

Enhancing Sustainable Corporate Performance: The Role of Green Training, Employee Behavior, and Responsible Leadership

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ABSTRACT

This study explores the key factors of green training and investigates its effect on green human behavior, leading to sustainable corporate performance and moderated by responsible leadership. Furthermore, it completes the theoretical framework that identified and addressed the gaps for long-term business success. The study used a cross-sectional approach to research using SPSS software. A convenience sample strategy was used to gather data from 393 workers in the textile industry. According to this study, green training may change the behavior of green employees through green recruiting and recruitment practices, as well as by rewarding and evaluating employees based on their accomplishment of predetermined goals. This study further adds that an organization can lead towards sustainable corporate performance through green employee behavior. Besides, this study shows that responsible leadership plays an insignificant role in the Pakistani industrial sector because Pakistan is included in the list of power distance cultures. Employees perform better when supervisors behave strictly. This research provides an abundance of information about green training and sustainable company performance. Because of the study's importance, longitudinal research will be more widely accepted in the future. This study draws attention to the gaps and offers managers, legislators, and practitioners of sustainable business performance and environment useful information. The present study satisfies the requirement to investigate green training in emerging markets such as Pakistan. In emerging nations, where concerning environmental conditions and inadequately enforced laws have emerged, these investigations are essential.

Introduction

Industrial pollution is not a recent concern. Numerous national and international environmental organizations recognized the problem of the growing harm that industrial production was causing to the state of the environment in the late 1960s. In order to solve this issue and progress towards more environmentally friendly and sustainable production, several scholars and policymakers have proposed a variety of policies and schemes, such as severe restrictions, property rights definitions, green taxes, and other regulatory measures. (Peng & Lee, 2019; Liao & Zhang, 2020). In the current era, research interest can be observed in various fields, i.e., business, politics, environment, sustainability, and public. Such an increase in environmentalism leads towards managing change in the environment. The environment is being polluted by industries, more specifically, that are based on factories. Rapid industrialization and globalization have caused negative environmental impacts, such as air pollution, global warming, water pollution, toxic and chemical explosion (Geng *et al.*, 2017).

Such an increase in industrial pollution has devastated natural resources and negatively impacted the health and existence of human beings and other living creatures. Keeping in mind the dangerous impacts of contamination and discharge of poisonous synthetic compounds and waste by the businesses, NGOs, and legislatures throughout the planet, planned approaches and rehearsed guidelines to battle against the challenge. Human resource management (HRM) is a critical space of the executives that spotlights the most fundamental resource of the business firms, such as HR. Sustainability is the focal point of all practical study spaces, and the same is the situation with HRM. It is argued that green human resource management (GHRM) is the indispensable segment of supportability. Aboramadan (2020) depicted GHRM as those practices and strategies of HRM to support economic asset use in organizations and the advancement of environmentalism that would be useful for boosting the fulfillment and resolve of the workers inside firms. GHRM is the act of reasoning and arrangements of HRM methods to advance techniques and utilization of business assets. It forestalls any hurtful natural impact of pollution emerging with the tasks of the firm (Bos-Nehles & Veenendaal, 2019). In the previous few years, green training (GT) has become one of the significant sustainability foundations among government, researchers, NGOs, industries, and customers in response to rising environmental awareness. However, according to Khan and Qianli (2017), GT and green employee behavior (GEB) improve organizational competitiveness and economic performance and reduce the adverse environmental impact.

The textile industry of Pakistan is a key player and contributor to the economic growth of the country. Through export, Pakistan is getting lots of foreign exchange. In the industrial sector, approximately 60% adds foreign exchange through export even in the pandemic. In Pakistan textile industry is the largest industry in the country. Not only largest in Pakistan but the textile industry is also 8th biggest exporter in Asia. Pakistan's overall GDP of 8.5% is part of the industrial sector (Hayat *et al.*, 2020). The industrial sector of Pakistan generates 45% labor force and 38% manufacturing workers. So, the textile sector of Pakistan generates more employment opportunities. After China and India, Pakistan's textile sector ranks third in Asia for spinning capacity and fourth for cotton production (Abbas *et al.*, 2020). Conversely, the textile business produces more environmental pollution than other industries, including waste production, air pollution, and water contamination.

Organizations utilize environment management technologies to force employees to align with company goals and maintain control over their work (Renwick *et al.*, 2013). Businesses match their HR policies and procedures with their objectives, demonstrating their commitment to

environmental sustainability, sustainable performance, and organizational sustainability (Jabbour, 2011). Currently, the climate is changing fast globally, and environmental organizations are making the general people aware of this challenge from time to time. Fast-growing perceptions of the environment force the textile industry to adopt measures that protect the environment. However, these days, organizations focus on the environment-friendly way of production that will not harm the overall climate. As per literature, if the textile sector wants a sustainable industry, it should focus on adopting green HR, recycling, using less energy, avoiding chemicals, and following ethics.

Green training is considered a key role in the environment through sustainable corporate performance. Now, organizations organize environmental training, which is the practice of green human practices. Green training trains the employees related to the environment. For human beings' health, organization sustainability is very important for the country region and world. Our natural resources may be preserved by practicing sustainability. There can be no life on Earth if natural resources are destroyed or depleted. Awareness and training programs that emphasize the significance of ecological concerns are essential for preserving natural resources, achieving financial success, and maintaining the environment (Zaid *et al.*, 2018).

