also, participants' anonymity and confidentiality were strictly protected. The collected data were anonymized (Saunders, Kitzinger, & Kitzinger,2015) in order to keep hidden the identities of the respondents and prevent them from linking their responses with their identities or with a particular role within the university. No participant was forced to take part in this project by the researcher. The researcher also respected the wishes of any participant to remain anonymous. The researcher holds an April 16, 2025, letter of permission from the Near East University's ethics committee confirming the credibility and validity of the methods and tools employed. What this means is that we will be maintaining whatever was collected as data secretly during the research process.

CHAPTER IV
RESEARCH RESULTS

Demographic profile of the responders

The primary respondents for this study were the 231 Academic staff members of Near East University. One hundred thirteen (113) out of 231 members responded to the survey, with a response rate of 48.9%. This aligns with current studies Wu et al. (2022) explain that the average response rate to online surveys used in education focused research is around 44.1%, while nearly 50% response rates are common and generally acceptable. With half of the population to be reached participating, the inferences made from the study are reliable enough to guide management decisions.

This section provides the respondent's gender, age group, years of service at university, and academic title. Table 1 following shows the final findings.

Table1: Respondents Demographic data

Variable	Categories	Frequency	Percent
Gender	Male	60	53.1
	Female	53	46.9
	Total	**113**	**100.0**
Age group	Under 25	1	0.9
	25-34	32	28.3
	35-44	34	30.1
	45-54	25	22.1
	55 and Above	21	18.6
	Total	**113**	**100.0**
Years of Service at the University	Less than 1 year	8	7.1
	1-5 years	33	29.2
	6-10 years	25	22.1
	More than 10 years	47	41.6
	Total	**113**	**100.0**

Table1: Respondents Demographic data *(continued)*

	Dr.	11	9.7
	Asst.Prof.Dr.	29	25.7
	Assoc.Prof.Dr.	17	15.0
Academic	Prof.	27	23.9
Title	Other(Research		
	Assistant, Assistant	29	25.7
	Lecturer)		
	Total	**113**	**100.0**

Table 1 displays the gender distribution of the respondents. Out of the total 113 respondents, 60 male respondents in the study (53.1% of the total) and 53 female (or 46.9% of the total). this indicates that both men and women academic staff members responded in the survey, with a significantly higher percentage of male respondents. The near gender balance guarantees that the findings reflect both groups' perspectives. Given the demographic composition, the study's findings can be interpreted as significant for guiding managerial decisions and inclusive policy development. Regarding age the largest age group of respondents fell within the 35 and 44 years old (30.1%), followed by those between 25 and 34 years old (28.3%), and after those between 45 and 54 years old (22.1%), and then those above 55years old (18,6%). Only one person here is under the age of 25 represent (0.9%). In terms of years of service at university shown that 8 respondents (7.1%) had worked for less than 1 year,33 respondents (29.2%) had worked for 1-5 years,25 respondents (22.1%) had worked for 6-10 years, and the largest group 47 respondents (41,6%) had worked for more than 10 years. Concerning academic titles,11 participants (9.7%) held a title of Dr., whereas 29 participants (25.7%) were Assistant Professors (Asst.Prof.Dr.), 17participants (15%) were Associate Professors (Assoc.Prof.Dr.) and 27participants (23.9%) held the title of Professor. A further 29 (25.7%) responders fell into the "Other" category, which included Research Assistants and Assistant Lecturers. This provides a profile that shows the sample to be a wide cross-section of ranks in academia, with high density of responders at the Assistant Professor rank and in junior academic careers (Assistant Lecturers and Research Assistants). Together, these two groups account for more than half of the overall sample (51.4%).

Data Analysis

The study conducted preliminary analysis such as missing values, outliers, normality test, non-response bias and common method bias using Statistical Software for Social Sciences (SPSS version 27). The result of the multivariate outlier showed that there was no chi-square value less than 0.001 indicating that the data is free from outliers. In addition, Harman one-factor test was 20% below the value of 50% to determine no common method bias for statistical correction prior to ensuring procedural correction required was in effect such as maintaining confidentiality of respondents, ease of wordings, rewording double-barrelled questions and psychological distinctness of constructs. Missing values were replaced with mean replacement because they were less than 5% and random, according to Tabachnick and Fidell (2019). Data normality was assumed in accordance with the recommendation of (Field, 2017) that contended that based on central limit theorem whenever sample size would be more than 30 respondents' normality could be assumed. Lastly, in an effort to study the proposed relationship, data were analysed using the two functional models of structural equation modelling that are the measurement and structural models.

Structural Model Assessment

The structural model illustrates the relationship among the main Green Human Resource Management (GHRM) practices and environmental performance within the university setting. The model comprises four main constructs: Green Recruitment and Selection (GRS), Green Training and Development (GTD), Green Performance Management (GPM), and Green Reward Management (GRM) each of which is measured by a number of observed indicators. Environmental performance, the outcome measure, is measured by twelve indicators (EP1 through EP12). Model outcomes reveal that all GHRM practices are positively linked to environmental performance, which means the university integrates green practices in various HR activities. This accords with literature (e.g., Irani et al., 2022; Nisar et al., 2021) in that, through successful implementation, green HRM acquires organizational environmental performance. More specifically, green recruiting and selection, environmental training, green performance appraisal, and reward systems have been found to positively influence employees' environmentally sound behavior and

performance. The measurement model depicts that each latent construct is well-represented by its respective indicators, showing good internal consistency and construct validity (Fazlurrahman et al., 2021). The structural path diagram also depicts that GHRM practices are good predictors of environmental performance, supporting the assumption that sustainable HR initiatives are able to incorporate environmental values into the organizational culture (Yusouf et al., 2018). Although all paths are theorized as positive, the strength and significance of each path must be supported by statistical outputs such as path coefficients and t-values, which are reported in the results section. This model supports the hypothesis that Green HRM contributes to enhanced environmental performance, reinforcing the argument that sustainable HR practices are essential for promoting eco-conscious behavior among university staff (Osolase et al., 2022; Zhao & Huang, 2022). Further, the use of more than one indicator for every construct increases the reliability of the findings and points towards the multi-dimensional nature of both GHRM and environmental performance. These results show that while leadership may trigger green behaviour, structural HR practices like green staffing, training, and rewards may have a more direct, tangible impact on environmental performance.

