



The Impact of Green Training on Organizational Performance: A Moderated-Mediation Model

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ARTICLE INFO			ABSTRACT
Article History:			<i>The necessity of green and pro-environmental strategies to preserve the planet for future generations has been recognized by organizations. For sustainable development, organizations must combine pro-environmental principles and strategies with their business performance. The study was conducted to investigate the impact of green training (GT) on organizational performance (OP) with mediating role of perceived organizational support (POS) and transformational leadership (TL) as a moderator. Data was gathered from 100 participants. The study employed quantitative research strategy and Smart-PLS software was used for the data analysis. The findings show that GT and POS enhance OP and green training programs are crucial for environmentally sensible organizations to achieve their objectives of resource efficiency and contribution to the broader environmental protection cause.</i>
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Introduction

Organizations want to use renewable resources and guarantee accountability in their HRM processes (Tulsi & Ji 2020). GT is the process of giving employees tools to guarantee effective use of resources. Organizations must implement strategies to promote green behaviors. Green-trained employees are capable of handling difficult situations and preserving the environment (Likhitar & Verma, 2017; Yadav, 2023).

Previous research studies indicates that GT not only equips employees with valuable awareness related to green practices but also fosters organizational citizenship behaviour (Tulsi & Ji, 2020) and green behaviours through heightened awareness of environmental impacts. It also cultivates green attitudes and a commitment to environmental sustainability (Rashid & Alam, 2020). Additionally, GT can enhance company culture and establish a green environmental culture, positively influencing both customer and employee experiences (Krumboltz et al., 1980).

POS shows that a company values the work that its employees perform. Because of its tremendous effects on employee engagement, organizational effectiveness, and overall performance, TL has drawn a lot of attention in management and organizational psychology studies. Studies showed that more research on GT and OP in diverse contexts is needed (Bozionelos & Lee., 2020; Sharma, 2019; Japir, 2023; Ahmad, 2022; Abuelhassan & Elsayed, 2020). The study was conducted to investigate the impact of GT on OP with mediating role of POS and TL as a moderator.

Research Objective

In order to accomplish the research phenomenon, the following objective was created.

1. Investigate the relationship of GT with OP.
2. Investigate the relationship of GT with POS.
3. Investigate the impact of POS with OP.
4. Investigate the task of POS as a mediator between the relationships of GT with OP.
5. Investigate the task of TL as moderation between relation-ship of GT with OP.

Research Questions

In order to accomplish the research objectives, the following research questions are formulated.

1. What is the impact of GT with OP?
2. What is the impact of GT with POS?
3. What is the impact of POS with OP?
4. What is the impact of POS as a mediator between the relation-ship of GT and OP?
5. What is the impact of TL as moderation between the relation-ship of GT with OP?

Literature Review

GT is a method that emphasizes the development of employees' experience and knowledge, as well as the prevention of deterioration of knowledge connected to environment management. Sustainable training educates to employees about the importance of environment management, teach them about their working methods that reduce desecrate and conserve energy, and also disseminate environmental understandings within the industry and provide opportunities to engage workers in environmental challenges (Ojo et al., 2022). GT enhances knowledge, skills, attitudes, and behaviours, which are essential for professional conduct in their roles. Their research demonstrated a positive relation-ship between training and employee career growth serving as a mediator in this relationship (Pinzone & Huisinigh., 2019). GT not only enhances employees' knowledge and skills in green practices but also fosters organizational citizenship behaviours (Tulsi & Ji, 2020; Abu Elhassan & Elsayed, 2020).

GT promotes a society of continuous learning and innovation by encourage employees to explore and develop innovative solutions to environmental challenges. Training programs that incorporate

collaborative problem-solving exercises and experiential learning enable employees to think creatively (El Dessouky, & Alquaiti, 2020; Deshpande & Srivastava, 2003; Japir & Ghadiri., 2023; Teixeira & Jabbour, 2016; Xie, & Qi, 2020). GT fosters a high-performance work place (Xie & Qi, 2020; Pinzone & Huisingh 2019). The idea of organizational support posits that employees' perceptions of support within the company are influenced by a range of HRM performance-related variables. GHRM strategies reflect a company's commitment to environmental protection.

POS is closely linked to an organization's environmental behaviour. The commitment of senior management to environmental performance is vital for improving environmental outcomes and supporting GT initiatives, which in turn fosters corporate civic behaviours. POS enhance employees' willingness at work, the absence of encouragement from employers may make it more challenging for them to adopt these practices.