Advancement of mentalities, information, practices, and abilities in HR that stop the erosion of climate-related perspectives, abilities, and information goes under the umbrella of green training. GT has considered the planning of multi-gifted workers worried about advancing information and abilities needed for development (Guerci *et al.*, 2016). Organizational performance is additionally connected with the GT of HR because GT inculcates information and abilities in the workers expected to accomplish objectives and competitive advantage of organizations (Fawehinmi *et al.*, 2020). The workers should be outfitted with the fundamental abilities to perform adequately. The capacity to get new information can be created among workers through GT that can be utilized for advancement of technologies and upgraded organizational sustainable performance, and intensity of the businesses all in all. Exploratory learning is positively related with businesses directing GT. The expertise improvement and the exploratory mastering are the likely methods for empowering developments in the business organizations.

Presenting to the resource-based view (RBV), firms set methodologies that make worth to the firm and produce cooperative energy in the assets of the firms for getting improved efficiency to get a rise in competition on their rivals. Performance of ecology can be expressed as a check of the level of accomplishment of a firm occupied with the execution of natural projects to decrease the adverse consequences of its assembling cycles and waste on common habitat to least even out (Birasnav *et al.*, 2019). HRM practices can likewise be depicted as the distinct HR cycles, projects, and frameworks carried out in businesses. In like manner, GHRM alludes to the clear green HRM cycles, projects, and frameworks carried out in business endeavors or associations to decrease negative natural impacts and upgrade positive ecological consequences for part of the firms. The inevitable goal of GHRM activities is to improve the sustainable performance of business organizations.

Dumont *et al.* (2017) said that green employee behavior (GEB) indicates individual agreeable behavior towards ecology. This incorporates both extra-job practices (intentional) and in-job green conduct. In-job green conduct is referred to as formal green tasks vital to human resource performance appraisal. Interestingly, extra-job GEB reflects willful GEB that go past the necessary conventional obligations of an HR and is not perceived in their presentation evaluation. The observational exploration recommends that GHRM is decidedly connected to green undertaking

conduct, green worker strengthening, green occupation making, and citizenship behavior toward the ecology (Khan *et al.*, 2020). The standard of correspondence of the social exchange theory (SET) may give the premise to clarifying the connection between GHRM and GEB (both errand-related and intentional practices). When firms send indications of responsibility toward ecological administration rehearsed by giving clear green objectives, GT, successful green execution evaluation, and green compensating frameworks, HR is, thus, expected to exchange this natural devotion and endeavors by their firms through showing GEB (Sharma & Gupta, 2020).

Furthermore, leaders, directors, ordinates, and managers assume an imperative part in urging and spurring HR of the organizations to get enthusiastic about the insurance of the climate, as leaders can summon feelings in HR of the organizations (Aboramadan, 2020). Nevertheless, existing examination remains deficient in clarifying how quickly leaders urge HR of the organizations to show GEB. There have been expanding calls to inspect how leaders can identify with employees' views of the organizational context to influence their workplace behavior (Laschinger *et al.*, 2013). In this study, green training and green employee behavior impact the sustainable corporate performance in the textile industry of Pakistan under the condition of responsible leadership. In the case of sustainable performance and green training, most past research studies have emphasized the supply chain perspective, and textile organizations through the GEB perspective have been neglected (Norton *et al.*, 2015). Further, this study also addresses the impact of responsible leadership in the textile manufacturing sector of Pakistan. Thus, it represents that current research studies are insufficient to analyze the impact of green training through GEB on sustainable corporate performance in the presence of responsible leadership comprehensively.

The current literature presents a specific model for explaining the sustainable corporate performance in the textile industry of Pakistan through green training and green employee behavior, so this research fills this theoretical gap. Besides, the study suggests for policymakers and practitioners how responsible leadership affects the sustainable corporate performance of an organization (Sharma & Gupta, 2020). The study aims to examine:

- To investigate how green training and sustainable corporate performance are related.
- To investigate how green employee conduct influences the link between green training and long-term business success.
- To investigate the effects of responsible leadership as moderator.

Literature Review

Green Training

Training is growingly recognized as central HR factor as it has direct impact on employee's performance which leads to improve overall organizational productivity and performance as well (Butt, 2023). According to Renwick *et al.* (2013), green training is regarded as a beneficial activity that encourages staff members to comprehend environmental challenges and how to safeguard them. Destroying a negative attitude toward the environment is the main goal of green training (Amrutha & Geetha, 2021). According to earlier research, green training has a significant influence on employees' knowledge, abilities, and attitudes about the working environment (Jabbour, 2011). Employees that are already environmentally conscious, however, participate more actively in the preventative process than others thanks to green training (Amrutha & Geetha, 2021). Employees that participate in green movements develop an emotional bond with the environment, green activities, green knowledge, green attitudes, green skills, and green

environment management systems (Pham et al., 2018). Green training initiates and coordinates real initiatives that foster a green environment. Numerous initiatives and activities are being launched in this green atmosphere to conserve energy, cut down on workplace waste, and provide opportunity for everyone to make a positive environmental impact (Aragão & Jabbour, 2017). According to the literature, criticism is also necessary because green training alone is insufficient to get the intended effects (Jackson et al., 2011).

