

Effects of Green HRM on Firm Performance: Mediating Role of Psychological Wellbeing and Organizational Citizenship Behavior in Bangladesh Textile Industry

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Abstract

Research purpose: The consequence of Green Human Resource Management (GHRM) on firm performance is examined in this study. The study is accomplished through hypothesizing the sequel of GHRM on organizational consequences. Psychological Wellbeing and Organizational Citizenship Behavior is theorized to be a mediating factor for this relationship.

Design/methodology/approach: In addition, data was collected from 310 employees in the textile industry in Bangladesh using questionnaires and then analyzed using Smart PLS.

Findings: The findings indicate a beneficial influence of GHRM on organizational performance. The research highlights that both Psychological Wellbeing and Organizational Citizenship Behavior exert a significant effect on the performance outcomes of firms.

Originality/value: These outcomes offer meaningful implications for firms aiming to stimulate the productiveness of their sustainability strategies. Psychological wellbeing significantly mediated the relationship between green HRM and firm performance. However, the mediating role of organizational citizenship behavior was not statistically significant, suggesting its limited contribution to performance outcomes in this context.

Keywords: Green human resource management, Firm performance, Psychological wellbeing, Organizational citizenship behavior

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1. Introduction

A lot of data that is currently accessible, the textile industry has made a substantial contribution to the global economy for a sizable amount of time. It has produced revenue, opened up job opportunities, and boosted the economic growth (Masud et al., 2021; Nabi et al., 2022). Bangladesh is a major producer and exporter of textiles, but it lacks adequate infrastructure, trained labor, and natural resources. This study explores the paradox of Bangladesh's rapidly growing textile industry, which significantly contributes to GDP and employment (Hasan et al., 2022; Nabi et al., 2022), while facing internal challenges (Holzberg, 2022; Masud & Mondal, 2017); it also underscores the emerging yet insufficiently understood role of Green HRM in global sustainability efforts. Wehrmeyer (1996) presented this idea in his book. "Green HRM is the application of HRM policies to support the causes of environmental sustainability and, more broadly, the sustainable use of resources within organizations" (Marhatta & Adhikari, 2013). Green HRM, a still-emerging concept (Opatha & Arulrajah, 2014), integrates eco-conscious HR strategies to transform employees into environmental stewards, promoting organizational sustainability across ecological, social, and economic dimensions. Broadly, the subject and assignment of the present dissertation are centered on the functions of the HRM department in the promotion and implementation of the green milieu in the organization (Harmon *et al.*, 2010). Sustainability is increasingly expanding as a field of study for environmental and CSR initiatives undertaken by businesses.

Effective management of intra- and inter-organizational activities necessitates sustainable practices like GSCM and GHRM, which are increasingly adopted—especially in emerging economies—to mitigate ecological risks and enhance profitability (Mardani et al., 2020). In a competitive landscape, executives must innovate to optimize resources and prioritize environmental stewardship for sustainable development. These goals encourage the company to adopt environmentally responsible practices that improve the company's social, economic, and environmental performance (Mousa & Othman, 2020). Driven by stakeholders and environmental concerns, businesses adopt green practices for cost-efficiency and competitive edge (El-Kassar & Singh, 2019); successful green culture integration relies on employee commitment and environmental awareness (Graves & Sarkis, 2018; Mousa & Othman, 2020). Furthermore, because both individual and team contributions are crucial to the organizational effectiveness of its approach, Organizational Citizenship Behavior (OCB) has been studied at both the individual and collective (team) level in the literature (Chun, Kim, Shin, and Choi, 2013). Collective OCB, at the team level, reflects proactive group involvement in environmental efforts beyond formal roles, encompassing eco-civic engagement, eco-helping, and eco-initiatives as defined by Boiral and Paille (2012).

A significant obstacle for businesses looking to maintain a sustained competitive edge is fostering a psychologically healthy work environment, given the rising prevalence of psychological disorders linked to the workplace (Grabitchet *et al.*, 2015). One element that is thought to be crucial for improving worker well-being is human resource (HR) management (Guest, 2017). Further research is needed to assess whether HR initiatives promoting well-

being also boost performance (Guest, 2017; Paauwe et al., 2013), as OCB for the environment and green HRM strategies' impact on environmental performance remain underexplored (Ojo & Raman, 2019).

This study investigates the influence of Green HRM on firm performance through the mediating constructs of psychological well-being and organizational citizenship behavior, elucidating the latent mechanisms by which sustainable HRM practices enhance organizational efficacy.

2. Literature Review

Many studies (Arda et al., 2018; Daily et al., 2012; Jabbour & Santos, 2008) looked at the ways in which pro-environmental HRM practices enhance the firm's Environmental Performance (EP). EP may be described as the dedication of companies to preserve the environment and display quantifiable operational indicators that fall within the prescribed boundaries of environmental care (Paillé et al., 2014). Roufe et al. (2007) offer a thorough assessment of EP that takes into account cost savings, resource consumption, waste reduction, stakeholder perception, recycling performance, continuous improvement, and incident reduction. A vital part of accomplishing these EP is HR management. Increasing stakeholder views of the company's environmental performance (EP) can help it score higher in sustainability indices like the Dow Jones Sustainability Index and draw in more investment. (Amini et al., 2018). However, the influence of GHRM on non-environmental metrics, particularly firms' economic performance, remains underexplored empirically. Since GHRM first gained popularity about 15 years ago, there are still not many empirical research in the field. 80% of the research were published after 2016, which contrasts with other management themes (Khan & Muktar, 2020). It is imperative to clarify the connection between Economic Performance (ECP) and GHRM. Initially, it is vital to include findings from several investigations (Ren et al., 2018). Previous research, when looking at specific GHRM practices, has not shown evidence for the significant beneficial association between GHRM and ECP, even if the majority of studies have supported it (Nawangარი & Sutawijaya, 2019). Different points of view are used to analyze the connection between GHRM and the desired outcomes (Ren et al., 2018).

