



The Impact of GHRM Practices on Organization Sustainability: An Empirical Evidence from the Textile Industries of Pakistan

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Article Information	Abstract
Article history: Submitted: 10 th June, 2025 Accepted: 21 st June, 2025 Published: 30 th June, 2025	<i>The goal of this research is to combine the HR fields of Green Human Resource Management (GHRM) and organizational sustainability (OS). The purpose of this paper is to assess the impact of GHRM practices in Pakistani textile and manufacturing firms by expanding the scope of knowledgeable research in the field of Green HRM. This study looks into the impact of GHRM (green staff development (GSD), green training and development (GT&D), green reward and compensation (GR&C) practices on organizational sustainability where employee performance (EP) mediate the relationship between them. The sample size was 204, and primary data was collected from HR managers and executives in Pakistan's textile industry via survey questionnaire. Data analysis was performed using the SMART PLS and SPSS. The study's findings show that GHRM practices has a significant impact on organizational sustainability. The study's findings support the idea that employee performance can act as a buffer between GHRM practices and organizational sustainability.</i>
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Introduction

In the past several years, taking care of the environment has become more important, mainly because the industrial revolution harmed a great deal of nature. Because the environment is a growing concern for many, the textile industry should focus more on using green management methods. Green staff development, green training and development and green reward and compensation are among the green practices (Mohammad et al., 2020). Green HRM plays a big role in helping organizations develop by focusing on changing their culture, structure, strategies and policies. To learn what role green HRM plays in a sustainable organization, we need to examine the link between these strategies and the company's ongoing sustainability. Most people working in businesses perform GSD, organize training and deal with reward and compensation

matters every day (Gilal et al., 2019). These methods support the long-term achieving of business objectives as they join management and employees together. They can also influence how well company staff complete their work. You have to discover if green HRM strategies make it possible for the organization to last in the long run and how they relate to employee performance. It was found that three common green HRM approaches are connected to the sustainability of an organization. We used data from a big Pakistani textile business to guide us in making a new model for sustainability. Sustainable development initiatives should be driven by organizations working globally. Being able to respond to international changes in the economy is necessary for a company to remain competitive. Organizations are responsible for showing others how to be socially responsible, safe and protect the planet. Sustainable growth for companies requires adopting green HR practices (Ansari and colleagues, 2021). Education, training and development, pay and reward and compensation are among the major green HRM practices used by Pakistani textile companies (Jehan et al., 2020). When an organization follows green HRM practices, it emphasizes sustainable development and forms a different culture, structure, strategy and turnover in leadership which has an impact on employees. So, we need to assess the impact green HRM has on the organization's long-term success. If a business learns how green HRM contributes to a company's long-term success, it can improve many important aspects. How HRM is practiced now might affect future business results, so it is important that they know the impact of their current and future actions on the company's long-term health (Rawashdeh, 2018).

You have to realize that there are numerous other important factors that can shape the organization's well-being before you consider the effects of green practices by HR. It is important to learn how these things impact organizations before studying how green HRM practices affect sustainability. Other factors to look into are the company's culture, the way it is organized, its strategy, who leads it and employee performance. It is the organizations themselves that should take responsibility for social issues, health and safety and saving the environment. The research aims to learn how three key HRM practices impact whether an organization remains viable in the long run. Working on sustainability, these green approaches in HRM are essential as they affect how companies operate. They also shape the company's culture, organizational structure, plans and choice of leader in ways that might change how employees feel. To better understand how they support the long run of the company, one needs to be aware of their impact on employee performance and other similar factors.

Literature Review

Relationship between GHRM Practices and Organizational Sustainability:

Green HRM applies processes that minimize resource use, make resource use more organized and attempts to reduce waste (Sendawula et al., 2018). Many different aspects fall under the broad term Green HRM which can be used in a lot of various organizational settings (Nazir & Islam, 2017). Green HRM uses various strategies to teach and involve employees so that the company can keep being sustainable for the long run (Dall'Ora et al., 2016). It also covers steps the organization can take to go green, mainly by considering the environmental impact and by following eco-friendly consumption habits (Kalogiannidis, 2020). Green HRM, as it is often used, means applying environmental policies at work. It has been found to boost employee performance (Pradhan & Jena, 2017). A major way to practice green HRM is to put in place programs that focus on the employer's behavior, supported by training and seminars people can attend (Hayati & Sari, 2019). Some organizations bring green principles into HRM by using certain compensation and reward systems (Ibrahim & Brobbey, 2015). Green HRM which fits into the field of organizational