Measurement Model Results

The measurement model of this study includes individual items that assess each latent construct. Some primary validation procedures were considered, including internal consistency reliability, convergent validity, and discriminant validity. A reflective formative higher order construct model was used in the study. The evaluation began with lower-order constructs, which were assessed prior to analyzing the higher-order structure. Item loadings, internal consistency, convergent validity, and discriminant validity were all assessed for the lower-order constructs. According to Hair et al. (2021), items with outside loadings of 0.70 or above are regarded dependable, especially for established scales. However, it is advised that items with loadings between 0.40 and 0.70 be considered for removal only if their deletion for lower-order constructs, internal consistency, item loadings, convergent validity, and discriminant validity were evaluated in the current study. Hair et al. (2021) provide a general rule of thumb, items with outer loadings of 0.70 or higher are consistent, especially for known scales. However, it is advised that the items with loadings

between 0.40 and 0.70 should be shortlisted for deletion only if their removal increases the Average Variance Extracted (AVE) or Composite Reliability (CR). In keeping with this, Hulland (1999) recommends retaining the items that have loadings of 0.50 and above as items lower than this contributes little to explanation. Adhering to these guidelines, three items (EP3, EP13, and EP14) were dropped from the original 27 reflective items, leaving the most precise indicators for each construct. Composite reliability was used to confirm internal consistency, with all of the measures ranging from 0.879 to 0.974, higher than the threshold of 0.70 as suggested by Sekaran and Bougie (2016), indicating that the constructs are measured correctly. To test convergent validity, Average Variance Extracted (AVE) was gauged. The constructs were all on the 0.50 level postulated by Fornell and Larcker (1981), from 0.646 to 0.901, and hence had adequate convergent validity. In addition, to improve the average variance extracted (AVE) also known as composite reliability (CR). In line with this, Hulland (1999) recommends retaining items with loadings of 0.50 and above, as items below this threshold provide little explanatory value. As per these requirements, three items (EP3, EP13, and EP14) were removed from the original 27 reflective items, which were the most reliable indicators for every single one of the constructs. composite reliability (CR) was used to test internal consistency, ranging from 0.879 to 0.974, higher than Sekaran and Bougie (2016) recommended 0.70 threshold, indicating that constructs are measured validly. For the assessment of convergent validity, Average variance extracted (AVE) was estimated. The values of all constructs were above Fornell and Larcker (1981) 0.50 cutoff point ranging from 0.646 to 0.901, which provided enough convergent validity. In addition, figure 2 below presents the measurement model for the lower order constructs illustrating the relationship between green HRM practices (such as: green recruitment and selection, green training and development, green performance management and, green reward management) and environmental performance. Three items (EP3, EP13 and, EP14) were deleted from the environmental performance constructs due to low or weak factor loadings. As suggested by (Hulland,1999), that any loadings below 0.05 based on standard practice should be removed to improve model reliability and validity. However, all the remaining items have loadings above the 0,05 and hence their items were retained. Table 2 shows the details.

Table 2: Factor Loading

Factor		**Factor loading**
Factor1: **Green Recruitment and Selection (GRS)**		
GRS1	My university should initiate environmental sustainability programs.	0.919
GRS2	My university should consider hiring employees with environmental awareness as part of future recruitment strategies	0.912
GRS3	I would prefer to work at a university that integrates environmental performance into its values.	0.930
GRS4	My university should plan to provide environmental awareness programs or workshops to improve staff knowledge in the future.	0.856
Factor 2: Factor 2: Green Training and Development (GTD)		
GTD1	My university should plan to develop a clear vision for guiding employees in environmental management.	0.913
GTD2	My university should explore the possibility of offering training on environmental management (e.g., recycling, waste management, sustainability workshops).	0.928
GTD3	My university should develop programs for sharing green knowledge to encourage environmentally friendly behaviors (e.g., energy-saving practices, water conservation).	0.933
Factor 3: Green Performance Management (GPM)		
GPM1	My university should consider integrating green performance indicators into its performance appraisal systems.	0.738
GPM2	My university should plan to set environmental responsibilities for employees (e.g., reducing paper use or managing air conditioner settings).	0.724

GPM3	My university should introduce consequences for non-compliance with environmental goals (e.g., penalties for smoking on campus).	0.878
GPM4	My university should consider offering green travel benefits (e.g., shuttle services, bicycles, or car-free days on campus).	0.862
Factor 4: Green Reward Management (GRM)		
GRM1	My university should consider offering financial incentives to employees for promoting environmentally friendly behavior.	0.953
GRM2	My university should explore recognition-based rewards to encourage participation in environmental management (e.g., public awards or certificates).	0.945
Factor 5: Environmental Performance (EP)		
EP1	My university should plan to develop and implement long-term environmental policies.	0.815
EP2	My university should consider introducing environmental management systems (e.g., ISO 14001 certification).	0.869
EP4	My university should explore options for alternative energy sources (e.g., solar panels).	0.792
EP5	My university should implement water conservation practices (e.g., rainwater harvesting or efficient irrigation systems).	0.874
EP6	My university should encourage the use of recycled products (e.g., categorized waste bins for paper, glass, and plastic).	0.911
EP7	My university should plan to explore proper food waste disposal methods (e.g., composting programs).	0.925
EP8	My university should implement practices to reduce the use of private vehicles (e.g., car-free days or promoting bicycling).	0.907

EP9	My university should explore ways to minimize noise pollution on campus (e.g., limiting horn use).	0.909
EP10	My university should consider initiatives to reduce greenhouse gas emissions (e.g., green initiatives and energy-efficient technologies).	0.923
EP11	My university should plan to enforce compliance with environmental laws and introduce sanctions for violations (e.g., fines for smoking).	0.905
EP12	My university should take steps to protect biodiversity on campus (e.g., maintaining gardens and avoiding pollution in water bodies).	0.821

Table 3 below shows the results regarding the reliability and validity of study variables, such as Green Recruitment and Selection (GRS), Green Training and Development (GTD), Green Performance Management (GPM), Green Reward Management (GRM), and Environmental Performance (EP). The findings indicate that all the constructs reveal good internal consistency since both Cronbach's alpha and composite reliability are higher than the specified cut-off of 0.70. In addition, the average variance extracted (AVE) of every variable is greater than 0.50, indicating convergent validity.