Assuming that GHRM practices are useful tools for promoting employees' positive behaviours, many academics have adopted the behavioural perspective of HRM (Jackson et al., 1989; Jackson & Seo, 2010). Behaviourally orientated GHRM researchers often use HRM's AMO model (Appelbaum et al., 2000) either directly or indirectly (Renwick et al., 2013). AMO theory states that three requirements must be met in order to ensure performance: (1) the ability to do the necessary skills; (2) the appropriate motivation; and (3) the opportunity to perform (participation). As environmental concerns grow, businesses are implementing environmental management policies, including GHRM practices (Acquah et al., 2020; AlZgool, 2019; Kim et al., 2019; Úbeda-García et al., 2021; Hadjri et al., 2019).

The adoption of GHRM practices contributes to enhanced economic performance (ECP) by cultivating employee green acumen and skills, which in turn facilitate the

development of strategic green capabilities—such as reputational enhancement and operational cost reduction—consistent with the resource-based view of the firm (Hart & Dowell, 2011; Alharbi, 2020; Bangwal et al., 2017; Malik et al., 2020; Agyabeng-Mensah et al., 2020; Ishaq et al., 2022; Longoni et al., 2018; Wagner, 2013). Green hiring and choosing processes are meant to provide firms with employees who hold green ideals, knowledge, and principles Renwick et al. (2013), Andjarwatiet et al. (2019), and Nisar et al. (2021).

Green T&D initiatives—such as fostering environmental awareness, promoting sustainable practices like recycling and waste reduction, encouraging telecommuting, and minimizing carbon-intensive business travel—are instrumental in enhancing organizational environmental performance (EP) (Arulrajah et al., 2015; Jackson et al., 2011; Ogbu & Okwurume, 2019; Rawashdeh, 2018; Xie & Zhu, 2020). Empirical evidence also underscores the pivotal role of green motivation, wherein performance appraisals and incentive structures are strategically aligned to reinforce pro-environmental behaviors among employees, thereby cultivating a workplace ethos conducive to ecological responsibility (Ahmed, et al., 2019). Collectively, such green HRM mechanisms have been shown to significantly bolster firms' environmental performance (Mousa & Othman, 2020).

According to studies by Crumb et al. (2013) and 2017 on the subject of stress, having a positive stress mindset has been demonstrated to improve physiological responses, behavioral strategies for managing stress, and subjective well-being. Furthermore, earlier research has shown that ambient stimuli that suggest that stress can be used as a source of performance, well-being, and personal growth can systematically change an individual's positive stress mentality (Crum et al., 2013, 2017) These findings are consistent with research from other domain-specific mindsets that has demonstrated how easily mindsets can be altered by creating an environment that directs people toward knowledge that is pertinent to their mentality (e.g., Blackwell et al., 2007; Dweck, 2008).

The collective well-being and positive stress mindset of employees. We expect a favorable relationship between employee well-being and a positive stress attitude, based on the notion of conservation of resources. Hobfoll (1988) argues that people are driven to preserve their existing resources and obtain new ones in order to avert resource loss in the future.

Green training and involvement (GTI) is crucial for organizational growth and effective environmental management, improving skills, awareness, and resource efficiency to foster sustainable performance (Amrutha & Geetha, 2020; Green & Inman, 2019; Hussain et al., 2019). Jiang et al. 's (2017) research defines OCB as an employee's elective and voluntary commitment to a company or industry that is distinct from his or her regular tasks and duties at work. Studies such as (Afsar & Badir, 2016) show that OCB primarily addresses acts and behaviors that workers do not require. They are critical to the work, but they also benefit the industry as a whole, fostering teamwork and promoting even ESP and industry efficiency in terms of environmental performance. OCB's mediating role in preventing burnout can enhance environmental performance, as evidenced by studies showing a strong link between OCB and environmental outcomes in healthcare (Hussain et al., 2020; Luu, 2019).

Psychological well-being (PWB), as defined by Jones and Meredith, refers to an individual's subjective experience of health, life satisfaction, and overall happiness. Ryff (1989) defined psychological well-being as the pursuit of meaning, self-growth, and meaningful relationships, with Rastogi and Garg (2011) refining this model to highlight the psychological elements of thriving. Chester (1938) even mentioned the concept, which is known as Organizational Citizenship Behavior, Organizational Citizenship Behavior (OCB) was initially conceptualized as extra-role behaviors (ERB); by 1988, Organ refined and codified its definition, rendering it an academically endorsed construct frequently cited for encapsulating discretionary employee conduct that transcends formal role prescriptions and augments organizational efficacy. The act of individual conduct that is not demarcated and standardized by the organizational policy and procedures, which are also not directly or implicitly incentivized by the organizational reward structure, and when practiced collectively, increases organizational effectiveness, is referred to as organizational citizenship behavior (Rastogi& Garg, 2011).