sustainability, encourages environmentally responsible actions and helps increase employees' job satisfaction (Iskamto, 2021). Giving importance to green HRM in organizations has been found to help employees build a good attitude toward the company and feel more loyal to it (Utin & Yosepha, 2019). Some studies have tried to find out how green HRM affects sustainability (Kuswati, 2020). A paper by (Iqbal et al., 2015) looked at the relationship between green HRM and sustainability. A high level of environmental performance at work and strong motivation, job satisfaction and commitment were what the researcher found to show sustainable behaviors (Atatsi et al., 2019). Another study focusing on green reward and compensation linked higher pay practices to employee commitment, low turnover, efficiency and high levels of job satisfaction (Pawirosumarto et al., 2017). GSD is linked with organizational sustainability in that it may increase awareness, knowledge and skills necessary in order to implement green strategies effectively into organizational products and operations (Diamantidis & Chatzoglou, 2018). The strategy is also linked with better employee performance by increasing engagement and job satisfaction (Morrisette et al., 2021). This can be viewed as potentially increasing employee loyalty towards the company (Januarti, 2020). The majority of studies show a positive relationship between green HRM and sustainability. However, most of these studies are limited in scope as they do not include enough measures to examine the relationship between green HRM, organizational sustainability or employee's satisfaction with the organization over time or across various demographic groups (Díez-Martín et al., 2021). GT&D are also linked with organizational sustainability (Nuansa et al., 2018). The strategy aims to improve employee's knowledge, skills and awareness pertaining to green management practices (Kurniawan, 2021). GT&D do this by increasing employee knowledge of green HRM and environmental sustainability, increasing employees understanding of the skill set needed to implement change successfully, as well as expanding employee awareness regarding the benefits and limitations of implementing green strategies (Suwaryo et al., 2016). A number of studies suggest that there is a strong link between GT&D and sustainability (Paais & Pattiruhu, 2020). According to the results, GT&D is helpful for the sustainability of an organization by raising its results in terms of performance and retention (Mousa & Othman, 2020). The result of this may be improved employee involvement and loyalty to the organization, as explained in Arulrajah et al.'s study (2015). Organizational sustainability is seen as strongly influenced by 'green' actions. Research explains that eco-friendly HRM programs can lessen harm to the environment within a company. Employee satisfaction with their employer is shown to be improved because of corporate social responsibility (Zaid et al., 2018). GSD may improve employee motivation towards sustainability in the organization. The plan focuses on giving employees more knowledge, skills and awareness of green management so that they can carry out change. According to a research study in 2019, Saeed et al., GSD strategies result in a rise in job satisfaction and the retention of employees (Saeed et al., 2019). A link can also be seen between sustainability and green HRM. Green HRM means businesses put environmental policies into practice in their workplaces. Pay and reward systems are the main tools used by organizations to bring in Green HRM (Yong & Mohd-Yusoff, 2016). If green HRM practices are used over time, the company's position on organizational sustainability should increase because employees are more involved with sustainable issues.

Employee happiness is important in encouraging an organization to embrace sustainability (Saputri & Wijaya, 2020). GR&C have a link to how happy employees are within the company. When employees are satisfied in their jobs, they usually perform better and studies show this leads to less employee turnover (Ateia et al., 2021). GR&C also positively impact organizational sustainability by providing incentives for employees to engage in positive behaviors that lead to

the achievement of environmental sustainability or ethical behavior (Mangla & Vishwavidyalaya, 2015). Achievement measures such as measurement of CO₂ emissions where the larger the number of emissions produced by an organization, the more employees are rewarded (Ricciardi et al., 2016). This creates a positive incentive for employees and provides a strong incentive for them to begin engaging in green behaviors (Yulian et al., 2017).

Green HRM strategies should be built by including sustainability ideas in the company's key strategies (Tiwari & Bhardwaj, 2022). Carrying out green HRM helps organizations succeed in their efforts to become more environmentally friendly (Lo-Iacono-Ferreira et al., 2017). According to Ramasamy (2017), there are various ways green HRM strategies are put in place, based on what the organization is like, its goals and its relationship with the environment. A number of organizations now have both environmental rules and rewards systems for employees who act in an eco-friendly way (Adepoju & Aremu, 2022). A few green compensation approaches are creating eco-friendly offices, offering composting or recycling bins or making eco-friendly rules (Muisyo et al., 2021). Green HRM has also been applied by adding green jobs into a company's employment mix (Masri & Jaaron, 2017). Green jobs allow employees to engage in purposeful sustainable and environmental behaviors while also receiving monetary compensation for their efforts (Saeed et al., 2019). The implementation of either organizational policies or reward systems will require the integration of sustainability into organizational structures and structures linked with staff development, supervision and career advancement. So that it is hypothesized that:

H1: There is a relationship between GSD and organizational sustainability

H2: There is a relationship between GT&D and organizational sustainability

H3: There is a relationship between GR&C and organizational sustainability

Mediating effect of employee performance between GHRM and organizational sustainability relationship:

Employee performance can be defined as the amount of effort employees put into their duties and what they bring to the organization (Ojo et al., 2020). It is also linked with staff development and career advancement (concretizing potential of work) leading to higher job satisfaction. Employees who are engaged in their work will be more likely to perform at a high level which in turn leads to improved productivity and efficiency (Amjad et al., 2021). For example, Ojo & Raman, (2019) found that 'green' reward systems can improve employee performance by creating a positive incentive for employees to engage in green behaviors. Employee engagement is one of the biggest predictors of organizational success and sustainability (Rawashdeh, 2018). Engaged employees are more likely to be satisfied with their jobs and are less likely to quit than those who are not engaged in their work (Mandago, 2018). Green HRM strategies such as a green reward system or a green job provide incentives for employees to engage in sustainable behavior such as recycling or volunteering at environmental organizations which has been shown to increase employee satisfaction (Zubair & Khan, 2019). Sustainability is related with the environment and social objectives. Organizations are trying to obtain short- and long-term sustainable development outcomes. However, some organizations do not possess the ability to determine their own sustainability outcomes, but rather rely on external stakeholders to tell them what is needed in order to achieve those outputs (Tang et al., 2018). The organization needs to know whether the perceptions of environmental sustainability are met in order for them to be successful in achieving those goals (Bombiak & Marciniuk-Kluska, 2018). An organization's mission statement should be linked with its sustainability strategy through a strong corporate social responsibility policy that strengthens itself by promoting a sustainable business model that does not only benefits the shareholders but also other stakeholders such as employees, customers and

community members (Nisar et al., 2021). A recent study found that individuals engaged in green motivation were more likely to support sustainable development (Amrutha & Geetha, 2020). In fact, employees who had a green job, were more likely to want their organization to be sustainable and to want their work organization to be green (Amjad et al., 2021). This research suggests that there is a potential that if employees are involved with green motivation in their jobs, then they will be more open minded about the environment and other issues. Which allows space for green hobbies, for example, recycling or being part of an environmental group (Pham et al., 2019). An organization's strategy to be sustainable will only succeed if its culture embraces the mission statement and values of the business.

Green methods in HRM such as education for employees and reward systems that support sustainability can improve how staff work (Andjarwati et al., 2019). Mwita (2019) showed that reducing emissions earned workers a pay cut and this made them feel better about their jobs than workers who weren't offered such pay incentives. Employee performance is improved and their engagement is higher when they receive green education (Obaid, 2015). An increase in employee engagement often goes along with more sustainability efforts, changed behaviors and greater environmental awareness which helps organizations report better on environmental issues (Nisar et al., 2021). Countries who promote green job reward systems such as job sharing and flexible schedules have found employees work better and the organization becomes more sustainable, as shown by Shahriari et al. (2019). There has been a good deal of research that shows that green reward systems are positively linked with employee performance (Arulrajah et al., 2015). Green reward systems make employees feel connected to the organization, increases their environmental awareness and provides incentives for employees to engage in pro-environmental behaviors leading to the achievement of organizational sustainability (Wongphimsorn & Wongchantra, 2021).

Employee training, development and motivation is closely linked with organizational sustainability where successful HRM strategies can lead to sustainable business success (Garrod, n.d.; Keogh, 2019; Knight et al., 2020). Sustainability in HRM is related to the employee perspective of sustainability as well as business and organizational sustainability (Russameepong & Aroonsrimorakot, n.d.). Both organizational and business sustainability are associated with the concepts of employee engagement, commitment and responsibility, performance management, reward and compensation (Adams, 2019). The employee perspective of sustainability is closely linked with organizational ownership, where the organization acts as a vehicle to ensure sustainable behaviors by giving employees an interest in improving its environmental resources (Matiba, 2020; Warnasooriya, 2019). The concept of employee ownership helps the organization engage employees in sustainable work practices by encouraging an open communication on issues, creating a community among employees and fostering positive behaviors (Zuber-Skerritt, 2017). Using employee ownership has gained support in the business and human resources fields since it has shown better performance (Bringsén & Lindström, 2022). Many organizations have managed to improve their prices by using management control systems (Clegg et al., 2018). Just like employee empowerment, employee engagement is also attracting greater interest because it helps people feel part of the organization (Chang et al., 2021).

Having engaged workers encourages similar strategies in business and HR which helps make the company more sustainable (Nyblade et al., 2018). There is a strong link between employee performance and job satisfaction, as shown by a lot of research (Haddock-Millar et al., 2016). In one study, Cureton et al., (2010) found that how well employees do their jobs acts as a mediator, meaning that higher performance results in greater sustainability for the company.

Further research done by Bombiak & Marciniuk-Kluska (2018) noted that GT&D strategies can boost employee performance and better employee performance leads to higher levels of employee involvement which in turn lends support to sustainability strategy and results in improved organizational sustainability. A study done by Chaudhary (2019) also showed that when green job rewards are in place, employees are more likely to perform, become more engaged and this eventually supports the organization's sustainability. Introducing green training, development and incentives has been shown to make employees feel more involved and do better at their work (Tang et al., 2018). Having HRM strategies that promote employee engagement and responsibility is related to a company's ability to stay sustainable (Arqawi et al., 2019). Introduction of green job reward programs positively affects an employee's commitment, level of responsibility and how well they do their job (Leszczynska, 2016). Some studies reveal that usage of environmental management can help employees perform better at work (Mukherjee et al., 2020). People who enjoy their work are usually more successful at supporting the long-term growth of their organization than people who are not involved. So that it is hypnotized that:

H4: EP mediate the relationship between GSD and organizational sustainability.