Green Employee Behaviour

In several strategies, green employee behavior is one that organizations use to improve environmental performance to achieve sustainable targets (Dilchert & Ones, 2012). According to Unsworth *et al.* (2021), green employee behavior is demonstrated to impact the environment in an individual's employment positively. The researchers have defined green employee behavior as pro-environmental behavior at the workplace (Dilchert & Ones, 2012; Norton *et al.*, 2015). Norton *et al.* (2015) said that green employee behavior significantly impacts human actions, e.g., proper use of resources, conserving water, waste reduction, saving energy, and recycling (Ahmed *et al.*, 2020). According to Norton *et al.* (2015), there are two types of green behavior discussed in the literature: task green behavior and voluntary green behavior. Green behavior is defined only in the workplace where the individuals will perform green activities. According to Yeh and Hong (2012), task green behavior can be termed as those activities formally identified and described as an element of the job descriptions. On the other hand, voluntary green behavior is different from the task green behavior; individuals involve personally in these activities and increase organization expectations (Norton *et al.*, 2015).

Sustainable Corporate Performance

Sustainable corporate performance was first time discussed in 1987. It was explained as a type of development fulfilling the various requirements without affecting the capability of upcoming generations to fulfill their requirements. But this broad definition is not easy to implement for organizations. Massive researchers and organizations have proposed many other concepts to make this definition more microeconomic. Elkington first brought forward the "triple bottom line" concept in the book "Cannibals with the Forks." Practitioners and academics acknowledged the "triple bottom line" in the 21st century on a wider range (Yeh & Hong, 2012). It has proposed a responsible and new method to business organizations that they must balance and consider economic, social, and environmental aspects of sustainability.

Sustainable manufacturing practices are essential to "sustainable performance" in the industrial sector. The US Department of Commerce defines "sustainable manufacturing operation" as the process of producing goods with the least detrimental impact on the environment, energy conservation, and natural resources. These procedures are not detrimental to workers or communities, and they are also cost-effective to implement (Székely & Knirsch, 2005). Because it adheres to the "triple bottom line" notion, this term is generally accepted. Organizations manage and focus on economic sustainability for sustainable production. To reduce manufacturing costs, companies employ both financial and non-financial performance improvement strategies (Jia & Li, 2020). On the other hand, environmental sustainability is achieved when production costs are reduced and environmental problems are avoided via the prudent use of resources, energy conservation, energy efficiency, emissions, pollution, and dangerous material use. Organizations that offer equal opportunities, support everyone, and cultivate relationships both inside and beyond the community must also be socially sustainable. Following these actions, they guarantee

responsible governance systems and a high standard of living (Mousa & Othman, 2020). Periodically measuring and evaluating sustainability is necessary for sustainable performance. To gauge performance sustainability, multinational organizations have created a number of key performance indicators in the literature (Malik et al., 2021). All indicators agree that three variables—economic, social, and environmental—are more crucial for sustainable performance.

Responsible Leadership

In a short period, responsible leadership style has gained attention in management, just for a unique style. Miska and Mendenhall (2018) said that scholars and researchers are investigating responsible leadership in different mechanisms for evaluating the significance of this leadership style. Multiple contemporary challenges of the corporate environment are adding more demands for responsible leadership. There are many changes in the world market due to globalization, like boundary restriction. International organizations expand their business through diversification in other countries. Due to the unpredictable and uncertain business market, all responsibility is on the shoulders of the leadership and business stakeholders' management. The literature explains that previous leadership covered internal organizational matters. Now, the duty of leaders is not only to look at internal issues, but they are also accountable to look after external issues (Baranova & Meadows, 2017). Responsible leadership is also an improvement tool for organizational performance (Waldman, 2011). Responsible leadership is a distinct style of others that can make a positive dyadic relation with stakeholders and followers.

Moreover, according to Voegtlin and Greenwood (2016), other leadership styles like ethical, authentic, and moral leadership support deliberate democracy. In contrast, responsible leadership is based on a philosophical or discourse base (He *et al.*, 2021). Authentic and ethical leadership styles do not have any philosophical roots. Furthermore, responsible leadership presents consensual solutions through discourse or discursive actions. But authentic and ethical leadership mainly focuses on ethics to deal with matters. Authentic and ethical leaders focus on followers, but responsible leadership involves all stakeholders. The undisputed definition of responsible leadership is not fully emerged. But there is an agreement among researchers that coordination with stakeholders constitutes a significant part of responsible leadership (Maak *et al.*, 2016; Voegtlin & Greenwood, 2016; Doh & Quigley, 2014). A study on responsible leadership shows that leaders have a unique quality to build sustainable good relationships with followers, stakeholders, employees, and organizations (Maak *et al.*, 2016). So, responsible leadership is a specific relational literature phenomenon developed through social coordination (Freeman & Auster, 2011).

Hypotheses Development

The researcher uses the person-organization fit theory to test the existing mechanism in this study. The person-organization fit theory is the phenomenon describing the compatibility between organizations and people (Tang *et al.*, 2021). When the employees get a position within a business organization that meets their professional and personal requirements, it will lead towards positive outcomes. There are other theories, such as organizational learning theory, that address that topic as well. The theory of organizational learning does not address every mechanism. It places a strong emphasis on knowledge creation and utilization inside the company. Important components of organizational learning theory state that learning occurs when individuals engage and communicate while looking for and resolving various issues. However, the person-organization fit hypothesis emphasizes performance, productivity, and individual welfare. It makes

the individual and the company they work for compatible (Tang et al., 2021). Furthermore, the person-organization fit hypothesis reflects the oneness of human values and the patterns of organizational ideals. Thus, the person-organization fit hypothesis provides the necessary coverage of the entire phenomena.