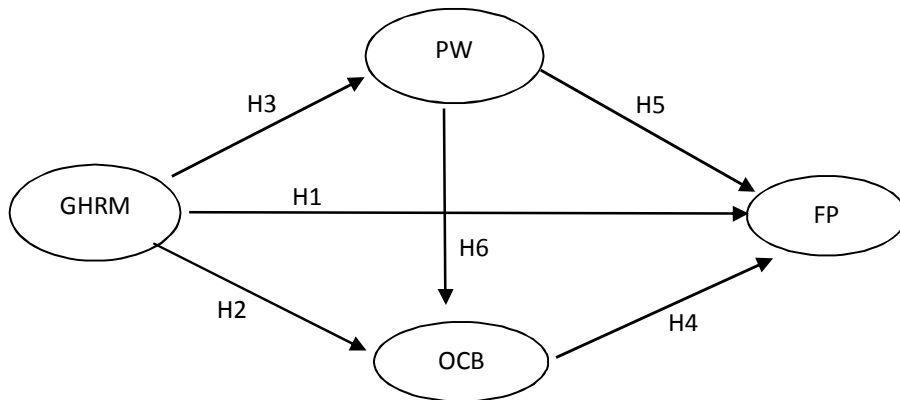


Fig. 1. Theoretical Model. Note: GHRM: Green human resource management, PW: Psychological well-being, OCB: Organizational citizenship behavior, FP: Firm performance

3. Hypotheses development

Since HRM practices promote the development and management of an environmental management system, it is known that taking greener activities into account at every stage of HRM duties is essential. Helping an organization to improve its environmental performance (EP) (Jabbour and Santos, 2008). According to Nejatiet *et al.* (2017), GHRM actually plays an essential part in the effective development and greening of firms. Green HRM (GHRM) is an essential component of business management because, aside from the evident environmental benefits, it makes a company more appealing and helps retain talent (Patel, 2014). Prior research on HR focused less on a group of practices and more on how individual practices affect a firm's performance (Combs *et al.*, 2006).

Renwick and colleagues (2013) postulated that GHRM procedures could have greater outcomes for the environment and the functioning of the organization if they were combined. According to this perspective, the majority of the recent GHRM literature

(Longoni *et al.*, 2016; Renwick *et al.*, 2013) has concentrated on the upshot of GHRM practices on the organizational performance of bundles. The RBV can distinguish between the resources that organizations use, claim Russo and Fouts (1997). It is thought that this influences a firm's economic performance (Ec.P.) and enhances its EP (Solovidaet *al.*, 2017). Therefore, organizations can inflate their EP in a sustainable way by comprehending GHRM techniques.

Several researchers have noted that economic performance may improve if green workplace practices result in improvement in employee qualities such motivation, competence, etc. (Epstein and Roy, 2001; Turban and Greening, 1997). Green credentials, or at minimum, consideration for the environment, in worker recruitment, can draw in a better caliber of employees who apply due to a firm's solid environmental practice history (Linnenluecke and Griffiths, 2010; Ramus and Steger, 2000). Fostering and supporting an employee's environmental interests and activities is also advantageous to the organization, as it can result in enhanced work-related performance and retention, enhanced motivation and skill sets, and improved overall environmental performance. Vogel (2013) and (2015). According to Margaretha and Saragih (2013),

The benefits of managing environmental challenges for firms are widely acknowledged, and they include increased workforce satisfaction, enhanced stakeholder relationships, and according to Khurshid and Darzi (2016), retention and a more palatable brand image. Mehta and Chugan (2015) highlight benefits like enhanced employee awareness of social responsibility and talent retention, while Wagner (2013) shows that firms investing in social responsibility see improvements in recruitment, satisfaction, and innovation, boosting social performance (SP). By supporting GHRM, manufacturing companies that made social program investments made a significant contribution, as noted by Rezaei-Moghaddam (2016). According to Renwick *et al.* (2013) and Mandip (2012), the outcome had a generally good impact on the company's environmental performance and the welfare of its workforce. Employee health and general welfare also benefit from very favorable conditions through the implementation of GHRM practices and policies within the firm. Accordingly, we propose the following hypotheses.

Hypothesis 1: GHRM is positively related to firm performance

GHRM is one of the new management thoughts which integrates the concept of 'green' to the human resource management in order to attain environmental management plan this using green management approach (Tang *et al.*, 2015; Jabbour & Jabbour, 2016; Yuslizaet *et al.*, 2017). Green hiring, training, and performance appraisal are key components of GHRM, with top executives promoting environmental values and CSR to enhance environmental management and improve sustainability (Tang *et al.*, 2015; Shen *et al.*, 2018; Longoni *et al.*, 2018). Moreover, there are many studies that have been conducted to ascertain the impact of GHRM since the idea of GHRM has been put forward (Haddock-Millar *et al.*, 2016; O'Donohue & Torugsa, 2016).

The success of organizational environmental management is enhanced by OCBs, which are informal social behaviors that are not mandated by known rules and submit plans (Paille et al., 2014). An individual's OCB is greatly influenced by their leadership style, external social context, organizational environment, and level of environmental awareness (Lin et al., 2015; Zhang et al., 2018). However, researches on how GHRM affects OCB have not received much attention for several reasons, this study contends that GHRM affects OCB. Green recruiting, green performance management, and green training are GHRM methods that, according to Tang et al. (2015) and Tariq et al. (2016), shape employees' knowledge and abilities connected to green values and facilitate their participation in green activities. and inspire staff to participate in OCB on a choice. HRM theories suggest that GHRM drives eco-friendly behaviors by signaling commitment to sustainability, with green incentives boosting engagement and organizational value. Empirical studies support the link between GHRM practices and green behaviors (Dumont et al., 2017; Saeed et al., 2019; Zhang et al., 2019). The following are some of the ways through which the green HRM system might help communicate for the employee well-being oriented toward presenting environmental issues at work (Tang et al., 2018). Employees are encouraged to contribute to quality and environmental decision-making, particularly in tourism services. Access to green resources fosters pride and awareness, motivating employees to invest additional resources in OCB. This engagement leads to resource gain spirals, enhancing skills, knowledge, and organizational values. The study reveals that HR practices play a crucial role in creating conditions that promote higher OCB among employees. Accordingly we propose the following hypothesis.