Table 3: Reliability and Validity Results

Variables	No. of Items	Cronbach's Alpha	**Composite reliability (rho_a)**	**Composite reliability (rho_c)**	**Average variance extracted (AVE)**
GRS	4	0.926	0.927	0.947	0.819
GTD	3	0.915	0.916	0.946	0.855
GPM	4	0.820	0.851	0.879	0.646
GRM	2	0.890	0.894	0.948	0.901
EP	11	0.970	0.973	0.974	0.772

Notes: Cronbach's Alpha (≥ 0.7); Composite reliability (≥ 0.7); Average variance extracted (≥ 0.5)

Figure 2 below shows the structural model and relationships between Green HRM practices including Green Recruitment and Selection (GRS), Green Training and Development (GTD), Green Performance Management (GPM), and Green Reward Management (GRM) and Environmental Performance (EP). The path coefficients indicate the strength of each relationship. GPM has the strongest impact on EP (β = 0.335), followed by GTD (β = 0.224), GRS (β = 0.189), and GRM (β = 0.164). The model explains 60.7% of the Environmental Performance variance, indicating considerable predictive power.

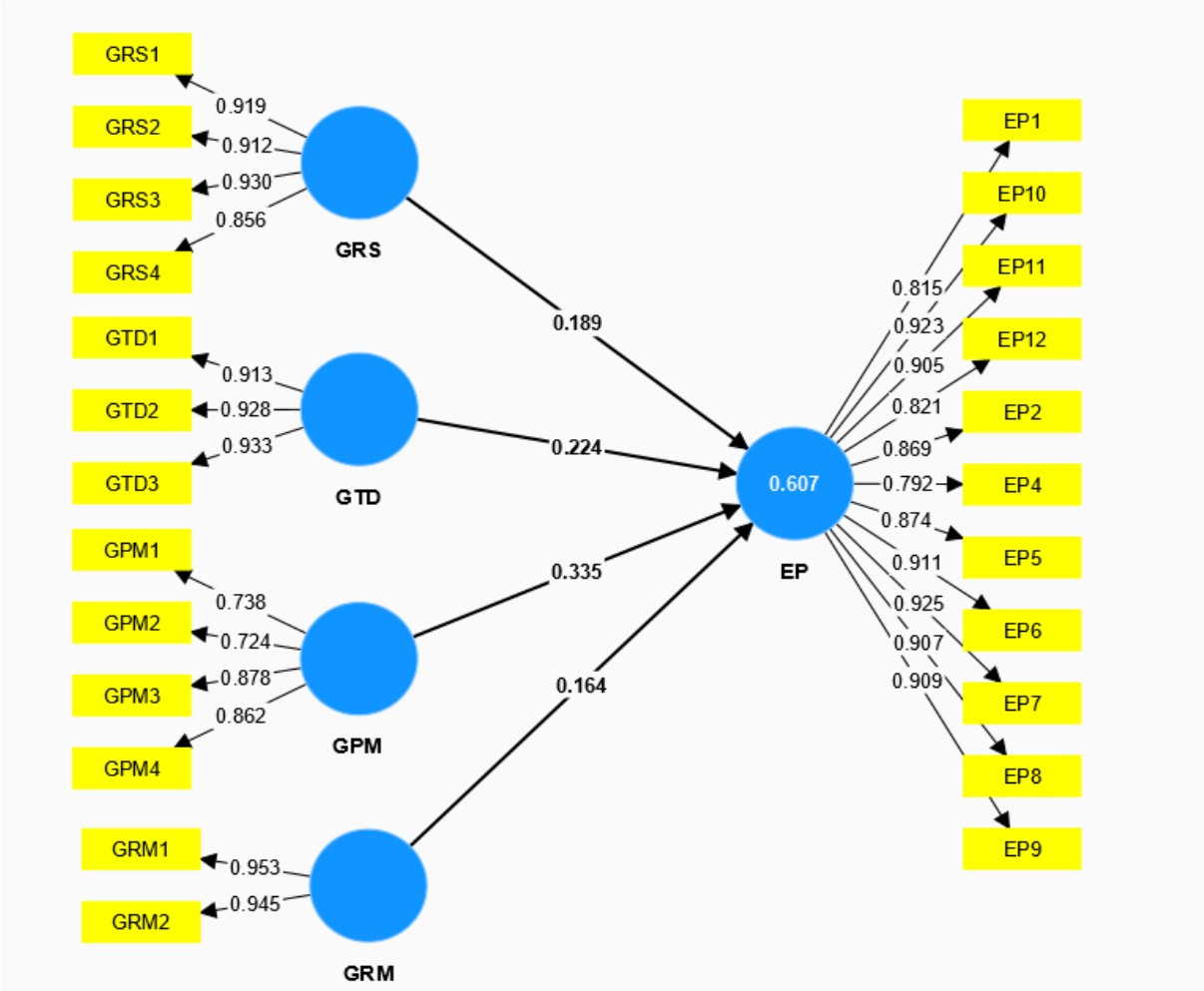

Figure 2. Measurement Model

Table 4 following shows the results of heterotrait-monotrait ratio matrix (HTMT) technique by Henseler, Ringle, and Sarstedt (2015) for discriminant validity testing. All the measures of HTMT are less than the conservative cutoff of 0.85, indicating that constructs are distinct from one another. This confirms that each dimension of green GRH and each measure of environmental performance measures distinct sub-concepts, and discriminant validity is established.