Organizational research places a lot of a focus on POS since it has a significant influence on workers' attitudes, behaviors, and well-being at work (Eisenberger & Sowa, 1986). Organizational support theory (Eisenberger et al., 1997) emphasizes the socio-emotional aspect of perceived organizational support, highlighting its role in fulfilling employees' needs for recognition, esteem, and belongingness. Leadership behavior is a significant antecedent of perceived organizational support (Bass, 1985; Eisenberger, & Rhoades, 2002). Similarly, supportive supervisor behavior, such as providing feedback, recognition, and emotional support, contributes to employees' POS (Rhoades & Eisenberger, 2002).

TL is an important style of management and it greatly affect the performance Babakus et al., 2003; Fiske & Taylor, 1991; Yukl, 1999). TL contributes to enhanced organizational culture, employee engagement, and adaptive capacity, resulting in greater overall effectiveness and competitiveness (Zuraik & Kelly, 2019; Sidney et al., 2022; Elrehail et al., 2018; Mansoor et al., 2021). Studies indicated that TL contribute to improved employee green recovery service (Graves & Sarkis, 2018; Luu, 2018; Luu, 2018; Chan & Change, 2013).

POS is essential in two different ways. To beginning, employees must perceive their organization's support in order to highlight organizational support. Second, companies or management systems should promote a positive working atmosphere (Pandey et al., 2019). A highest prevalence of POS is correlated with high of employee retention to their organization. To put it differently, from a participation and social position, employees would adapt to POS by acting in ways that their organization does not want.

Based on theoretical parallels, Wayne et al. (1997) expected to include all the variables of leader-member communication and POS in their research. However, latest information indicates that these two alternatives have unique origins. Shore and Wayne (1993) also highlighted that, from the sociological perspective exchange, if workers believe their organization care about them; they would feel pressured to behave in ways they may not desire.

Furthermore, in their research methods, Yldz and Yldz (2015) conclude that POS has a moderating influence on the association among workers' psychological ownership and servant leadership perception. Job performance is a crucial variable impacting outcomes at individual, group, and organizational levels. This paper aims to identify, analyse, and synthesize the factors that influence job performance (Pandey et al., 2019). Through a comprehensive literature review, the study classifies these factors and develops a synthesized model based on demands, resources, and stressors. A major concept in the business world that is a part of OP is job performance (JP) (Opatha et al., 2017). Figure 1 below outlines the current research framework for the study. TL is

a moderating variable, OP is a dependent variable, POS is a mediating variable, and GT is an independent variable.

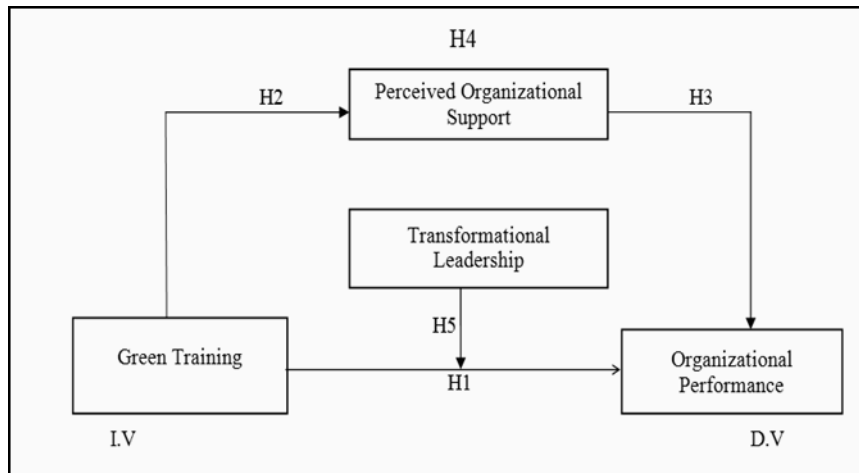


Figure I: Conceptual Framework

Hypotheses Development

The following hypotheses were developed for testing.

- H1.** There is a significant relationship between GT and OP.
- H2:** There is a significant relationship between GT and POS.
- H3:** There is a significant relationship between POS and OP.
- H4:** POS mediates the relationship of GT and OP.
- H5:** TL moderates the relationship of GT and OP.

Research Methodology

The quantitative research strategy was employed in this study. Production, General and HR Managers in the sports and leather industries in Sialkot and Gujranwala, Punjab, Pakistan, were given self-administered survey questionnaires. A 50% equal distribution of data was gathered from both industries, with a focus on those that provided GT to staff members. In order to ensure that the sample comprised managers from both industries, data was gathered from 100 respondents out of a total of 50 units in each industry in Sialkot and Gujranwala. Convenience sampling methods were employed in the study to gather the needed data, which is crucial in these situations (Hair, 2018). Strongly Agree (1), Agree (2), Neutral (3), Disagree (4), and Strongly Disagree (5) are the first five responses on a five-point Likert scale (Zhang et al., 2023) that is used for the evaluation. The measurement instruments are shown in Table 1.