Hypothesis 2: GHRM is positively related with OCB

According to Keyes *et al.* (2000), employees' perceptions of their life's quality and the caliber of their psychological and social functioning constitute the wide idea of well-being. There are two different perspectives on the topic of well-being. The first perspective is emotional, defining well-being as a joyful and enjoyable condition. The second perspective is self-evident, suggesting that leading a meaningful life is a prerequisite for well-being. According to Ryff and Keyes (1995), the eudaimonic perspective encompasses three main elements: (a) growth in oneself and self-realization; (b) authenticity and expressing yourself; and (c) the search for purpose in life. Accordingly, hedonic well-being is defined as the individual's subjective sense of happiness, whereas eudaimonic well-being is defined as the significance of life (Sonnentag, 2016). As psychological abilities can be developed as a test for performance improvement, they have a major effect on employee motivation (Oh & Tak, 2012). Employees' emotional behaviors and attitudes are greatly affected by the emotional situations they encounter in the workplace, according to the affective event hypothesis (Weiss & Cropanzano, 1996). Robbins (2001) proposes that for improved performance, it's critical to maintain favorable emotional responses. Green training programs can be incorporated into the green HRM system of an organization by the definition bestowing many green values, knowledge, and skills to its employees (Tang et al., 2018; Zibarras & Coan, 2015). Hence, we propose the following hypothesis.

Hypothesis 3: GHRM has a strong positive relationship with PW.

It is common that the process of converting the tacit knowledge to products and services involves a long duration, uncertainty and high costs (Grant, 1996; Barney, 2003). Since, tacit knowledge is an asset that is possessed by individuals in an organisation and is embedded in the individuals' mind and brain, is not easy for the employee to leverage the tacit knowledge to build and sustain organisational competitiveness (Grant, 1996; Snell *et al.*, 1996). Developing organizational infrastructure to promote tacit knowledge sharing is crucial (Grant, 1996; Snell *et al.*, 1996). Group-based pay systems, which encourage collaboration and knowledge sharing, align with OCB by focusing on collective performance rather than individual roles (Pandal & Hamel, 2000). There is a positive relationship between the sub-dimensions of tacit knowledge and the OCB and firm performance. According to Barney (1991, 2003) and Grant (1996), knowledge that creates a source of competitive advantage should possess the following characteristics: If knowledge can be codified and bought outright, knowledge becomes public domain and rivals may simply emulate and integrate into their production or service delivery systems (Armstrong and Foley, 2003). Knowledge which can create organizational competitiveness should be valuable, scarce, and hard to imitate (Barney, 1991, 2003; Grant, 1996). Tacit knowledge is representative of such knowledge as: The following arguments are provided below; (1) It is not capable of being standardized and uniformly implemented across various business settings; (2) It is specific to the firm; (3) It cannot be easily imitated, thereby applying in the productive processes of rivals (Grant, 1996; Subramaniam & Venkatraman, 2001; Barney, 2003). Hence, as opposed to explicit knowledge, the holders of tacit knowledge can constitute a source of competitive advantage. Collectively, the present study also offers promise that OCB provides a boost to organizational performance (Pierce & Newstrum, 2000). High OCB employees enhance decision-making by sharing knowledge and offering valuable insights, enabling more accurate business strategies and leadership (Podsakoff *et al.*, 2000). Their contributions allow managers to focus on core objectives, optimizing organizational resources.

All in all, by building up the classified identity and stressing the eligibility of collective results, the pay system of group incentive can promote the acquisition of the intangible asset and the performing of OCBs that are good for the organization. We would also hypothesize, therefore, that the link between group-based pay and firm performance is reflected by employees' stock of tacit knowledge and their OCBs. Hence, the following hypothesis is proposed.

Hypothesis 4: OCB is positively related to performance.

More recently, there has been an increase in such specifically "emotional" studies. According to Emotion Theory it was noted that employees' emotional condition is capable of influencing and indeed deriving the performance of the employees (see for instance Staw *et al.* (1994). 5 It can occur in a variety of ways, namely through a few of the following different ways. First, positive affect – or "mood" – can directly increase motivation and

thus result in improved job performance and exemplary behaviors, known as the organizational citizenship (Isen & Baron, 1991). The fourth is by means of positive, exciting stimulation, either in the primary sense (Russell, 2003) or in the reduced sense by alteration in apartness or demeanor (Baumeister et al., 2007). Another line of research emphasizes the bright side of the impact of emotions on creative processes, pointing out that such sentiments lead to a process referred to by psychologists as cognitive variation (Clore et al., 1994). Psychological literature proposes three mechanisms: positive affect enhances cognitive processing, broadens the scope of ideas, and promotes the integration of new thoughts (Isen, 1999). This leads to more diverse ideas and connections, fostering creativity. At the organizational level, studies with Gallup's data explore the link between employee well-being and firm performance. Studies support the link between happier workers and improved performance, with mood changes influencing motivation and productivity, both in the short term and over time. Satisfied workplaces attract and retain talent, improve employer attractiveness, and enhance customer satisfaction, particularly in service sectors (Krekel et al., 2019). Thus, proposing the following hypothesis.