Table 4: Discriminant Validity: Heterotrait-Monotrait Ratio (HTMT) Matrix

	EP	GPM	GRM	GRS	GTD
EP					
GPM	0.793				
GRM	0.592	0.637			
GRS	0.705	0.833	0.582		
GTD	0.680	0.776	0.478	0.692	

To establish discriminant validity, the Heterotrait-Monotrait Ratio (HTMT) criterion was employed, as promoted by Henseler et al. (2015). HTMT is a stronger metric than the standard Fornell-Larcker criterion in terms of determining failure of discriminant validity in structural equation models. Using the HTMT90 benchmark, the value was to be less than 0.90 to indicate sufficient discriminant validity among the latent variables. In a couple of more classical examples, a 0.85 cut-off is employed (Hair et al., 2021). The HTMT matrix above (Table4) ensures that all the inter-construction HTMT values are less than 0.90, which guarantees adequate discriminant validity for all the constructs. The highest HTMT value observed was 0.833 between GRS and GPM, which is tolerable as well. This means that while these two constructs are theoretically connected because both measure aspects of Green HRM they are nevertheless empirically distinguishable.

Table 5 following presents the structural path coefficients that estimate the effect of Green HRM practices on Environmental Performance.It is clear that composites Green Human Resource Management Practices (GHRMP) and individual components such as Green Recruitment and Selection (GRS), Green Training and Development (GTD), and Green Performance Management (GPM) have statistically significant positive effects on Environmental Performance. however, the effect of Green Reward Management (GRM) was not statistically significant ($p = 0.069$), the specific

dimension was not significantly contributing to environmental performance in this model.

Table 5: Hypothesis Testing Results

Path Coefficients (Mean, STDEV, TValues, P-Values)				
Relationship	**Beta**	**T statistics**	**P values**	**Decision**
GHRMP→EP	0.776	15.024	0.000	Supported
GPM→EP	0.335	3.012	0.003	Supported
GRM→EP	0.164	1.820	0.069	Non-Supported
GRS→EP	0.189	2.426	0.015	Supported
GTD→EP	0.224	2.356	0.019	Supported

Notes: T-value >1.96; P-value < 0.05

Figure 3 below displays a structural model for determining the overall impact of Green Human Resource Management Practices on Environmental Performance. The model indicates that Green HRM practices account for 60.2% of the variation in Environmental Performance.

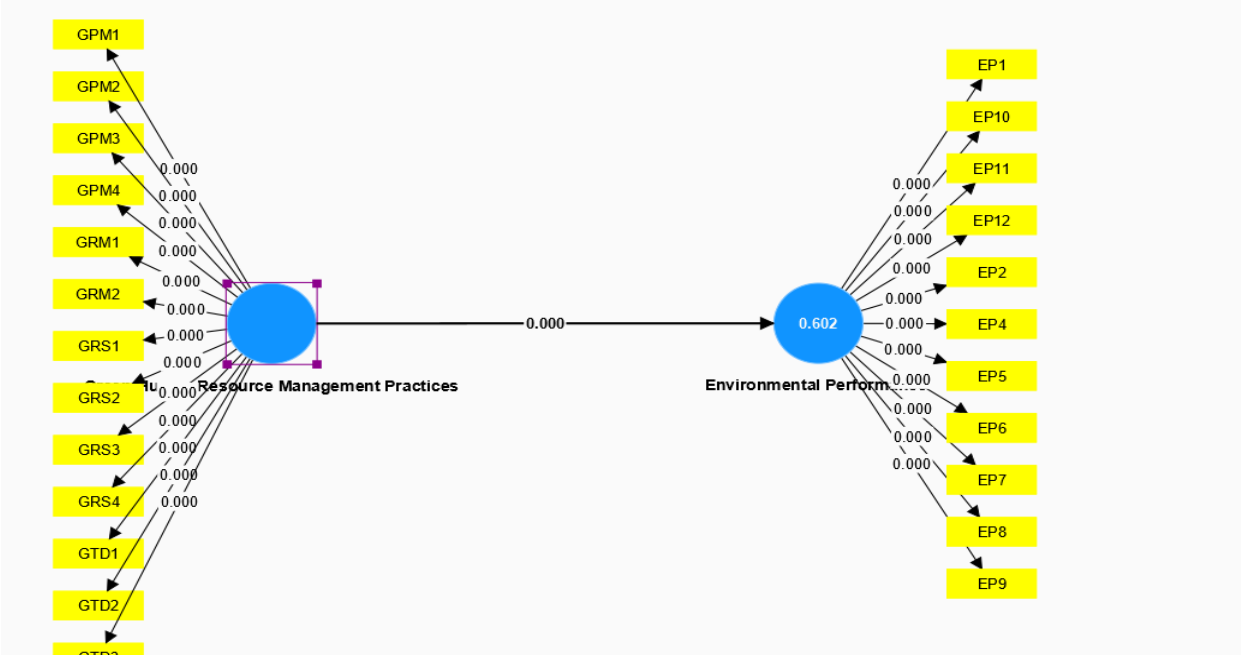

Figure 3: Structural Model Assessment

Figure 4 below displays structural model results, along with the significance levels (p-values) for the hypothesized relations among green GRH practices and environmental performance(EP).

