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Exploring the way Green HR Practices Impact Job Effectiveness and Job Satisfaction: A Comprehensive Conceptual Framework for Advancing Sustainable Workforce Development and Organizational Performance

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Abstract

The growth of Green Human Resource Management (Green HRM) is the result of organization's expanding focus on sustainability, an organizational strategy that integrates environmental awareness into HR practices. A comprehensive conceptual framework for long-term workforce development is offered in this paper, which also talks about how a job effectiveness, job happiness, and green HR practices are linked. Initiatives like sustainable hiring and training are included in Green HRM, performance appraisals that align with sustainability goals, and environmentally friendly compensation schemes. These processes interact business objectives with sustainability in in addition to promoting a working environment that promotes worker performance and happiness. The relationship between Green HR practices and job effectiveness is found to be significantly mediated by job satisfaction. By recognizing employees' inherent motivations, autonomy, and opportunities for meaningful contributions, Green HRM creates a work environment that promotes engagement and productivity. The framework also identifies crucial moderating factors, such as leadership style and corporate culture, that influence how strong these links are. This study highlights how Green HRM may increase sustainability and business success while improving job satisfaction. It gives policymakers and managers useful information regarding how to draft HR regulations that promote environmental responsibility without compromising employee output. By providing a theoretical framework for future empirical research, this framework aims to support businesses in implementing Green HR practices as a way to achieve sustainability and a lasting competitive advantage.

KEYWORDS: Green HRM, Sustainability, Job satisfaction, Job effectiveness, Workforce development, Organizational performance, Environmental consciousness

1. INTRODUCTION

Green HRM integrates sustainability into HR practices, aligning ecological goals with workforce strategies. Green recruitment, green training, and sustainability-focused performance management are some of the methods (Renwick, Redman and Maguire, 2013). Green HRM enhances CSR, operational efficiency, and employee engagement by promoting environmentally responsible behavior (Jabbour and de Sousa Jabbour, 2016). Employees find meaning in contributing to sustainability, boosting job satisfaction and organizational commitment (Masri and Jaaron, 2017). Leadership plays a pivotal role in driving these initiatives, fostering a culture of environmental responsibility and advancing organizational performance (Shen, Dumont and Deng, 2018). Sustainability is essential for modern organizations as it ensures long-term viability by balancing economic, environmental, and social objectives. Adopting sustainable practices enhances organizational reputation, drives innovation, and reduces operational costs through efficient resource use (Epstein and Buhovac, 2014). Sustainability also addresses stakeholders' growing demands for corporate responsibility, fostering trust and loyalty (Carroll and Shabana, 2010). By integrating sustainability, organizations mitigate risks associated with environmental regulations and climate change (Elkington, 1997). Furthermore, sustainable practices improve employee engagement and attract talent aligned with ethical values (Bansal and DesJardine, 2014; Dyllick and Muff, 2016), positioning organizations as leaders in responsible business.

Job satisfaction plays a crucial role in enhancing job effectiveness because satisfied employees typically show higher levels of motivation, engagement, and output. Employees who feel valued and supported are more likely to make positive contributions to company objectives (Locke, 1976). Job effectiveness improves even more when job satisfaction lowers turnover and increases organizational commitment (Meyer and Allen, 1997). Job happiness also affects employee productivity and enhances overall organizational performance. Other significant factors that influence job satisfaction include effective communication, recognition, and professional development opportunities (Judge *et al.,* 2001).

These are the primary objectives of this study, which examines into the way workforce outcomes are affected by green HR practices.

2. RESEARCH OBJECTIVES

1. To examine whether job satisfaction is affected by green HR practices.
2. To examine how green HR practices impact job effectiveness.
3. To investigate how job satisfaction functions as a mediator in the connection between sustainable workforce development and green HR practices.
4. To look into the way job effectiveness affects the relationship between sustainable workforce development and green HR practices.

5. To assess how enhancing organizational performance is impacted by sustainable workforce development.

Most of the literature on Green HR has been on the broad concept of sustainability practices, with very little thought paid to how these policies directly affect employee outcomes like job effectiveness and job satisfaction. The effect of certain Green HR practices, such as sustainable hiring, training, and performance management, on employee happiness and productivity is a major study topic. The significance of moderating and mediating factors like companies' culture and leadership style is also less well-known. Through a comprehensive conceptual framework that investigates the relationship between Green HR practices, job effectiveness, and job satisfaction, this study seeks to fill this gap by providing companies with suggestions on how to improve organizational effectiveness and worker sustainability.