Hypothesis 5: PW is positively related to performance.

Psychological functioning is one of the well-known tools of evaluating individual's well-being focusing on psychological well-being as one of the criteria to assess the level of a person's satisfaction (Matudet al., 2019). Purposive orientation of a personality: For every personality, it is an objective or direction towards which the mature working personalities aim (Schultz & De Chernatony, 2002). This is in agreement with the assertion made by Kurtessis et al. (2015), who defined psychological well-being as the measure of individual psychological health in accordance with positive psychological functioning, which is the state of the mind, hence, subjects' Psychological Well-Being. Psychological well-being is thus an individual state of being that can be given a happy with life integer and no depression symptoms (Kim & Sancjam, 2017). Psychological well-being, as defined by Andrews and Robinson (1991), reflects an individual's capacity to effectively perform life roles and assess domains such as family, work, and society. Psychological well-being reflects positive mental functioning (Ryff & Keyes, 1995), while Organizational Citizenship Behavior (OCB) represents discretionary, often overlooked employee actions that support organizational effectiveness (Ocampo et al., 2018; Lai et al., 2013). OCB is an organizational citizenship behavior that functions alongside in-role behaviors defined by the employee's contract or job description (Kamisah et al., 2013). The second approach is political principle or philosophy approach, from which OCB can be viewed (Khan et al., 2019). This approach is used in the examination of the citizenship behavior among the members that are in an organization. The existence of OCB is the effect of the tenets and attitudes of the persons in an organization on that which is offered within the psychological expectations and promises wherein they engage (Brown & Roloff, 2015). This behavior occurs due to perceptions that place the individual as belonging to the organization in that the person feels satisfied when getting more done than the organization (Karanika-Murray et al., 2015). A brief look at the measurement of OCB based on the measurement dimensions

propounded by Organ (1988) and as adopted by Podsakoff et al. (2000). Therefore, we propose the following hypothesis.

Hypothesis 6: PW is positively related to OCB.

4. Methodology of the Study

4.1 Research Design and Data Collection Technique

This study employs a quantitative approach because it is suitable for testing causal models and research hypotheses. It is meant that only certain variables that were hypothesized a priori were varied to test theory-based research questions and hypotheses, and the goal of scientific inquiry was to discover and report trends and relationships (Bougie & Sekaran, 2019). An internet survey was employed for its cost-efficiency, high responsiveness, targeted reach, and suitability for fragmentary, non-face-to-face research on a technological issue. The target samples in this research are the employees from different levels of the organization to analyze the workplace environment, specifically the business firms where the environment of forgiveness exists.

4.2 Survey Data

In terms of data collection technique, we visited Bangladesh textile industries in major cities such as Dhaka, Mymensingh, Rajshahi, Chittagong, and Rangpur and shared survey invitations using online URL links. We also indirectly reached out to employees from international firms operating in Bangladesh. To improve comprehension, all survey items were translated from English to Bangla. Although the number of initial responses was relatively low, no missing data were observed since all questions were made mandatory. After removing duplicate or similar responses, a total of 310 valid responses were retained for the final analysis.

To ensure diverse representation across regions and organizational roles, we employed a non-probability purposive sampling technique. This method was chosen to deliberately target employees from textile firms who could provide insights into green HRM practices. While this limits the generalizability of the findings to the entire sector, the selected sample sufficiently reflects the diversity in firm type, size, and geographic location, aligning with the objective of understanding GHRM in the textile industry context.

4.3 Measurements and Analysis Tool

This study utilized a structured 22-item online survey to measure four core constructs: green human resource management (GHRM), psychological wellbeing (PW), organizational citizenship behavior (OCB), and firm performance (FP). The items were adopted from existing validated scales in peer-reviewed literature. GHRM was assessed using six items covering green hiring, green training, and green performance management, adapted from Mousa and Othman (2020) and Naz et al. (2023). PW was measured using four items based on Liao et al. (2022). OCB was measured using four items from Hameed et al. (2022). FP was evaluated using six items from Zhu et al. (2005) and (2013). All responses were rated

on a seven-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). To analyze the data, we employed Partial Least Squares Structural Equation Modeling (PLS-SEM) due to its suitability for evaluating complex models with multiple latent constructs and smaller sample sizes. Demographic data were analyzed using SPSS.

5. Data Analysis and Discussion

5.1 Demographic Profile of the Respondents

Table 1: Demographic information

Variables	Categories	Frequency	Percentage
Gender	Male	278	89.67
	Female	32	10.322
Managerial level	Senior	65	20.96
	Middle	200	64.51
	Junior	45	14.51
Age	21-25	30	9.67
	26-30	100	32.25
	31-35	85	27.41
	36-40	75	24.19
	41-50	50	16.12
	Above	50	16.12
Education	Graduate degree or higher	105	33.87
	4-year college	100	32.25
	2-year college	55	17.74
	High school or less	50	16.12
Experience of firm (age)	Under 6 months	20	6.45
	Over 6 month-1 year	50	16.12
	Less than 2 years	100	32.25
	Less than 4 years	40	12.90
	Less then 8 years	50	16.12
	8 or more years	50	16.12
Number of Employees	Below 50	30	9.67
	50-100	50	16.12
	100-150	20	6.45
	150-200	70	22.58
	200-250	70	22.58
	More than 300	70	22.58

5.2 Confirmatory Factor Analysis (CFA)

CFA was conducted using PLS-SEM, which involves two main components: assessment of the measurement model and evaluation of the structural model.