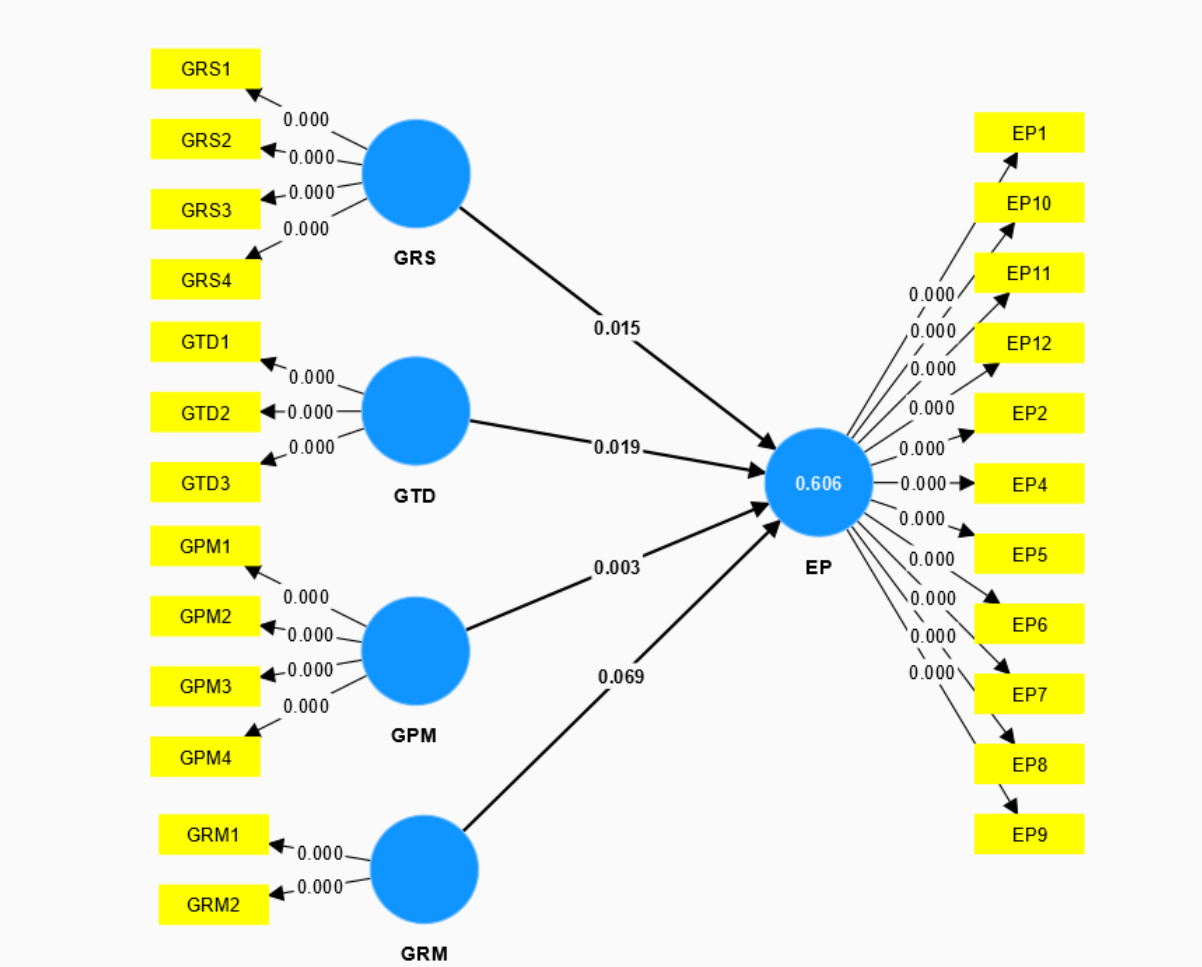

Figure 4: Structural Model Assessment

The structural model was assessed using Partial Least Squares Structural Equation Modelling (PLS-SEM) to tests the direct effects of green human resource management (GHRM)practices on environmental performance (EP). PLS-SEM is widely recognized for its ability to handle complex models with multiple constructs and indicators, particularly when the research objective is predictive rather than confirmatory (Hair et al., 2021; Sarstedt et al., 2022). The hypotheses in question were tested against the analysis of the path coefficients, the t-values, P-values, and the determinate coefficients (R^2) in an attempt to determine the strength and significance of the relationships. The relationship between second-order construct Resource Management Practices (RMP) and Environmental Performance was found to be statistically significant and positive ($\beta = 0.776$, $t = 15.024$, $p < 0.001$), supporting the general hypothesis that GHRM practices positively impact environmental performance in the

university context. As can be clearly seen from Fig.4 and as shown in Table 5, the R^2 of environmental performance is 0.606, which indicates that 60.6% of the variation of Environmental Performance is explained by the four green human resources management (GHRM) practices: Green Recruitment and Selection (GRS), Green Training and Development (GTD), Green Performance Management (GPM), and Green Reward Management (GRM). As Hair et al. (2021) have indicated, a value of $R^2 > 0.60$ is considered substantial, signifying that the model demonstrates very good predictive validity in the explanation of Environmental Performance. The data gathered indicated both the study model and hypothesis given (Fig.4) The findings indicates that three out of four hypotheses are significantly contribute to environmental performance, as indicated in Table 5 and Fig.4. The findings supported that three out of four GHRM practices have a statistically significant positive effect on environmental performance. Specifically, GPM ($\beta = 0.335$, $p = 0.003$), GRS ($\beta = 0.189$, $p = 0.015$), and GTD ($\beta = 0.224$, $p = 0.019$) exhibited significant path coefficients ($t > 1.96$; $p < 0.05$), which supported their hypothesized positive effects. However, GRM ($\beta = 0.164$, $p = 0.069$) did not exert a statistically significant effect at the 0. 05level. These results are consistent with prior literature focusing on the uneven effect of GHRM practices on organizational sustainability performance (Jabbour & de Sousa Jabbour, 2016; Renwick et al., 2023).

CHAPTER V

DISCUSSION, CONCLUSION, AND RECOMMENDATION

Discussion

This study provided valuable insights into green human resource management (GHRM), a relatively new area of research within the broader field of human resource management. Based on the results obtained from the analysis, green HRM practices were found to be significant in explaining environmental performance of the university. This finding aligns with existing research that claims green human resource practices can improve environmental performance (Irani et al.,2022; Nisar et al.,2021). More specifically, the findings show the university does a lot to ensure employees experience the needed competence necessary to perform work in environmentally friendly ways. This includes practices related to green hiring and selection, as well as structured training and development plans. The university places a strong emphasis on green staffing by carefully selecting candidates who possess environmental values, requiring employees to participate in mandatory environmental training, designing such training to build green skills and knowledge, and monitoring compliance to ensure the acquired knowledge is applied in their jobs. These findings are supported by previous research (Nisar et al., 2021; Yusouf et al., 2018), which also found that employee behavior shaped through green recruitment, remuneration, and development practices contributes to universities' environmental consciousness. In addition, the results also demonstrate that the university evaluates employee performance using both monetary and non-monetary rewards to encourage the achievement of environmental performance targets. This aligns with the findings of Nisar, et al., (2021), who asserted that performance appraisals based on green criteria positively influence pro-environmental behavior. More precisely employees are rewarded for their contributions to environmental management, are encouraged to acquire specific environmental competencies, performance was assessed in line with environmental concerns, environmental incidents, responsibilities, concerns and policy were included as part of employee's appraisals. This is consistent with Fazlurrahman et al. (2021), who argued that the measurement of staff compliance with green policies has a significant contribution to environmental performance. The study also reveals that the university promotes employee involvement through greater participation, knowledge