Association between Green Training and Employee Green Behavior

Training is considered a tool to develop employee performance, knowledge, awareness (Srivastava & Shree, 2018). Many studies consider training as systematic and planned activities to grow, transform, and mold attitude through experience to achieve the desired goal. In prior research, green human resource management used the concept of green employee behavior. For green employee behavior, GHRM hires and recruits employees having green knowledge. GHRM conducts training to increase competencies, launches a green appraisal system, and develops green standards. Organizations give rewards and incentives to employees who implement all green activities (Aboramadan, 2020). Norton *et al.* (2015) said that employee green behaviors indicate individual-friendly behaviors toward the environment. According to the previous researchers, such as Birasnav *et al.* (2019); Dumont *et al.* (2017); Fawehinmi *et al.* (2020); Hameed *et al.* (2020); Luu (2019); Renwick *et al.* (2013), GHRM has a significant positive relationship with organizational citizenship behavior (OCB), green employee empowerment, and green task behavior towards the environment. This research assumes that green training has a significant association with green employee behavior.

H1: *Green training positively impacts green employee behavior.*

Relationship between Green Employee Behavior and Sustainable Corporate Performance

Green employee behavior benefits the environment, stops wastage of water resources, saves energy, and promotes recycling (Norton *et al.*, 2015). Prior research shows that green human resource management is a key antecedent for green employee behavior. Organizations hire employees who are aware of the green environment through communication, discuss environmental values, and have the awareness to develop green behavior. This green behavior leads to different outcomes, like organization citizenship behavior, organizational performance, corporate social responsibility, and employee task performance (He *et al.*, 2020). Green employee behavior is a pro-environmental behavior that values the sustainability of the environment and reduces the waste of resources. Green employee behavior indicates employees' knowledge, competencies, skill, and experience at the workplace for organization and positive outcomes. This study investigates sustainable corporate performance through green employee behavior. Green behavior refers to that workers and employees care about organizational sustainability and absorb pro-environmental values and knowledge at the workplace, facilitating their effectiveness and efficiency in performance (Dumont *et al.*, 2017). Sustainable corporate performance is a balanced approach, where simultaneously implemented environmental, economic, and social activities. Green employee behavior is a current requirement of the world. So, the green behavior of employees can produce a healthy environment where economic and social activities are efficiently performed. Hence, all above arguments researcher assume:

H2: *Green training is positively associated with sustainable corporate performance.*

Relationship between Green Training and Sustainable Corporate Performance

Sustainable corporate performance is organized at different levels, like production systems, supply chain, operations, the entire factory, country, globe, and region. Most countries set sustainable environmental indicators for better performance, like the most famous environment agency in Europe sets indicators, and international organization evaluates these indicators for standardized environment indexes. Not only Europe but indicators in the USA mainly focus on sustainability. The “Walmart Sustainability Product Index” and GRI emphasize the status of the entire factory (Zaid *et al.*, 2018). Some researchers said that the “evaluation indicator systems of sustainable performance” could be classified into multiple functional views, like marketing performance, financial performance, and operational performance (Boxall & Huo, 2022). Recently, most industries, especially the mineral and manufacturing industry, have focused on sustainability through evaluation performance and launched some sustainable performance indicators (Mahmood *et al.*, 2022).

To create their "evaluation indicator systems" of sustainability based on specific terminology, manufacturing sectors might choose from a variety of elements (Mahmood *et al.*, 2022). It is important to remember that when analyzing performance assessments across several industries, a mixed "evaluation indicator system of sustainable performance" needs to be created. A unified system is needed since there isn't a sustainable performance assessment indicator system in production (Amrina & Yusof, 2011).

The literature has thus examined a wide range of antecedents that contribute to the development of sustainable business performance. Such as the triple bottom approach, which balances the economic, social, and environmental aspects of sustainable development; GHRM; sustainable leadership; and one of the precursors of SCP (Zaid *et al.*, 2018; O'Connor & Crowley-Henry 2019; Iqbal, 2020; 1). The use of green training to corporate sustainability performance in the industrial sector has not been thoroughly studied. In order to achieve sustainable business performance, green training teaches staff members how to handle, manage, and govern the environment (Amrutha & Geetha, 2021). Thus, the researcher suggests a good correlation between corporate sustainability performance and green training based on the aforementioned considerations.

H3: Green employee behavior is positively associated with sustainable corporate performance.

Mediating Role of Green Employee Behavior between Green Training and Sustainable Corporate Performance

Scholars highlighted that the direct relations did not fully understand the underlying mechanisms in cause-and-effect relationships. Thus, there is a need to examine the intervening mechanism to explain the insights. This study argues that green training may improve green employee behavior, which boosts sustainable corporate performance for the following reasons. Green employee behavior means the individual sees the environment differently from the others and significantly impacts sustainable performance (Unsworth *et al.*, 2021). Green employee behavior transforms the individual and plays a role in reducing energies and actions that negatively impact the environment (Stern, 2010).