H5: EP mediate the relationship between GT&D and organizational sustainability.

H6: EP mediate the relationship between GR&C and organizational sustainability.

Conceptual Model

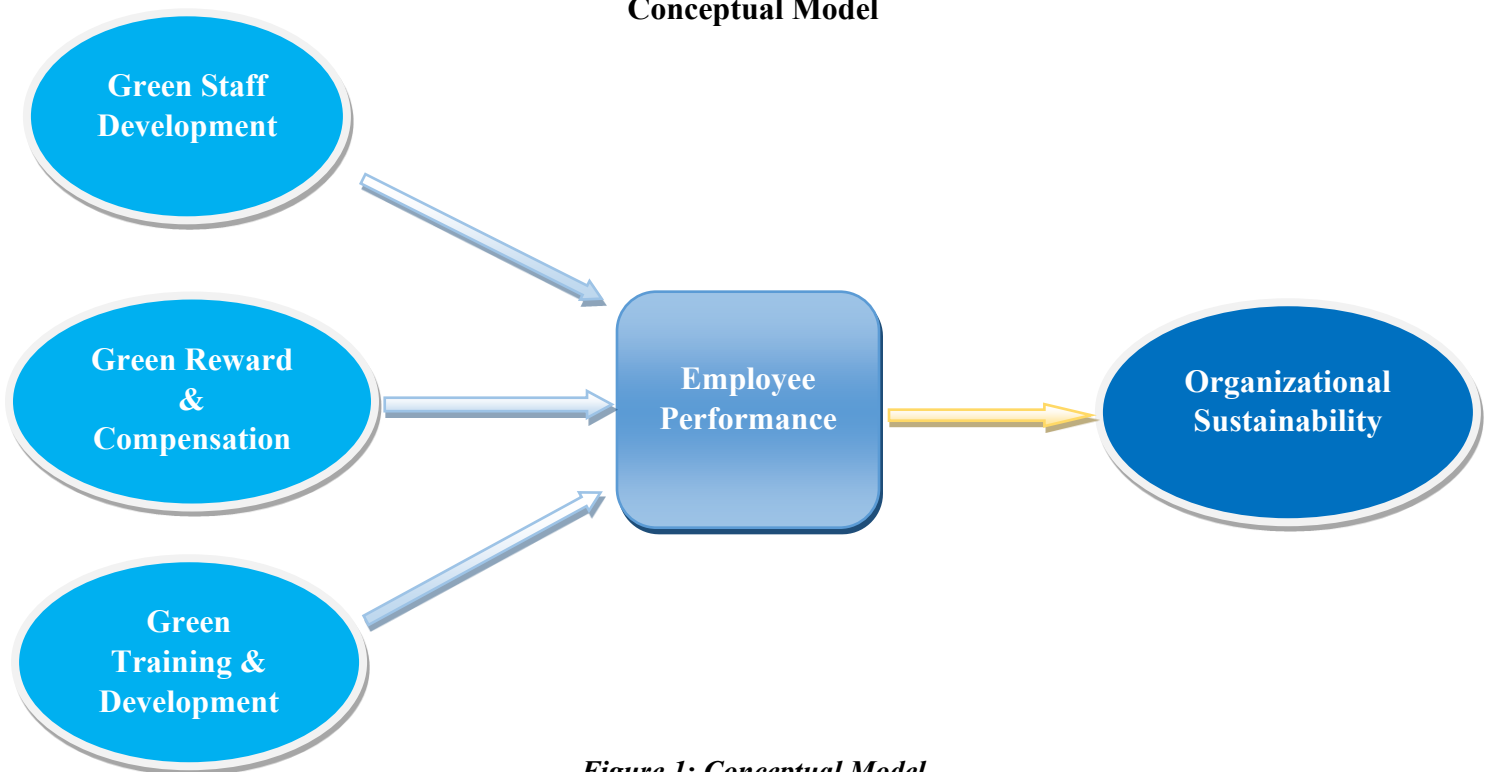


Figure 1: Conceptual Model

Methodology

The research in this study employed a variety of methodological approaches, with a primary focus on survey-based data collection. This research is fundamentally descriptive in its orientation, aiming to provide insights into various aspects of textile organizations. To gather the necessary data, the author personally visited multiple textile organizations, interacting with

personnel and collecting responses through a structured questionnaire. The utilization of a questionnaire-based survey design was deemed the most suitable approach for this study, as it allowed the researcher to obtain data from a geographically dispersed population of respondents. The sample for this research consisted of individuals employed within the textile sector of Pakistan. Following are the results from a study that involved 204 respondents. Data was studied using simple tools from statistics including frequency and percentage which involved counting the numbers. Results were obtained by processing data with SPSS and Smart PLS software. All hypotheses were carefully checked using smart PLS. Measurements were checked to make sure they were reliable by doing reliability tests.