exchange, and autonomy. Employees are inspired and encouraged to adopt environmentally friendly behaviors. Teamwork is promoted to resolve environmental issues, and staff are provided opportunities to discuss environmental matters in meetings and suggest improvements. This finding is in consonance with the work of Irani, et al. (2022) and Osolase, et al. (2022) who stated that for the purpose of improving employee engagement in green initiatives, its important to have green HR practices and initiatives like green competencies, team work, and sharing knowledge across the organisation. To further explain the outcomes, in this section the outcomes are presented with respect to the two fundamental research questions of the study.

Regarding the first research question What is the impact of Green HRM on organizational performance? three out of four green HRM practices (green recruitment and selection, green training and development, and green performance management) were identified by the research to contribute substantially and positively to environmental performance, which is an essential component of organizational performance in conditions of sustainability. These findings attest that when green values are included in the HR policies of universities, it contributes significantly towards advancing their overall sustainability agenda. This validates previous research by Irani et al. (2022) and Nisar et al. (2021), which stated the strategic importance of HR in integrating environmental values in organizations. On the other hand, green reward management was also found not to be very influential and even suggested that extrinsic or monetary rewards might be of minimal value in universities, where occupational norms and intrinsic motivation ought to predominate over ecologically friendly behavior. This emphasizes the importance of tailoring GHRM initiatives to the specific cultural and motivational context of higher education institutions. With respect to the second research question How do employees perceive the role of Green HRM in achieving sustainability goals? the results show that employees have mostly favorable views regarding Green HRM practices. Academic staff believe that green recruitment and selection helps to bring in environmentally conscious individuals, and green training provides them with greater environmental management knowledge and skills. Moreover, performance measurements based on environmental indicators are perceived as fair and effective ways of enhancing environmental conduct. These perceptions are important because staff commitment and approval are necessary for the success of sustainability programs. However, the negative perception of green incentives implies that employees do not perceive material rewards as the driving force for environmental engagement. This could be attributed to the scholarly culture where environmental stewardship is seen as being more of a professional and moral obligation than something one should be rewarded for economically. This concurs with the research of Yusouf

et al. (2018), who noted that collective values and institutional support are more effective at instilling environmental behavior than extrinsic reward. .

Theoretical Implication

The study makes important theoretical contributions to the role of Green Human Resource Management (GHRM) practices to environmental performance, in this case, in the higher education sector. By focusing on academic staff' experiences and perceptions, the research sheds light on a stakeholder group that has been relatively neglected within existing GHRM theory. While the majority of the current literature has been addressed to corporate environments or general organizational contexts such as manufacturing or services (Aboramadan, 2022; Abbas et al., 2022) this study relocates the attention to academic institutions. This in turn expands the GHRM research landscape by examining how universities, as knowledge-intensive and socially responsible organizations, implement green HR practices to enhance sustainability. The findings underscore the imperative to establish GHRM practices as a reflection of higher education institutions' unique cultural, structural, and functional forces. Ultimately, this research confirms the essential role human resource practices and policies play in shaping the embedding of university functions with more general environmental sustainability goals. Theoretically, the study bridges the literature gap between green HRM and traditional HRM by integrating green practices such as green recruitment, training, performance management, and rewards in the academic environment (Aboramadan, 2022; Zahrani, 2022). Notably, it suggests that green recruitment, training, and performance management contribute to improved environmental performance but green rewards do not (from a negative standpoint). This suggests that intrinsic motivation or non-financial drivers might be more crucial in classrooms.

Practical Implication

In practice, this study offers feasible, real-world advice to policymakers, human resource professionals, and university administrators who wish to enhance university sustainability. It demonstrates the utmost importance of merging environmental issues into core HR practices and policies. This involves recruiting individuals who demonstrate a commitment to environmental values, implementing concentrated training programs that enable the employee with competencies and knowledge to sustain himself/herself, and applying performance appraisal systems that

definitely pay those behaving in environmentally friendly manners and yield positive results (Abbas et al., 2022). Moreover, the study highlights the strategic relevance of integrating GHRM basics into the total institutional setting such as embedding them in mission statements, strategic plans, and organizational values for building a long-term campus-based sustainability culture (Zahrani, 2022). Aligning HRM practices with environmental objectives empowers universities not just to improve their ecological footprint but also to position themselves as innovation, education, and research leaders in sustaining development. Further, the findings require the implementation of frequent green awareness campaigns, workshops, and communication policies that enhance environmental values (Aboramadan, 2022). The candidates' environmental attitudes should be evaluated by the HR professionals during recruitment procedures and ongoing training needs to be given in favour of adhering to green policies. The performance metrics could focus on utility-level measures such as resource consumption and waste reduction (Abbas et al., 2022).