The primary purpose of green employee training is to motivate employees and increase awareness to understand the importance of the environment. Green training changes employee behavior, leading to sustainable corporate performance (Renwick *et al.*, 2013). Literature shows that green

employee behavior is positively associated with green training. Green training enhances employee behavior towards the environment and the erosion of environment-related attitudes. However, green training makes employees sensitive to their climate and environment, which can help prevent environmental issues (Labella-Fernández & Martínez-del-Río, 2019).

Moreover, green training creates a climate through a series of events, e.g., waste reduction, energy conservation, and e-form in the workplace. It gives confidence to employees that they have an opportunity to contribute something to the environment (Srivastava & Shree, 2018). Although all arguments show green training changes green employee behavior, that is significant for sustainable corporate performance. Hence, this study proposes that:

H4: *Green employee behavior mediates the association between green training and sustainable corporate performance.*

Moderating Role of Responsible Leadership

Maak *et al.* (2016), premised on the inherently relational nature of responsible leadership, believed that RL would help organizations sustain the business, promote the greater good, and generate social capital. Maak *et al.* (2016), drawing on network analysis, argued that leaders create value networks through channeling the energy of various constituencies and adding to social capital (Rast III *et al.*, 2018). In prior literature, leadership was mostly used as an independent variable rather than direct. Leadership is considered a tool that enhances employees' skills, capacity, and performance (Buil *et al.*, 2019). Some leadership styles are also available in the literature used to transform the employees' behavior. In this study, the researcher uses responsible leadership as a moderator between green training and green employee behavior. Green training will enhance green employee behavior, but responsible leadership strengthens this relationship. The absence of responsible leadership will weaken the connection between green training and green employee behavior. Responsible leadership is considered an essential key factor of performance (He *et al.*, 2019). Responsible leadership makes sustainable decisions that fulfill individuals' interests, like stakeholders, shareholders, employees, clients, suppliers, community, society, young generations, and the most highlighted environment. So, green training positively impacts green employee behavior through moderating variable responsible leadership. So, based on all arguments, the researcher proposes the following hypothesis:

H5: *Responsible leadership is a moderator between the association of green training and green employee behavior.*

Conceptual Framework

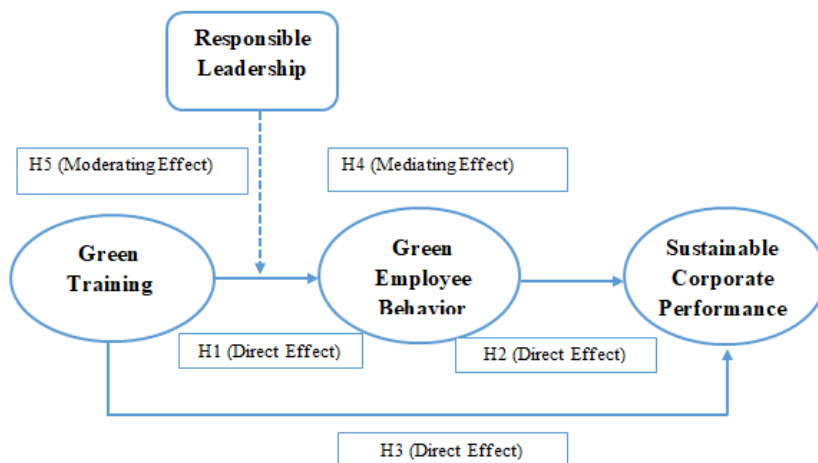


Figure 1: Conceptual Framework

Methodology

Research Approach, Study Population and Sampling

This study employs 'quantitative approach' where study conclusions/ results are derived by means of statistical techniques to analyze the study data (Akhtar et al., 2024; Butt et al., 2024). The researcher selected and focused on the people of Pakistan's textile industry for this study. The information was gathered from workers in several textile sectors. Employees who are accessible and willing to engage in the study were chosen and approached using the convenience sampling technique, a kind of non-probability sampling (Creswell et al., 2014). Data from 393 employees were collected using a convenience sampling technique from the textile industrial sector.

Measuring Scales

Questionnaires that had previously been prepared and evaluated were used in this investigation. A 5-point Likert scale was used to score the questionnaire responses, with 1 denoting "strongly disagree" and 5 denoting "strongly agree." For every measure, high scores indicated higher levels of the constructs. According to earlier studies, individual traits such as gender, education, and experience may have an impact on the connections (Chen & Hou, 2016). Gender, organization age, organization type, organization size, and personnel qualifications were employed as control variables in this study. Similar control variables were included in green HRM study. Sustainable corporate performance was evaluated using a 4-item scale used by Mousa and Othman (2020). Green training was evaluated using a 3-item scale used by Voegtlin and Greenwood (2016). Green employee behavior was evaluated using a 3-item scale used by Norton *et al.* (2015). Responsible leadership was evaluated using a 5-item scale used by Voegtlin and Greenwood (2016). Data analysis for this research was carried out using SPSS version 23.

Results

Demographics

The demographics of this study shows respondents' profile in table 1 concerning their qualification, gender, job experience, age, and organization size.