The SMART PLS software was used to analyze the data (Wong, 2013). Cronbach's alpha was applied to the items of the chosen variables in order to evaluate their reliability (Musiello-Neto et al., 2021).

Table 1

Measurement Instruments

Variables	Source	Items
GT	Manzoor, F. Wei, L., Banyai, T., Nurunnabi, M., &Subhan Q.A. (2019)	7
Perceived organizational support	Eisenberger et al., 1986	5
TL	Özgül, B., &Zehir, C. (2023).	3
Job performance	Manzoor, F., Wei, L., Banyai, T., Nurunnabi, M., &Subhan, Q. A. (2019).	5

Analyses and Results

Analyses were conducted and Tables 2 to 6 show the descriptive statistics.

Table 2

Summary of Respondent's Profile

Gender	Frequency	Percentage	Cumulative Percent
Male	64	64%	64
Female	36	36%	100
Total	100	100	

Table 3

Ages (in years)

Ages	Frequency (s)	Percentage (%)	Cumulative Percent
20-30 Years	08	8%	8%
31-40 Years	28	28%	36%
41-50 Years	37	37%	73%
51 & above	27	27%	100
Total	100	100	

Table 4

Work Experience (in years)

Experience	Frequency (s)	Percentage (%)	Cumulative Percent
1-5Year's	24	24%	24%
6-10Year's	31	31%	55%
11-20Year's	30	30%	85%
Above 20 Year's	15	15%	100
Total	100	100	

Table 5

Designations

Designations	Frequency (s)	Percentage (%)	Cumulative Percent
Production Manager	21	21%	21%
General Manager	66	66%	87%
HR Manager	13	13%	100%
Total	100	100	

Table 6

Qualifications

Qualification	Frequency (s)	Percentage (%)	Cumulative Percent
Senior School	20	20%	20%
Diploma	28	28%	48%
Bachelor	35	35%	63%
Postgraduate	17	17%	100
Total	100	100	

Table 7 shows the reliability analysis. Cronbach's Alpha scores typically collection from 0-1 and higher numbers suggest stronger internal consistency (Tavakol & Dennick, 2011).

Table 7

Reliability Analysis

	Cronbach's alpha	Composite reliability (rho-a)	Composite reliability (rho-c)	Average variance extracted (AVE)
GT	0.847	0.889	0.894	0.636
JP	0.894	0.937	0.913	0.68
POS	0.848	0.898	0.886	0.609
TL	0.911	0.915	0.944	0.849

To confirm the convergent validity, all our respective latent variables must be loaded above or on the threshold value. All the variables in the study demonstrated strong reliability and dependability. The values of Cronbach's Alpha and composite reliability (CR) surpassed the suggested threshold of 0.70 or higher and are statically significant.

Next, we will look at the (AVE) which is measure of shared variation between the latent construct indicators. Ideally, the AVE value is greater than 0.5 (Ahmed et al., 2023; Alderman, 2011). The result shows that measurement items efficiently capture the planned concepts, indicating that the study's measurements are reliable and accurate. As per the convergent base, the constructs are valid (Ahmed et al., 2023; Alderman, 2011). This demonstrates the construct's good reliability (Gadermann et al., 2019; Gliem & Gliem, 2003).

The model used in this study shows that all variables have a reliability rate of over 70%, which is considered acceptable. Regarding the dimensions of GT has a reliability rate of 84.7%, OS has a reliability rate of 89.4%, POS has a reliability rate of 84.8%, and the last moderation variable TFL has a reliability rate of over 91.1%. Every variable has successfully achieved internal consistency.

Table 8

HTMT Ratios

	GRT	JP	PGOS	TRL
GRT	-	-	-	-
JP	0.216	-	-	-
POS	0.649	0.154	-	-
TL	0.378	0.224	0.672	-

It is a necessary to evaluate discriminate validity before evaluating internal measurement model. A group of measuring items must discriminate by having less of an impact on the other variables in a research model (Henseler., 2015). Additionally, in the HTMT ratio was employed to assess the ability of the constructs' discriminating validity. The results in Table 7 determine that each constructs have acceptable discriminate validity when their HTMT value is less than 0.85, which indicate that the constructs are valid for discrimination. This implies that discriminant validity through the HTMT ratio has been achieved.

Table 8

Hypothesis Testing

	Estimates Decision	Standard deviation	T statistics	P values
GRT -> JP	0.32	0.15	2.139	0.032
GRT -> PGOS	0.621	0.055	11.207	0.029
PGOS -> JP	0.372	0.184	2.022	0.043
TRL -> JP	0.461	0.209	2.21	0.027
TRL x GRT -> JP	0.334	0.131	2.931	0.023

Two hypotheses POS mediates relationship between GT and OP, and POS mediate relationship between GT and OP, all remaining hypotheses are strongly and positively associated.