Conclusion

Environmental responsibility After many years of hyperfocus on sustainability as a means to protect environment, universities are beginning to understand that ignoring human and behavioural dimension in sustainability strategies makes them less effective. This study predominantly focused on GHRM practices and their effect on environmental performance among the academic staff members of the Near East university in Northern Cyprus. The results further indicated that green Training and Development, green Recruitment and Selection, and green Performance Management had a significant positive impact on environmental performance. These findings indicate that if you are able to attract, teach and assess academic staff to become effective sustainability practitioners' universities may be more effective in generating significant sustainability impacts. In contrast, green reward management did not have a significant effect, suggesting for academics, intrinsic motivation or other extrinsic factors may be stronger drivers of their environmentally responsible behaviour rather than financial or formal encouragements. Importantly, this research demonstrates the importance of staff perceptions for developing and measuring sustainability initiatives. Their findings show that behavioural and human-focused strategies, when integrated into HR systems, can significantly improve environmental performance in higher education. Despite the increased interest of GHRM in the organizational world, little

attention is given to its use in the university context. This study helps to bridge this gap by providing empirical evidence about how GHRM practices can act as drivers of sustainability in academia. Universities wanting to enhance their environmental performance should focus mainly on embedding sustainability principles in their HRM policies and practices especially in recruitment, training, and performance appraisal as well as putting their reward systems into consideration. Regarding the first research question What is the impact of Green HRM on organizational performance?, results in this study show that Green HRM practices, such as green recruitment and selection, green training and development, and green performance management, significantly and positively influence environmental performance, which is one of the organizational performance dimensions in the context of sustainability. This means that GHRM is not symbolic but has a strategic function to improve the environmental performance of the university, which is an important aspect of overall organizational performance in High Education Institutions. In response to the second research question How do employees perceive the role of Green HRM towards sustainability goals? it is revealed that academic staff have a positive impression of GHRM practices, especially those concerning training, recruitment, and performance management. They understand that such practices can help them acquire skills, motivation, and responsibility to adopt environmentally friendly behavior. However, the attitudes towards the utility of green reward systems were negative, which suggests that intrinsic motivation and professional values may be more significant than economic rewards in motivating sustainable behaviors among the personnel in universities.

Recommendation Based on Findings

Suggesting from study results, some recommendations are therefore made for institutions of higher education to foster sustainability through GHRM practices. Universities should initially start by incorporating GHRM practices in strategic planning processes, thus institutionalising sustainability as part of the mission and vision via formal HR practices such as cultivating the HR function such as selection, training, evaluation, reward systems in line with environment related goal. Green recruitment and selection should be promoted by recruiting academic and professional staff who have strong environmental attitudes and are willing to participate in sustainability initiatives, through working-interviews designed to determine their

dispositions. To underpin this, institutions should encourage green learning and development through the provision of continued seminars, workshops and coaching sessions that help to develop knowledge and occupational skills relating to environmentally-friendly behaviours at work in academia. Introducing green performance appraisal systems are equally important, evaluation indicators should include green responsible behaviors such as reduce and Paper-Waste complimentary index, green initiatives and the like monitored by transparent systems, for example, print tracking. While the green reward was not found to have made a significant impact on environmental performance, the authors argue that public recognition, certificates, or environmental awards could be considered by universities as non-monetary incentives that might be more effective for academic staff. It is equally important to foster an institutional culture of sustainability, in which bottom-line leadership demonstrates the value of acting in a sustainable manner and the urgency of doing so, to align and engage all levels within the organization. The implications of the research are not limited to the context of North Cyprus, and the findings and recommendations have potential value to policy makers who wish to integrate GHRM frameworks in higher education for long-term sustainability. Last, interdepartmental collaborations between academic programs, HR, facilities management, and others are key to developing and implementing comprehensive sustainability efforts and to building a coherent and effective organizational response.

Limitation and Future research

This study has certain methodological and theoretical limitations that offer future research avenues. For instance, a cross-sectional study where information was gathered at one specific moment. Green HRM interventions may take time to maximize the influence on environmental performance. For a more in-depth understanding, future research may adopt a longitudinal research method by examining the changes to employee environmental performance over time from the implementation of Green HRM practices. Second, other universities in North Cyprus are also making substantial efforts to transition to a sustainable green campus, and future study should also consider other universities for generalizing results. Moreover, undertaking the study across borders in a cross-cultural setting will help develop universally generalizable Green HRM initiatives in higher education. Future research

can use a mixed-methods approach to study the relationship between Green HRM and environmental outcomes. Thirdly, the present study utilized purely quantitative data collected from close-ended survey items. Despite the approach providing minimal insight into the thinking of respondents. A mixed-method design can also be used in future researches trying to do a more detailed analysis. Future research should employ a mediating variable like organizational culture (Levy and Marans, 2012), management support (Ramus, 2002) and employee attitude (Harvey et al., 2013). Furthermore, only four green HRM fundamentals, that is, green recruitment, green training, green performance management, and green reward, were taken into account in this study. Other Green HRM practices like green work-life balance (Muster and Schrader, 2011) can also be employed in the research for future studies on Green HRM. The population of this study comprised just academic workers within a university. But there is a large class in the universities with upper-level activities that would be used to shape the campus environmental performance. Top management, students and academics, as well as other staff, must engage in multidisciplinary activities to boost the university's overall environmental performance. The future studies should also cover non-teaching staff like administrative, technical and operational staff because of the different perceptions of the different employees. Along with this, students are also stakeholders of a university because they are future leaders and possess energy and enthusiasm to learn and implement pro-environmental activities to campus as well as social functions. This can provide the overall impression of holistic Green HRM system of the university.

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APPENDICES

Appendix A

NEAR EAST UNIVERSITY

FACULTY OF ECONOMICS AND ADMINISTRATIVE SCIENCE

DEPARTMENT OF BUSINESS ADMINISTRATION

SURVEY QUESTIONNAIRE

Exploring the Impact of Green Human Resource Management on University Sustainability: Academic Staff Perceptions and Insights

Researchers:

Thierry Niyokwizera (Master Student)	Prof. Dr. Serife Eyupoglu (Thesis Supervisor)
Department of Business Administration	Department of Business Administration
Near East University	Near East University
Lefkosa, TRNC	Lefkosa, TRNC
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Dear Participant,

We invite you to participate in a research study entitled "***Exploring the Impact of Green Human Resource Management on University Sustainability: Academic Staff Perceptions and Insights***". This survey will take approximately 10 minutes of your time to complete. Your participation is entirely voluntary, and all responses will be kept confidential. There no right or wrong answers. Completing this survey will not expose you to any foreseeable risk or harm of any sort. Data gathered in this study will be used only for research purposes. If you have any questions concerning the research study, please feel free to contact us using the information

provided above. Thank you for our valuable participation; your support is greatly appreciated.