This study's questionnaire was made according to well-known scales. A 5-point Likert scale was chosen to measure how respondents feel about several important points. The GSD construct had four questions, all taken from Cureton et al. (2010) and the Green Reward & Compensation construct also had four questions adapted from Shah (2019), both with a five-point scale. Likewise, for the Green Training & Development construct we asked four questions from Cabral et al. (2019) and for the employee performance construct we used four questions from Bommer et al. (1995). The set of questions under Organizational Sustainability was adapted from the work of Sezen et al. (2020).

Data Analysis & Results

Assessment of Model:

A path model was made and research was implemented in SMART PLS 3.0 during this study. The causal model was made with PLS-SEM, a method that is good for examining cause and effect (Wetzels et al., 2009). Also, we relied on structural equation modeling (SEM) and PLS-Path modeling to determine our hierarchical model, hoping it would be easier to compute and have fewer difficulties (Hair Jr et al., 2014). The analysis was done on a database that contained 204 samples.

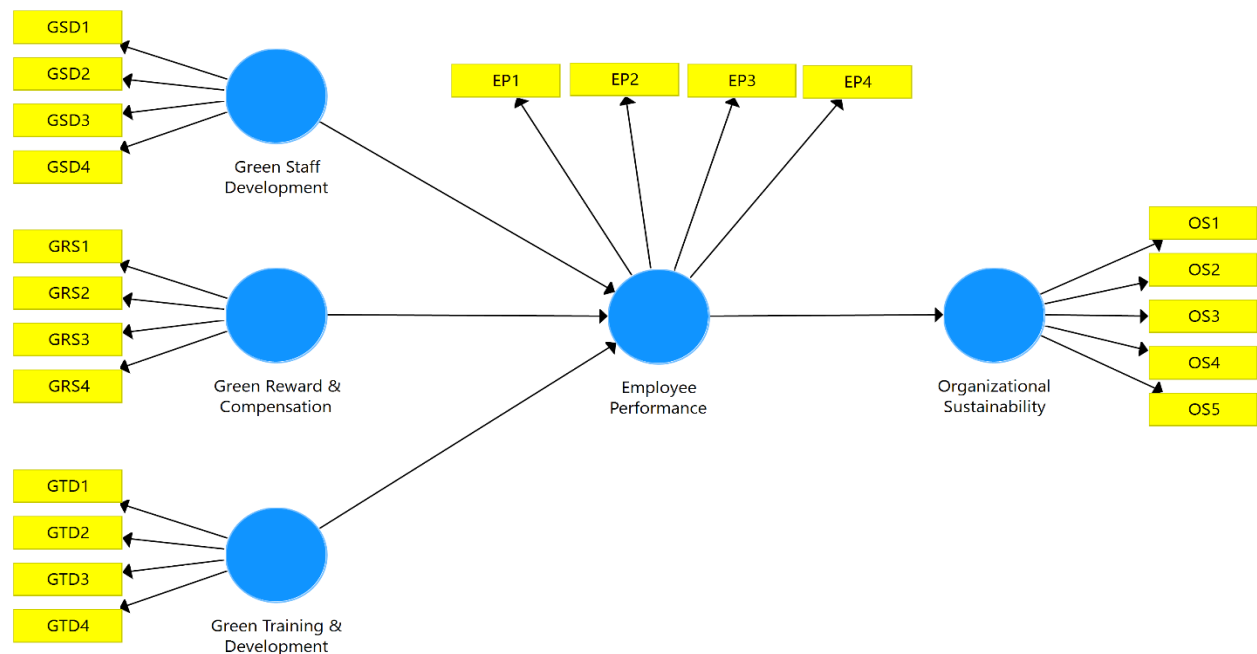


Figure 2: Variable structural model

Measurement model:

The research required using a questionnaire to collect the data. Every reflective model was tested to make sure its results can be trusted and are valid. We used the Partial Least Squares (PLS) algorithm which is explained in Figure 3, for this purpose. All the metrics had external loads greater than 0.70 which shows they are reliable, as shown in Figure 3. We used the PLS-model in our analysis to forecast what benefits we could offer our customers. Because of this, every metric now involves both linear and quadratic terms, with a special linear term coming from the absolute value of its frequency response.