3. LITERATURE REVIEW
1. Green HRM

Alqudah *et al.,* (2024) examined the link between environmental performance and Green HRM practices in Jordanian government universities. Structural Equation Modeling (SEM) was used to analyze data gathered from 404 academics at 10 universities using a quantitative survey method. It has been discovered that academic social actions benefit from green recruitment and selection processes as well as green training and development, which in turn mediates their impact on corporate environmental performance. The research used convenience sampling, and the research gap lies in the limited exploration of GHRM in developing countries, especially in higher education contexts. Future research could adopt random sampling and explore broader organizational contexts to enhance generalizability.

Campos-García *et al.,* (2024) bridge HRM and sustainability within the 2030 Agenda. It uses bibliometric and systematic literature review methodologies, analyzing 556 articles (1996–2023) via VOSviewer and SciMat software. Conducted at Rey Juan Carlos University, Madrid, the study highlights HR's role in achieving corporate sustainability, emphasizing sustainable HRM practices like recruitment and well-being initiatives. The research identifies gaps in addressing mental health (SDG 3), gender equality (SDG 5), and climate action (SDG 13). A notable gap lies in linking HR practices more cohesively with the SDGs. Sampling methods include systematic data refinement, focusing on impactful articles and excluding irrelevant terms.

Ogbeibu *et al.,* (2024) explore the role of smart technology, artificial intelligence, robotics, and algorithmic capability (STARA) in advancing Green HRM and environmental sustainability (ES) within Nigeria's manufacturing industry. The study used a time-lagged survey method with 461 managers from 177 organizations, employing SEM for analysis. Findings shows that STARA capabilities predict GHRM programs like green training, recruitment, and compensation, positively influencing ES. However, STARA dampens the positive impact

of green training on ES due to employee strain. Sampling was stratified, targeting mid-sized firms. The research identifies a gap in understanding STARA's nuanced impacts on ES, emphasizing the need for balancing technological demands with workforce adaptability.

AlKetbi and Rice (2024) conducted a systematic literature review to explore G-HRM practices impacts on employees, clients, and organizational performance. The study reviewed 17 articles selected from Scopus and Web of Science, applying systematic screening and thematic analysis. It highlighted GHRM's positive effects on employee attitudes, satisfaction, behavior, and organizational ecological performance. Conducted at the University of Sharjah, the research involved diverse sample sizes and methods, including online surveys and questionnaires. However, the limited focus on client satisfaction in existing studies represents a research gap. This work emphasized the need for future research on the mechanisms linking GHRM to broader organizational and societal outcomes to enhance sustainability goals.

Gomes *et al.,* (2023) investigate how Green HRM practices influence affective commitment and work engagement, moderated by employees' biospheric values. Using a survey of 532 Portuguese professionals, the study employed quantitative analysis, including exploratory and confirmatory factor analysis, linear regression, and PROCESS macro for moderation. Results reveal GHRM positively impacts affective commitment and work engagement, amplified when biospheric values are high. However, altruistic, egoistic, and hedonic values showed no moderating effect. The sampling used a convenience and snowball approach. The research highlights a gap in integrating individual environmental values into HRM strategies. This study emphasizes aligning HRM practices with employee environmental concerns to enhance engagement and commitment.

Chowdhury *et al.,* (2023) provides a systematic literature review on Green HRM, presenting a novel holistic framework for sustainable organizational performance. It reviewed 127 studies, employing thematic analysis to group findings into five theoretical lenses: AMO, RBV, SHT, SET, and SIT. Conducted at the University of Dhaka and Lincoln International Business School, the research addressed a significant gap by developing a comprehensive model that integrates GHRM practices for individual, team, and organizational sustainability. Limited examination of the societal and political aspects of GHRM has been noted as a research gap. Boolean searches were used for data inclusion in the sampling process throughout Web of Science and Google Scholar.