SECTION A: DEMOGRAPHIC QUESTIONS

1. Age group

( ) Under 25 ( ) 25-34 ( ) 35-44 ( ) 45-54 ( ) 55 and above

2. Gender

( ) Male

( ) Female

3. Faculty:……..

4. Years of Service at the University

( ) Less than 1 year ( ) 1-5years ( ) 6-10 years ( ) More than 10 years

3. Academic Title

( ) Dr. ( ) Asst.Prof.Dr. ( ) Assoc.Prof.Dr. ( ) Prof. ( ) Other (please specify): ……

SECTION B: Perception of Green Human Resource Management Practices and Environmental Performance

Near East University is actively implementing and continuously enhancing its policies to advance sustainability goals. Committed to ongoing progress, the university is taking decisive action by promoting diversity, expanding access to education, creating flexible work opportunities, and ensuring a fair and equitable environment for gender equality.

The university continues to make progress in its sustainability efforts. This study aims to explore how the implementation of green human resource management practices would be perceived by staff members in terms of their

impact on the university's sustainable and environmental performance. Please respond to the below items in this respect.

Green Recruitment and Selection

To what extent do you agree with the following statements? Respond using the below scale;

Strongly Disagree	Moderately Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

N◦	Statement	1	2	3	4	5
1	My university should initiate environmental sustainability programs.					
2	My university should consider hiring employees with environmental awareness as part of future recruitment strategies.					
3	I would prefer to work at a university that integrates environmental performance into its values.					
4	My university should plan to provide environmental awareness programs or workshops to improve staff knowledge in the future.					

Green Training and Development

To what extent do you agree with the following statements? Respond using the below scale;

Strongly Disagree	Moderately Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

N◦	Statement	1	2	3	4	5
1	My university should plan to develop a clear vision for guiding employees in environmental management.					
2	My university should explore the possibility of offering training on environmental management (e.g., recycling, waste management, sustainability workshops).					
3	My university should develop programs for sharing green knowledge to encourage environmentally friendly behaviors (e.g., energy-saving practices, water conservation).					

Green Performance Management

To what extent do you agree with the following statements? Respond using the below scale;

Strongly Disagree	Moderately Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

N◦	Statement	1	2	3	4	5
1	My university should consider integrating green performance indicators into its performance appraisal systems.					
2	My university should plan to set environmental responsibilities for employees (e.g., reducing paper use or managing air conditioner settings).					
3	My university should introduce consequences for non-compliance with environmental goals (e.g., penalties for smoking on campus).					
4	My university should consider offering green travel benefits (e.g., shuttle services, bicycles, or car-free days on campus).					

Green Reward Management

To what extent do you agree with the following statements? Respond using the below scale;

Strongly Disagree	Moderately Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

N◦	Statement	1	2	3	4	5
1	My university should consider offering financial incentives to employees for promoting environmentally friendly behavior.					
2	My university should explore recognition-based rewards to encourage participation in environmental management (e.g., public awards or certificates).					

SECTION C: Environmental Performance

To what extent do you agree with the following statements? Respond using the below scale;

Strongly Disagree	Moderately Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

N◦	Statement	1	2	3	4	5
1	My university should plan to develop and implement long-term environmental policies.					
2	My university should consider introducing environmental management systems (e.g., ISO 14001 certification).					
3	My university should promote energy conservation practices (e.g., reminders to turn off unused lights and equipment).					
4	My university should explore options for alternative energy sources (e.g., solar panels).					
5	My university should implement water conservation practices (e.g., rainwater harvesting or efficient irrigation systems).					
6	My university should encourage the use of recycled products (e.g., categorized waste bins for paper, glass, and plastic).					
7	My university should plan to explore					

	proper food waste disposal methods (e.g., composting programs).					
8	My university should implement practices to reduce the use of private vehicles (e.g., car-free days or promoting bicycling).					
9	My university should explore ways to minimize noise pollution on campus (e.g., limiting horn use).					
10	My university should consider initiatives to reduce greenhouse gas emissions (e.g., green initiatives and energy-efficient technologies).					
11	My university should plan to enforce compliance with environmental laws and introduce sanctions for violations (e.g., fines for smoking).					
12	My university should take steps to protect biodiversity on campus (e.g., maintaining gardens and avoiding pollution in water bodies).					

13	My university should arrange activities to promote environmental awareness (e.g., campaigns, conferences, or community programs).					
14	My university should explore the possibility of conducting research projects on environmental topics (e.g., climate change or sustainable energy management).					

(Anuar et al.,2020)

Thank you for your participation

Appendix B

Ethical Committee Approval

NEAR EAST UNIVERSITY

SCIENTIFIC RESEARCH ETHICS COMMITTEE

16.04.2025

Dear Thierry Niyokwizera

Your application titled **"**Exploring the Impact of Green Human Resource Management on University Sustainability: Academic Staff Perceptions and Insights**"** with the application number NEU/SS/2025/2005 has been evaluated by the Scientific Research Ethics Committee and granted approval. You can start your research on the condition that you will abide by the information provided in your application form.

Prof. Dr. Aşkın KİRAZ

Director

Appendix C

Turnitin Similarity Report

EXPLORING THE IMPACT OF GREEN HUMAN RESOURCE MANAGEMENT ON UNIVERSITY SUSTAINABILITY: ACADEMIC STAFF PERCEPTIONS AND INSIGHTS by Thierry Niyokizera

ORIGINALITY REPORT

13%	11%	11%	4%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

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2	pmc.ncbi.nlm.nih.gov Internet Source	2%
3	tutorsonspot.com Internet Source	1%
4	docs.neu.edu.tr Internet Source	1%
5	www.researchgate.net Internet Source	<1%
6	Nosheen Anwar, Nik Hasnaa Nik Mahmood, Mohd Yusoff Yusliza, T. Ramayah, Juhari Noor Faezah, Waqas Khalid. "Green Human Resource Management for organisational citizenship behaviour towards the environment and environmental performance on a university campus", Journal of Cleaner Production, 2020 Publication	<1%
7	"State of the Art in Partial Least Squares Structural Equation Modeling (PLS-SEM)", Springer Science and Business Media LLC, 2023 Publication	<1%
8	coek.info Internet Source	