Measurement Model

The breakdown of the mensuration used' reliability and validity test which encompasses convergent and discriminant test. The measure of internal consistency in the study was decided in terms of composite reliability (CR) and Cronbach Alpha (CA), while the measure of convergent validity was item loadings and AVE. The CA and CR estimates of each construct were all above the standard threshold of 0.7, and although the AVE estimates for all the constructs were above 0, 5 this is in agreement with Hair *et al.* (2020) & Acquah *et al.* (2020). This further means that the constructs of the model meet the reliability and convergent validity of the test as shown in the Table 2 below. In line with the foregoing, the discriminant validity of the model was ascertained by applying the Fornell Larcker-criterion as suggested by Fornell and Larcker (1981). Analyzing the results provided in Table 2, it can be noted that the square root of the AVE of each construct was greater than its correlation with other constructs, thus confirming the fulfillment of the reliability test (Boachie-Mensah and Acquah, 2015). With regards to the two arguments considered above, it is possible to conclude that the model has considered the discriminant validity sufficiently and accordingly.

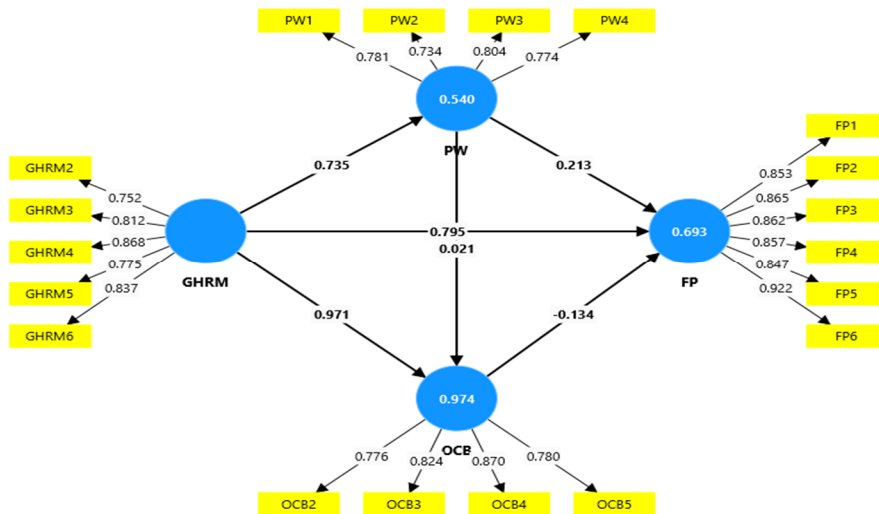
Table 2: Measurement items

Constructs	Items	Loadings	CA	CR (rho_a)	CR (rho_c)	AVE
Firm Performance	FP1	0.853	0.934	0.936	0.948	0.754
	FP2	0.865				
	FP3	0.862				
	FP4	0.857				
	FP5	0.847				
	FP6	0.922				
Green Human Resource Management	GHRM2	0.752	0.868	0.87	0.905	0.656
	GHRM3	0.812				
	GHRM4	0.868				
	GHRM5	0.775				
	GHRM6	0.837				
Organizational Citizenship Behavior	OCB2	0.776	0.829	0.834	0.886	0.662
	OCB3	0.824				
	OCB4	0.87				
	OCB5	0.78				
Psychological Wellbeing	PW1	0.781	0.779	0.789	0.856	0.599
	PW2	0.734				
	PW3	0.804				
	PW4	0.774				

Table 3: Fornell-Larcker criterion

	FP	GHRM	OCB	PW
FP	0.868			
GHRM	0.820	0.810		
OCB	0.808	0.987	0.814	
PW	0.699	0.735	0.735	0.774

Structural Model



Following the evaluation of the measurement model, we proceeded with the structural model to test the hypothesized relationships among constructs.

Table 4: Results

HYPOTHESIS	Original sample (O)	Sample mean (M)	Standard deviation	T statistics (O/STDEV)	P values
GHRM -> FP	0.795	0.784	0.226	3.517	0
GHRM -> OCB	0.971	0.971	0.01	94.222	0
GHRM -> PW	0.735	0.736	0.036	20.367	0
OCB -> FP	-0.134	-0.124	0.223	0.6	0.549
PW -> FP	0.213	0.216	0.051	4.163	0
PW -> OCB	0.021	0.021	0.014	1.543	0.123

Green HRM significantly predicted firm performance ($\beta = 0.795$, $p < 0.001$)

Green HRM significantly influenced psychological wellbeing ($\beta = 0.735$, $p < 0.001$)

Green HRM significantly predicted organizational citizenship behavior ($\beta = 0.971$, $p < 0.001$)

Psychological wellbeing positively affected firm performance ($\beta = 0.213$, $p < 0.001$)

OCB did not significantly affect firm performance ($\beta = -0.134$, $p = 0.549$)

Psychological wellbeing did not significantly influence OCB ($\beta = 0.021$, $p = 0.123$)

Indirect/mediation Effect

The study also aims to examine the mediation effect of PW, OCB between the relationship of GHRM and FP. There are different paths developed to analyze the mediating role of PW, OCB. Table 4 revealed a set of significant indirect or mediation effects of GHRM on FP. These are (PW>OCB>FP: $\beta=0.006$, $t = 0.466$, $p = 0.641$; GHRM> PW> OCB >> FP: $\beta=0.005$, $t = 0.462$, $p = 0.644$; GHRM> PW>FP: $\beta=0.039$, $t = 4.061$, $p = 0$; GHRM> OCB > FP: $\beta=0.217$, $t = 0.6$, $p = 0.549$) and all these mediations were found significant.