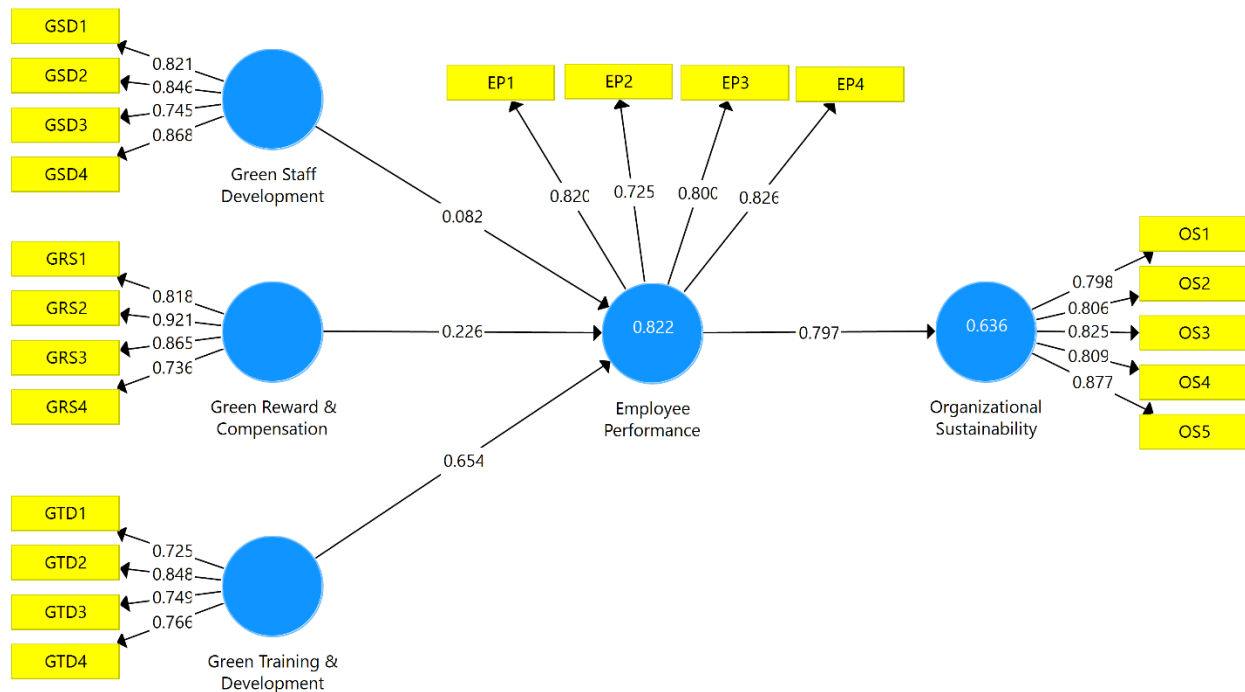


Figure 3: PLS Algorithm

Reliability and validity analysis:

The study checked the discriminant validity according to the method outlined by Fornell and Larcker (1981). The house had a greater level of metric variation than similar buildings did. Cross loadings were another way to check if the model had good discriminant validity (Henseler et al., 2009). Each indicator got a higher score inside its own section than the ones that crossed over. The study team rigorously looked at the data to make sure it was both reliable and valid. Relying on Cronbach's alpha and factor loadings, factors were judged for their reliability. They were confirmed using a sample size of 204 people. Considine et al., (2005) state that if a sample size is 204, then each variable needs a Cronbach's alpha greater than 0.7 and the AVE should be greater than 0.5. The model is not built to the expected minimum level if it does not meet these requirements. The discriminatory validity of the model is demonstrated in this definition. The formula met all of the criteria for validity testing and even went above and beyond in some cases. This study found Cronbach's alpha to be greater than or equal to 0.7 and 0.5, respectively, for each variable of the building metric model utilizing 204 people. The resulting converging validity is

greater than 0.7 and 0.5, respectively, confirming that a valid building metric model can be created using this sample size. The overall reliability (Cronbach's alpha) of a set of measures is commonly expressed as a coefficient but in fact is closely tied to "internal consistency". Internal consistency is a statistics reliability in which the variance of the variable is effectively calculated. This can be done through a process that assigns each possible observation some weight and then calculates an estimate of the overall variance. If the estimate is close to zero, there are many observations that are extremely variable, and how such variation affects the reliability of measurement has yet to be explored. The resulting converging validity (CR) values for each variable were also well above 0.7 and 0.5, respectively for all variables using 204 people in this study. The overall reliable converging validity values are higher than Cronbach's alpha to affirm that a valid building metric model can be created by using this sample size.

Discriminant Validity:

The validity of the measurement scale is evaluated with regard to both its convergent and its discriminant aspects in Table 1, which demonstrates the scale's dependability. The researchers used a strategy that involved the calculation of the square root of the Average Variance Extracted (AVE) for each variable. With this strategy, the researchers could make sure that the discriminant validity was upheld in all the variables that were part of the research. To analyze if the discriminant construct was valid, the study used two methods. Initially, it was established that none of the indicators had a high association with the item they were paired with when checking the cross-loading of the items. Next, the evaluation employed the idea put forward by Fornell and Larcker (1981) which says that the AVE of a construct ought to be higher than the sum of its AVE correlations with all the other constructs. When everything goes perfectly, every AVE for the variables should at least be 0.70. That the values in Table 1 go above the benchmark means the constructs in the study are reliable. All the analytical methods show that most of the constructs being investigated do show discriminant validity.