Table 1: Demographical Information

Variable	Scales	Percent
Gender	Male	57.3
	Female	42.7
Job Experience	0-1 years	30.3
	2-4 years	30.8
	5-7 years	9.9
	8-10 years	9.2
	Above 10 years	19.8
Qualification	Intermediate	18.6
	Bachelor	31.6
	Masters	36.4
	M.Phil.	12.7
	Ph.D.	.8
Age	20 and below	9.4
	21 to 30 years	51.7
	31 to 40 years	21.1
	41 to 50 years	13.0
	50 years and above	4.8

Confirmatory Factor Analysis

The constructs' overall validity is examined using CFA. Desired values are displayed by model fit indices; CFA, GFI, NFI, TLI, and RMSEA were determined to be sufficient (Asparouhov & Muthén, 2018). The convergent validity is demonstrated by the results of item loadings for all variables that are close to or above 0.7 and a significant P-value. To verify discriminant validity, the study analyzed the correlation with AVE extracted (square root) (Sujati & Akhyar, 2020).

Table 2: CFA

Statistics	Estimate	Criteria
CFI	.967	≥ 0.90
GFI	.944	≥ 0.90
RMSEA	.053	≤ 0.08
TLI	.959	≥ 0.90
NFI	.940	≥ 0.80

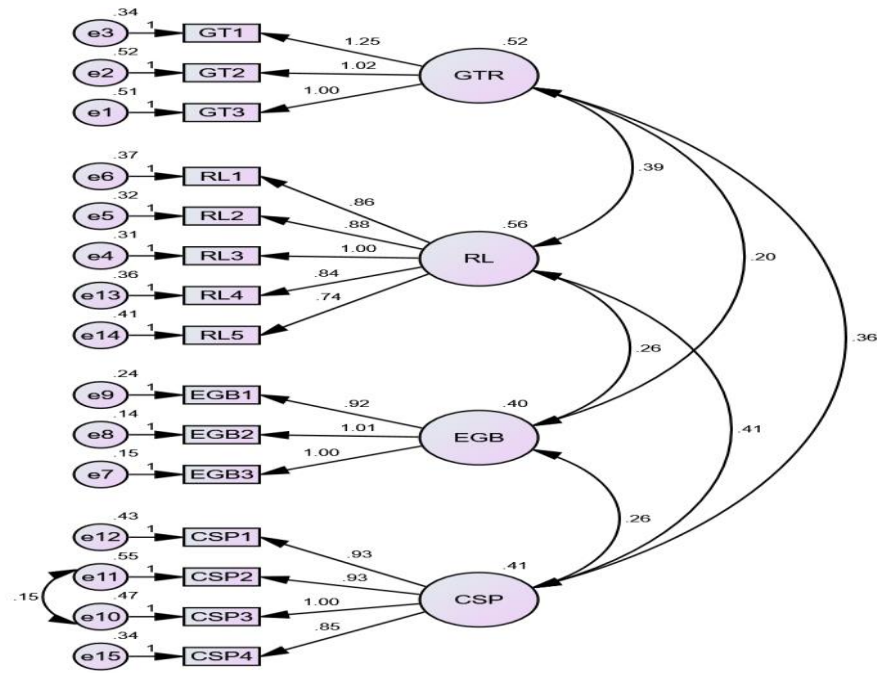


Figure 2: Confirmatory Factor Analysis

Composite Reliability and Average Variance Extracted

Table 3 shows the values of composite reliability and average variance extracted. According to Sujati and Akhyar (2020), CR values should be greater than > 0.60 . Results show that all values are greater than > 0.60 , confirming convergent validity or reliability. Besides, all values of the AVE are greater than 0.50, showing convergent validity in the data set.

Table 3: Composite Reliability and Average Variance Extracted

Variables	CR	AVE
Responsible Leadership	0.823752	0.6918
Sustainable Corporate Performance	0.743607	0.64075
Green Employee Behavior	0.876553	0.83766
Green Training	0.804557	0.75833

Descriptive, Reliability, and Correlation Analysis

The mean and standard deviation values are shown in Table 4. A measure of internal consistency is a sign of its reliability. Cronbach Alpha (α) is utilized to check scale reliability which is measurable action of 'internal consistency'/reliability of a scale (Butt & Yazdani, 2023). Cronbach's alpha value was used to assess the reliability of the measures employed in this study; a value of $0.7 \leq \alpha$ is considered acceptable (George & Mallery, 2010). Additionally, to assess collinearity between the predictor variables, tolerance statistics and variance inflation factor (VIF) scores were also acquired (Hair et al., 2010). According to Hair et al. (2010), collinearity is the state in which there is a high degree of correlation between the independent variables, which inflates the degree of

variance and findings' accuracy. Multicollinearity is indicated as a "general rule of thumb" when tolerance statistics are less than 0.1 and VIF scores are larger than two (Hair et al., 2010).

“Pearson correlation” was used to evaluate the associations among the study variables. It is performed to check linear correlation between variables (Butt & Umair, 2023). Value of correlation co-efficient ranges between +1 to -1 (Umair & Butt, 2024). Table 4 highlights the result, which shows that variables in the study significantly correlate with each other. The green training positively correlates with responsible leadership ($r = .616, p < .01$), with green employee behavior ($r = .593, p < .01$), and with sustainable corporate performance ($r = .606, p < .01$). Responsible leadership has a significant correlation with green employee behavior ($r = .482, p < .01$) and with sustainable corporate performance ($r = .682, p < .01$). Green employee behavior positively correlates with sustainable corporate performance ($r = .511, p < .01$).