Table 5: Specific indirect paper and total effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P-values
PW -> OCB -> FP	-0.003	-0.002	0.006	0.466	0.641
GHRM -> PW -> FP	0.157	0.159	0.039	4.061	0
GHRM -> OCB -> FP	-0.13	-0.121	0.217	0.6	0.549
GHRM -> PW -> OCB -> FP	-0.002	-0.002	0.005	0.462	0.644

6. Discussion

The intended research of this research work is to examine the tie-up between firm GHRM and FP in the context of the Bangladesh textile industry. Specifically, it considers a framework for measuring green HRM and analyzing various organizational roles in the context of green dimensions of business performance such as EP, Ec. P, and SP. These studies indicate that there is a positive relationship between GHRM and FP practices and hence support the hypothesis H1. This may be because GHRM packages include facsimiles which disseminate environmental norms and ideologies, and these are key in turning the employees' environmental management-based motivation and competency profiles. This gives a chance for the staff members to adequately get involved in their company's environmental advancement. The GHRM bundle and Eco map work in an integrated system where the latter links the former with its corresponding higher order concepts and their location in the field. P(Supporting H1) have positive relationship also illustrates that the skilled and committed workforce can generate economic value for the company (Weber, 2008). Moreover, a direct relationship was established between the GHRM bundle and SPs (supporting H1), where managers realized that green practices have embody savings, improved organizational image, sustainability and a renewed focus on stakeholder accountability by enhancing community welfare and health (Vyas, 2016). We found OCB to be influenced by organizational climate appraisals and individual factors. The model with OCB as a mediator factor between independent variable GHRM and dependent variables FP were supported (H2).

This research investigates the moderating role played by the Firm Psychological Well-being of a GHRM firm's employee on FP. We have emphasized the linkage between three variables of GHRM green hiring, green training, green performance, and compensation with FP and the outcome on psychological health, which supports H3. As we emphasized the

position of PW as the mediator between the specimens of GHRM and psychological well-being since the latter represents crucial psychological resource within numerous organizational and individual outcomes (Greenaway *et al.*, 2016; Jetten *et al.*, 2017). The concept of organizational identity has come into focus in recent years; however, despite some similarities with the idea of organizational commitment, the two are separate constructs (van Dick 2001). From the theoretical perspective, the performance of OCB by the employees should lead to improved firm performance. For knowledge to confer a sustained competitive advantage, it must possess inimitable and non-substitutable attributes; otherwise, if it is readily transferrable and appropriable, it becomes commodified and susceptible to replication by rivals (Barney, 1991, 2003; Grant, 1996). Organizationally strategic knowledge must be rare, socially embedded, and idiosyncratic in nature, with tacit knowledge epitomizing these qualities due to its non-standardizability across contexts, firm-specific uniqueness, and inherent resistance to codification and imitation by competitors (Barney, 1991, 2003; Grant, 1996; Subramaniam & Venkatraman, 2001). Therefore, compared with explicit knowledge, tacit knowledge can serve as a source of competitive advantage. There is little consensus about how HRM systems and psychological well-being are related. Authors like as Kochan & Osterman (1994) and Levine (1995) contend, on the one hand, that HRM systems profit for firms and workers (the mutual gains perspective). However, some academics (Delbridge & Turnbull, 1992; Legge, 2005) contend that HRM systems help employers more than employees (the critical perspective). Whether HRM systems improve or worsen employees' health and well-being is the primary point of contention between the two points of view. The idea that HRM systems are generally beneficial to employees and their well-being is at the heart of the mutual gains perspective. The claim is primarily supported by data demonstrating the favorable relationships between HRM systems and a number of well-being-related variables, including reduced job-related stress and commitment and job satisfaction (happy) (Takeuchi, Chen, & Lepak, 2009) and interpersonal relationships (Macky & Boxall, 2008; Collins & Smith, 2006) (Support H5). Research on well-being has proven to be amazing, and this study outlines studies that focus on employees' psychological well-being in relation to life satisfaction. Being subjective, psychological well-being (PWB) can be described as an individual's cognitive and subjective assessments of their being and the degree to which they feel well, content, and even joyful about life. The trend known as "extra-role behaviors," or organizational citizenship behavior, was first noted by Chester Barnard in 1938. By 1988, Organ had developed the officially accepted and frequently cited definition of OCB, which is as follows: "Individuals behavioral nature that is optional, not expressly or immediately conceded by the official rewards structure, and overall supports the effective running of the company (Support 6). Rastogi, R., & Garg, P. (2011). Although the model shows strong direct effects of GHRM on psychological wellbeing and OCB, the expected indirect effect of OCB on firm performance (H4) and the path from psychological wellbeing to OCB (H6) were not statistically supported. This suggests that while GHRM promotes discretionary behaviors and enhances wellbeing, OCB alone may not directly

impact performance in the textile sector. Instead, employee wellbeing appears to play a more direct and influential role.