Table 9

Outer Loading

	GRT	JP	PGOS	TRL
GRT1	0.858	--	---	---
GRT2	0.909	--	---	---
GRT3	0.767	--	---	---
GRT4	0.881	--	---	---
GRT5	0.503	--	---	---
GRT6	0.676	--	---	---
GRT7	0.825	--	---	---

JP1	--	0.794	---	---
JP2	--	0.838	--	---
JP3	--	0.903	--	---
JP4	--	0.641	--	---
JP5	--	0.918	--	---
PGOS1	--	--	0.74	--
PGOS2	--	--	0.828	--
PGOS3	--	--	0.75	--
PGOS4	--	--	0.833	--
PGOS5	--	--	0.747	--
TRL1	--	--	--	0.915
TRL2	--	--	--	0.9
TRL3	--	--	--	0.948

The outer loadings for GT and JP did not reach the 0.7 threshold for indicator reliability, according to the convergent validity analysis of the outer loadings taken from Smart PLS. To improve convergent validity, two items were eliminated (see Table 9 for the updated outer loadings).

Hypotheses Results

This first hypothesis H1 is accepted because it has a sign value in the preceding table of less than 0.05 (β :0.32, t-value: 2.139, p-value: 0.032). It can be considered that when positive reputation for the company contributes to the creation of image (trust and loyalty) in the eyes of the stakeholders, giving better long- term sustainability.

The H2 is accepted because it has a sign value in the preceding table of less than 0.05 (β : 0.621, t-value: 11.207, p-value: 0.029). One could argue that by showcasing a dedication to social responsibility, businesses can draw in and keep clients who value moral behavior and environmentally friendly operations, which will boost productivity.

The H3 is accepted because it has a sign value in the preceding table of less than 0.05 (β = 0.372, t-value= 2.022, p-value =0.043). It can be considered that investing in employee well- being and engagement through GT initiatives fosters a positive work culture, boosts productivity, and reduces turnover, all of which contribute to sustainable performance.

The H4 is accepted because it has a sign value in the preceding table of less than 0.05 (β = 0.461, t-value = 2.210, p-value=0.027). It can be considered that implementing environmentally responsible practices not only minimizes negative impacts on ecosystems but also enhances efficiency and reduces costs in the long term, positively influencing sustainable performance.

The H5 is accepted because it has a sign value in the preceding table of less than 0.05 (β = 0.334, t-value= 2.931, p-value =0.023). It can be considered that engaging with and supporting local communities through GT initiatives not only enhances corporate reputation but also strengthens social ties and resilience, ultimately contributing to sustainable performance.

Table 10

Model Explanatory Power

	R-square	R-square adjusted
JP	0.454	0.396
PGOS	0.386	0.379

The table presents model fit measures for a regression model. Figure 3 represents the outcome of the structural model used in this study. Purpose is to examine the effectiveness of POS mediating the relation-ship between OP and green training. Through this model, the direct and indirect effects of GT on OP were assessed and analyzed.

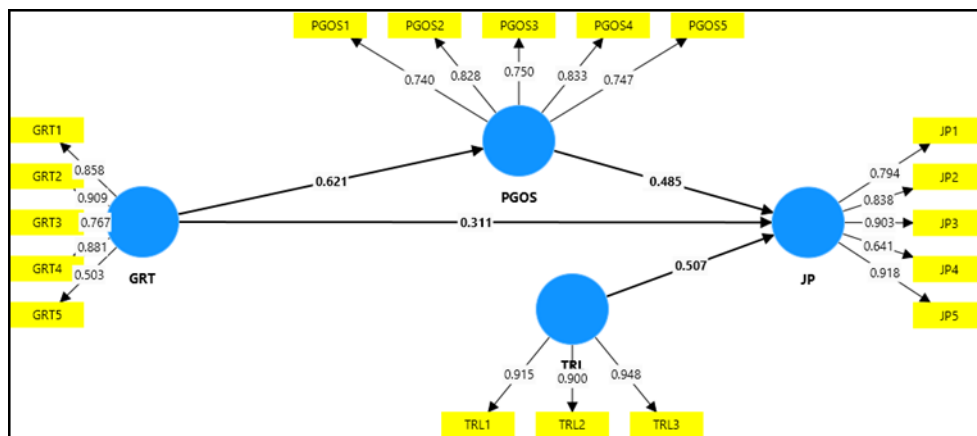


Figure 3: Measurement Model

Conclusion

The study concluded that both POS and GT result in improved organizational performance. When compared to their competition, organizations that engage in GT initiatives have more favorable outcomes. Putting in place GT initiatives is a calculated investment that can greatly improve corporate effectiveness. Given the recognized relationship between GT programs and organizational performance, businesses can use their social and environmental obligations as a foundation to achieve both business and environmental well-being while also making a positive impact on society and the environment.

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