Table 1: Discriminant Validity

	GSD	GRC	GTD	EP	OS
Green Staff Development	0.782				
Green Reward & Compensation	0.875	0.790			
Green Training & Development	0.888	0.871	0.808		
Employee Performance	0.948	0.950	0.969	0.764	
Organizational Sustainability	0.844	0.970	0.884	0.946	0.797

All the constructs have been tested and measure accurately and reliably. Because of these findings, we studied how the constructs are related in theory so we could assess the structural model. Our first method was to check the strength of each relationship using the predictive model's validity index and this helped us predict relationships between different concepts (Hair Jr et al., 2014), proving the model was effective at making predictions. It was checked with the validity index. Following that, we based our model description on the three-way conceptual framework that was created by Barber and Stewart (2014). Authors hypothesized that these constructs are related to each other and might be thought of as one combined construct. We relied on hierarchical regression analysis to see the relationships among all variables when trying to predict outcome

variables. The results showed that latent variables together explained a good part of the differences seen in the outcomes.

Testing hypothesis:

A path-coefficient ranging from -1 to +1 shows what kind of connection there is between the variables. If the path-coefficient is very close to -1, it means the relationship is very negative and if it is close to +1, the relationship is very positive. Helm et al. (2010) proposed the use of the PLS-bootstrapping methodology which we applied to check how meaningful the path coefficients are. Berkman and colleagues (2012) found in their study that the P value (p) should be below 0.05 for the path coefficient to be regarded as statistically significant. The significance level being set at 0.05 is very important for using our stepwise regression model. All the parts of the body are found to be strongly related in their functions. Smart-PLS 3.0 was our main tool for examining structural equation modelling (SEM) using latent variables. The increased likelihood ratio (PLS-bootstrapping) was applied to confirm if the residuals were significant. We did what was suggested by Hair et al. (2010) and we considered path coefficients to be significant only if their p-values were less than 0.05. Two measures, the goodness-of-fit index (GFI) and the adjusted goodness-of-fit index (AGFI), were considered to judge how well the model matched the data. The test can be called satisfactory if both the GFI and the AGFI are more than 0.90. During the regression process, we used the instructions in Berkman et al.'s paper (2012) and found that all of the equations showed a good fit in SmartPLS 3.0.

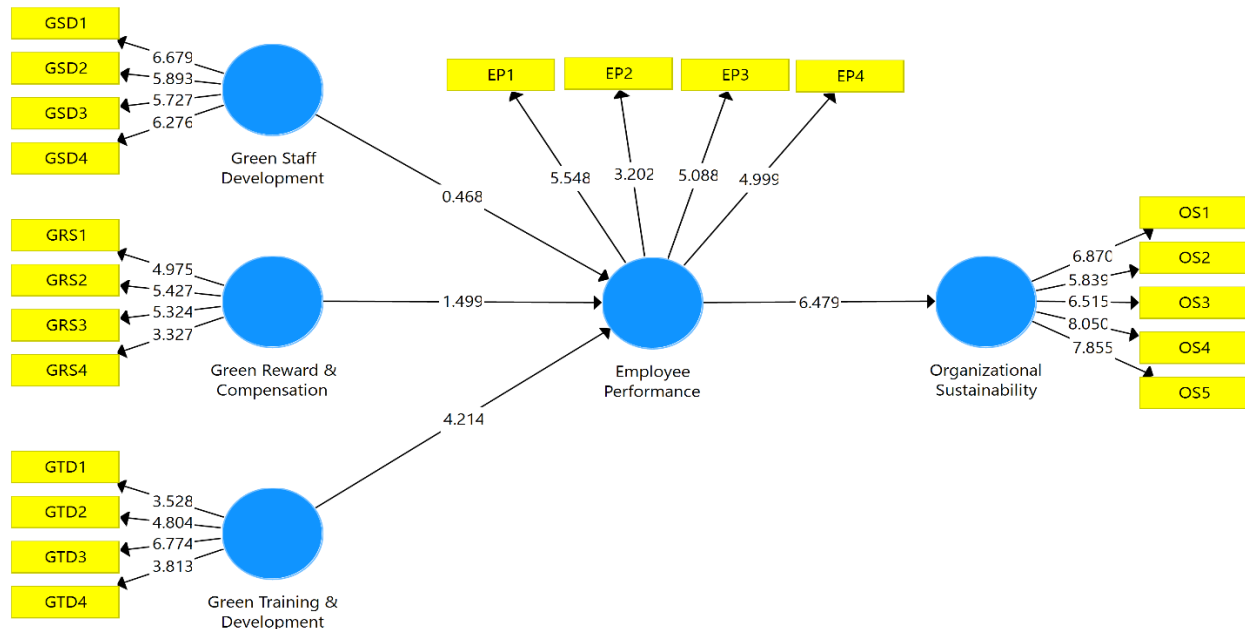


Figure 4: PLS-Bootstrapping

The bootstrap technique was used by us to judge the reliability of our findings. We trained the model using datasets obtained from cross-validation and for tests we used both withheld and non-withheld datasets. In the estimation process, the higher the value of “R”, the more spread out the estimates are because of the larger variance of the standard error. Based on the results, all the p-values in the table are 0.000 and this enables us to accept that all the hypotheses are true.