Table 4: Descriptive, Reliability, and Correlation Analysis

Variables	Mean	SD	Cronbach Alpha	GT	RL	GEB	SCP
GT	3.6234	0.51	0.796	1			
RL	3.7074	0.45	0.852	0.616**	1		
GEB	4.1001	0.23	0.863	0.593**	0.482**	1	
SCP	3.8721	0.28	0.782	0.606**	0.682**	0.511**	1

** Significant correlation at 0.01 level (Two-tailed).

* Significant correlation at 0.05 level (Two-tailed).

Results of Hypothesis

The regression analysis results in table 5 show that green training significantly influences sustainable corporate performance ($\beta = .482, p < .001$). Thus hypothesis 1 is accepted. Moreover, green training significantly contributes to green employee behavior ($\beta = 0.291, p < .001$). Therefore, hypothesis 2 is accepted. Green employee behavior positively contributes to sustainable corporate performance ($\beta = .539, p < .001$), so hypothesis 3 is accepted.

Table 5: Regression Analysis

Hypotheses	Estimates	SE	CR	p-value
GT→SCP	0.482	0.0523	15.514	***
GT→GEB	0.291	0.0412	11.851	***
GEB→SCP	0.539	0.017	13.027	***

Mediation Analysis

Table 6 highlights mediation analysis results yielded after using Process Macro v3.5 (model 4) for SPSS developed by Andrew Hayes. The mediation analysis results show that green employee behavior plays a strong mediating role in transferring the effect of green training on sustainable corporate performance (Boot LLCI= .05 and Boot ULCI=.12). So, we accept hypothesis 4 as 0 did not occur between LLCI and ULCI. Hayes and Preacher (2014); Meule (2019) explained that if the values of LLCI and ULCI do not contain 0, mediation is significant.

Table 6: Mediation Analysis

Effect	Coefficient	SE	T	P	LLCI (95%)	ULCI (95%)
Direct Effect of X on Y	.3813	.0323	11.8	.00	.09	.28
	Effect	Boot SE			Boot LLCI (95%)	Boot ULCI (95%)
Indirect Effect of X on Y	.1007	.0248			.0579	.1526

Moderation Analysis

Table 7 shows the significant moderating impact of responsible leadership on the association between green training and green employee behavior as zero does not occur between LLCI and ULCI of the interaction effect. Hayes and Preacher (2014) explained that moderation is significant if the LLCI and ULCI against the interaction effect do not contain zero. Hence, hypothesis 5 is accepted.

Table 7: Moderation Analysis

	Coefficients	SE	T	P	LL95%CI	UL95%CI
GT → GEB	.14	.27	6.49	.03	-.42	.69
RL → GEB	.49	.26	4.87	.06	-.03	1.01
GT x RL → GEB	.24	.13	8.34	.02	-.30	.21

Note: GR=Green Training, SCP=Sustainable corporate performance, GEB=Employee Green Behavior, RS=Responsible Leadership. N = 5000 Bootstrapping resample

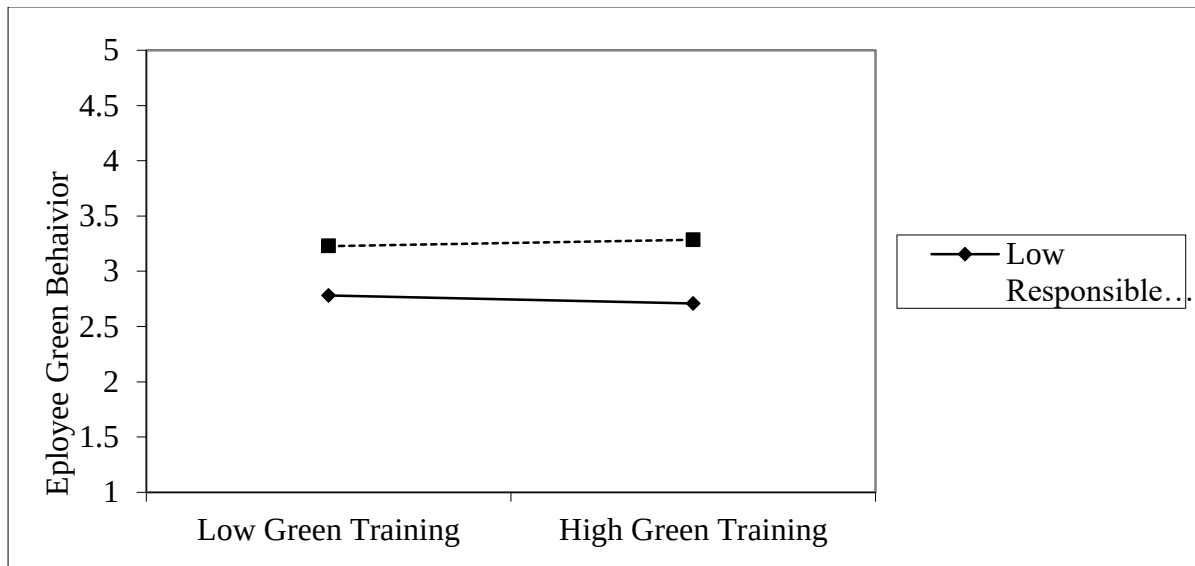


Figure 3: Moderation Graph

Discussion and Conclusion

Discussion of Findings

This study examines the "mediating role" of green employee behavior and the "moderating role" of responsible leadership in the link between green training and sustainable company performance. All of the hypotheses are significant and positive after analysis. According to this study, green employee behavior and green training are significantly correlated. Green training in the industrial sector fosters a common understanding among employees of the significance of the green environment, which is the primary cause of this good interaction. The employee's green conduct is improved by this training. As a result, such conduct encourages the worker to work hard to meet company objectives. Nonetheless, the employee's green conduct is encouraged by these attachments and impressions. According to the P-O theory, which holds that compatibility between people and organizations leads to value congruence (fulfillment of mutual values), personality congruence (similarity between an individual's personality and that of other employees of the organization), and work environment consistency (shared individual and organizational goal), the study's findings are in line with its presumptions (Otoo et al., 2019; Aboramadan, 2020).