7. Findings

All the above finding conveys the fact that GHRM has a direct positive effect on Firm Performance. In this discussion, GHRM directly relate to Firm Performance, however mediated by Psychological Wellbeing and Organizational Citizenship Behavior. Psychological Wellbeing and Organizational Citizenship Behavior are link together. All p values 0 without OCB>FP is 0.549 and PW >OCB 0.123. GHRM 1, OCB 1, OCB 6 is removed from the model because factor loading of that item is lower than threshold value 0.7.

7.1 Theoretical Implications

This study offers novel insights into the moderating link between green HRM and business performance—vital for managers aiming to foster trust and competitiveness through sustainable practices globally. Prominently, HR- contributed significantly to attest the green as well as monetary objectives in an organization. Green practices can lead to increase in productivity or better performances by the employees. Government-led ecological sensitization initiatives may serve as a catalyst for enhancing employees' commitment to performance and alignment with green organizational values. The model of the study offers the manager's proposal of most crucial GHRM practices impacting on the environmental performance through decreasing energy and water consumption, emissions, as well as minimizing wastage from facilities. Environmentally consciousness has emerged as one of the significant challenges facing the manufacturing companies across the world and therefore to meet this need, organizations need to improve their environmental performance (Küçükbay & Sürücü, 2019), and therefore a firm can significantly improve on its green production capacity, which is essential to conform to the ISO 2015 standards. Managers will increasingly link business performance with environmental protection, fostering sustainability-driven profitability, market share, and customer loyalty, while GHRM practices aid manufacturing firms in cultivating an eco-conscious organizational culture through green values and initiatives. Second, we introduced and validated a complex mediating model between GHRM and ECP with direct line but also with mediating factors.

While a vast literature streams from global human resource management (GHRM) topics have erupted in the last few years, researchers have conducted fragmented cross-sectional investigations in various settings to compare the impacts of many GHRM practices on a broad variety of outcomes. The effectiveness of GHRM varies in magnitude, influenced by moderating factors, necessitating the aggregation of previous findings to provide empirical evidence and establish robust generalizations beyond narrative synthesis (Friend et al.,2021). This study addresses gaps in systematic reviews on GHRM by clarifying effect sizes and boundary conditions, offering insights into moderation that resolve cross-study variance. It highlights significant context- and methodology-driven variations influencing ECP relationships. Regarding the contextual and methodological moderators needed to

consider in order understanding the role of GHRM practices when promoting the ECP, EP, and SP, we highlight: (1) the extent to which the different GHRM practices are aligned to those used for measurement (2) role played by different GHRM practices and (3) effectiveness/ineffectiveness with which they were implemented. The findings about the number of GHRM dimensions are especially promising sources of methods as the topic has not previously been explored by prior research in reference to its relationship with preferred goals. These findings are significant as they make a case that the choice of the dimensions of measuring GHRM can be related to the relation between GHRM, PW, OCB, and FP.

7.2 Managerial Implications

This paper not only contributes to research but also offers key managerial insights for policymakers and practitioners. Our theoretical model outlines a pathway for manufacturing firms to enhance productivity, reduce carbon footprints, and build external credibility. It underscores the necessity of GHRM for executing green supply chain strategies, as recruiting the right talent is pivotal for achieving sustainability. HR managers should balance internal and external factors, focusing on human capital and performance alignment to meet sustainability objectives.

Finally, the senior executives who determine the financial, environmental, and societal goals of a company should monitor the efficacy of the HR division. Given that a firm's overall goals are primarily attained through human involvement, they should evaluate how its personnel planning and procedures fit with the organization's sustainable objectives. This investigation confirmed that the GHRM functions of firm staff members that enhanced their PW also increased their OCBs. As a result, it is anticipated that positive psychology will motivate workers to take on a variety of initiatives to advance the company and IJCHM 27,6 1148 downloaded by South Australia's FLINDERS University at 07:52 on February 4, 2016 (PT), enhancing management authority and producing performance. As a result, the study's practical recommendation begins with the requirement that hotels manage their staff members' psychological resources in light of the strong correlation between GHRM and Firm Performance. Workers that have GHRM aggressively assist coworkers or superiors and are devoted to their companies when they are really happy in their professions. As a result, firm should increase the GHRM of their staff members by.

8. Conclusion

GHRM demonstrated a positive linkage with firm performance but not with sustainability outcomes, underscoring a nuanced dynamic that calls for an integrated sustainability agenda. Utilizing PLS-SEM, the study reveals that human capital significantly influences organizational efficacy. For the textile sector to bolster profitability and competitiveness, a quadrilateral strategy—anchored in GHRM—is essential. Accordingly, firms are urged to adopt sustainable HRM practices, as psychological well-being, organizational citizenship behavior, and triple-bottom-line performance are interlinked. While GHRM had a strong positive influence on both psychological wellbeing and firm performance, its effect on firm

performance appears to be driven more by improvements in employee wellbeing rather than by increased organizational citizenship behavior. The non-significant influence of OCB on performance highlights the importance of prioritizing psychological resources in sustainability strategies.

Several considerations must be acknowledged when interpreting the study's findings. Firstly, its focus on Bangladesh's textile sector limits broader applicability. Secondly, the use of self-reported data introduces potential biases. Furthermore, technological advancements and market dynamics could serve as additional mediators of sustainability performance. Future research could examine GHRM's influence across industries and regions, considering worker motivation and satisfaction as mediators of sustainable performance. Additionally, the effectiveness of GHRM implementation and its role in driving long-term sustainability improvements warrants further exploration. Better understanding of the relationship between firm performance and these activities will help researchers, and it will also help businesses in their future efforts to adopt more environmentally friendly practices.

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