Table 2: Hypothesis relationships

Hypothesis	Path coefficients	t-value	p-value	Expected impact	Decision
H ₁	0.342	3.776	0.000***	+	Supported
H ₂	0.251	2.321	0.001***	+	Supported
H ₃	0.123	2.532	0.000***	+	Supported
H ₄	0.323	1.322	0.000***	+	Supported
H ₅	0.232	4.322	0.001***	+	Supported
H ₆	0.198	5.382	0.000***	+	Supported

Discussion and Conclusion

Discussion:

The current study aimed to investigate the impact of GHRM practices (GSD, GT&D, GR&C) on employee performance as they contribute to the long-term viability of Pakistan's textile industry. The findings indicate that GT&D has a significant impact on organizational sustainability. GSD has a positive influence on employee performance and hence organizational sustainability, whereas GR&C has also positive impact on sustainability at all. This supports previous research that finds that training is an effective tool of human resource functionality in sustainable organization due to its importance in better preparing employees to deal with environmental changes (Jamal et al., 2021). In addition, since training also helps develop competency and skill sets needed to perform a variety of job functions, it can contribute toward organizational growth and differentiation in a dynamic environment (Zhu et al., 2021). The current study's results also shed light on the potential positive effect of GR&C on organizational sustainability. This is not surprising because the literature already suggests that monetary rewards are effective motivators of human performance and motivates employees toward engaging in socially responsible behaviour's such as sustainable consumption (Al-Minhas et al., 2020). To our knowledge, no studies have examined both GSD and GR&C as GHRM practices and organizational sustainability. The study provided new empirical evidence that GT&D positively impacts organizational sustainability of the textile organizations of Pakistan. Our findings contribute to the extant literature by examining two previously unexplored GHRM practices.

Previous research on GHRM has primarily focused on environmental sustainability (Shah et al., 2021). However, we found that employee performance (organizational sustainability) is also positively associated with GR&C and GT&D. In theory, strong links exist such that improved employee performance boosts the organization's sustainability which encourages higher job satisfaction among employees, making them stay loyal and boosting their performance at work. Therefore, this shows that green operations may support the sustainability of an organization. These findings also match what scholars have observed before about how important employees' skills and competencies are for an organization's success (Hassan, 2019). The evidence backs up the claim that GT&D lead to better performance and the sustainability of textile organizations in Pakistan.

Conclusion:

Many business organisations are starting to use GHRM practices which are becoming more popular. The results support a connection between good sustainability development (GSD), great

stakeholder & teamwork (GT&D) and good results & cost management (GR&C) and organisational sustainability. As far as we know, these findings show for the first time how GSD increases employee performance and sustains the organisation. Also, green ways of doing things like can really help make a business more sustainable. Training, as described in studies, can help organisations get ready for changes in their workforce (Al-Swidi et al., 2021). This study shows that previous research findings are correct; textile industry training boosts employee effectiveness and the sustainability of their organizations (Roscoe et al., 2019). This study includes examining modern green practices such as GSD and reward and compensation, in the existing literature. Because of this, the findings from this study can help guide future study into how GHRM and organizational sustainability work in the textile industry.

Practical Implications:

It is particularly important to assess these two modern green practices (GSD and GR&C) now, because they affect the efficiency and sustainability of Pakistani textile firms. Its main contribution lies in the evaluation of two HR practices that have thus far been left unstudied. These findings will have a practical impact on the management of textile organisations in Pakistan. In light of the study's findings, managers may implement GSD programmes to improve employee motivation, productivity, job satisfaction, and loyalty (organic loyalty), as these are critical elements that support organisational sustainability. The current study's findings have implications for managers who may benefit from incorporating training initiatives into an organization's efforts to build a long-term enterprise.

Limitations and Future Directions:

The current study's findings should be interpreted in light of a number of constraints. First, despite previous research extensively examining the relationship between training and employee performance as well as the impact of green HRM practises on environmental sustainability (Aboramadan & Karatepe, 2021; Nisar et al., 2021), there is comparatively little empirical research examining the relationship between green HRM practises on employee performance and organisational sustainability. The current study bridges this gap by examining two previously unexplored GHRM practises (GSD and reward and compensation). It's also important to remember that this study only looks at one country. Because our research was limited to Pakistani textile organisations, it is possible that it cannot be applied to other countries.

Second, the current study assessed employee performance using only one variable—the perception of organisational sustainability. Because organisational sustainability is a multidimensional concept, future studies should include more components to fully capture its multidimensional nature. Future research should include survey questions that evaluate organisational sustainability, in addition to other employee performance indicators like job satisfaction and loyalty, to replicate the current study's findings. Future research should look into whether the findings of this study apply to non-profit and industrial sectors in Pakistan, in addition to textile organisations.

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