Green employee behavior and sustainable corporate performance are positively associated. Results show that when employees adopt green behavior, then the sustainable performance of the company will increase (Boxall & Huo, 2022). Therefore, companies that wish to improve performance and stay in business must work to develop employee behavior that enhances long-term company success.

The literature indicates a positive correlation between sustainable business performance and green training (Luu, 2019). However, there is a dearth of research on sustainable corporate performance and green training in this area. Thus, the findings indicate that both are important and positively correlated. However, research indicates that the industrial sector needs to adopt green training in organizations that have a significant impact on social, economic, and environmental issues. This impression also facilitates the implementation of green training for staff members in other firms (He et al., 2021).

This study shows that green employee behavior serves as a mediating variable to explain the impact of green training on sustainable corporate performance. This aligns with the theoretical assumption of the P-O fit theory, which states that the organizational policies and systems create a shared sense of unity between employees and the organization. That, in turn, leads to green employee behavior towards the operations of the industrial sector (Malik *et al.*, 2021).

The moderating role of responsible leadership is significant in this research. Literature suggests that responsible leadership has a positive and significant role in employee behavior. So, when green training and responsible leadership are combined, it will strengthen the association between green employee behavior and green training (Srivastava & Shree, 2018). But some researchers show the insignificant moderating impact of RL. One of the reasons for the insignificant relationship can be the power distance culture. Many studies reported that when supervisors are civil in the workplace, autocratic and democratic employees perform more than servant and transformational leadership. Supervisor civility is more appropriate for employee performance. Unemployment and a high rate of inflation forced the employees to perform better. Employees fear termination, so they try to put best and bear all abusive behavior and deviance in the workplace.

Responsible leadership is positive in the western culture as well having individualistic culture (Miska & Mendenhall, 2018).

Theoretical Implications

The results of this work advance both theoretical and applied fields. In terms of theory, this study adds to the body of knowledge on green training by elucidating the relationship between sustainable corporate performance and green employee behavior. First, this study demonstrates that when organizational rules are in line with the vision and purpose, they allow businesses to encourage green employee behavior toward their core activities. Therefore, green training encourages green employee behavior, which has a favorable effect on long-term business success in the industrial sector.

Congruence value is another term for the initial step of green training, which fosters a sense of unity toward green action based on the alignment and present significance of the surroundings. According to He et al. (2021), this kind of oneness between workers and the industrial sector boosts both inner and extrinsic desire to perform for long-term company success. According to Doh and Quigley (2014), the results also imply that green training fosters civility between workers and the industrial sector since they believe they are receiving financial and social benefits in order to meet sustainable business performance goals. Accordingly, this study implies that green training encourages environmentally friendly employee conduct, which results in long-term business success.

Practical Implications

Second, in terms of real-world applications, this study shows Pakistan's industrial sector that it must develop plans and regulations based on today's demands. A significant portion of Pakistan's gross domestic profit comes from the industrial sector. In terms of policies and processes, the present administration provides flexibility to foster the growth of the industrial sector. Second, the government and the industrial sector, which is already transitioning to a greener environment, would benefit from this study since Pakistan is increasingly concerned about environmental protection. When the environment works to promote environmentally friendly economic and social activities, green training and green employee behavior both directly and indirectly contribute to business sustainability performance (Zaid et al., 2018).

Limitations and Future Research

This study has several limitations even though it offers encouraging results on GT's contribution to green employee behavior and sustainable company performance. This study may have a methodological problem because it first examined the effect of green training on green employee behavior and sustainable business performance using "cross-sectional data." This might restrict the results to validate the causal relationship between these factors. Future research might explore the causal relationship between green employee behavior training and sustainable organizational performance using longitudinal or time-lagged data. In order to comprehend the relationship between green training and green employee behavior, this study also looked at the influence of responsible leadership as a moderating factor. However, other contextual elements make this connection unimportant in various nations, thus future investigations should focus on corporate culture. Therefore, future research might look at how these contextual elements affect the industrial sector's ability to encourage green employee behavior and sustainable corporate performance. Third, because this study uses a quantitative method, interviews may be done to eliminate the bias associated with future quantitative research (Bougie & Sekaran, 2019).

Conclusion

The findings of this research reveal that green training positively impacts sustainable corporate performance. Further, the findings suggest that green employee behavior mediates the association between green training and sustainable corporate performance. Moreover, responsible leadership moderates the association between green training and green employee behavior. This study shows that responsible leadership can have different results in other countries because of different cultures, like power distance (Labella-Fernández & Martínez-del-Río, 2019). Employees perform better when their supervisors behave rudely. Finally, this study is a novel contribution to make employee behavior green in the Pakistani cultural context.

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