Faisal (2023) conducts a systematic analysis of 31 empirical research on Green HRM from 2010 to 2022. Based on the Ability-Motivation-Opportunity (AMO) hypothesis, the study used publications that were indexed by Scopus. The results highlight the shortcomings of complete frameworks and standardized measurement instruments, as well as GHRM processes such green hiring, training, performance management, and remuneration. Different research used different sample techniques, most frequently purposive

sampling. The study emphasizes that, in spite of great progress, green efforts must be incorporated into corporate culture and demands additional empirical support. Limitations include the reliance on Scopus and exclusion of non-academic sources. The research provides a robust foundation for advancing sustainability in HRM practices.

Al-Shammari *et al.,* (2022) investigated how Saudi Arabian small and medium-sized businesses' (SMEs) sustainable performance (SP) was affected byGreen HRM approaches. The study collected data from 335 SMEs using a structured survey and a quantitative technique. SEMwas used to analyze the data. Green innovation acts as a partial mediator between Green HRM practices and SP, according to the research. The findings showed that encouraging green hiring, training, and performance management enhances social, economic, and environmental results. Convenience sampling was the method used, and 335 managers made up the sample size. The study found few studies in underdeveloped economies and shortcomings in cross-functional GHRM applications. Future research ought to examine external sustainability variables and larger industries.

Fang *et al.,* (2022) investigated the role of green innovation and green culture as mediators between Green HRM and environmental performance in Malaysian manufacturing firms. Utilizing a sample of 290 employees selected via random sampling from states like Selangor, Penang, and Johor, the study employed surveys and structural equation modeling for analysis. The findings revealed that GHRM significantly enhances environmental performance through green culture and innovation. The research gap persists in exploring granular components of green culture and their impact on environmental outcomes. The study emphasized the importance of embedding pro-environmental attitudes and behaviors through targeted GHRM practices to advance sustainability initiatives.

Goel *et al.,* (2022) explores the adoption of Sustainable Green HRM practices in educational institutions (EIs) using Interpretive Structural Modeling (ISM) and Analytic Hierarchy Process (AHP) methodologies. Conducted in Punjab, India, it involved a snowball sampling of 13 expert participants. The study identifies 38 challenges in GHRM across strategies, policies, procedures, and rules. A notable research gap is the lack of frameworks tailored to EIs, contrasting corporate GHRM advancements. The findings emphasize top management's role, clear policies, and procedural benchmarks for transformation. This research provides a foundation for addressing unique EI challenges and advancing sustainable practices in academia.

Kuo *et al.,* (2022) examines the impact of G-HRM practices on environmental performance through green innovation in Lahore, Pakistan's chemical industry. Utilizing a cross-sectional survey of 500 employees and Partial Least Squares Structural Equation Modeling (PLS-SEM) for analysis, the findings indicate a strong mediation role of green innovation. The study highlights positive associations between green compensation, training, recruitment, and appraisal with environmental outcomes. A critical research gap identified is the limited focus

on linking GHRM and green innovation in developing economies. This research offers significant theoretical insights by integrating Social Learning Theory and Resource-Based View and practical guidance for improving organizational environmental practices.

2. Job Satisfaction

Serafim *et al.,* (2024) investigated emotional intelligence and internal marketing as predictors of job satisfaction and life satisfaction among Portuguese professionals. Using structural equation modeling and a random sample of 1,310 respondents across Portugal, the study identified key findings: internal marketing significantly influenced job satisfaction, which positively impacted employee commitment and loyalty, and emotional intelligence enhanced job performance and life satisfaction. The methodology involved statistical analysis of survey data with high reliability measures. The research highlights gaps in understanding the interplay between internal marketing and employee commitment. It suggests further exploration of these dynamics outside the context of the COVID-19 pandemic for broader generalization. This innovative framework contributes to strategic human resource management.

Hakami (2024) analyzed the factors influencing Saudi Arabian auditors' performance and job happiness, based on Herzberg's two-factor theory. Using random sample from the SOCPA database, information was obtained from 83 auditors. PLS-SEM, or partial least squares structural equation modeling, was used to evaluate the hypotheses. Internal factors (success, advancement, acknowledgment, and growth) were found and external factors (company policies, peer relationships, supervisor relationships) significantly impact job satisfaction, which, in turn, positively influences auditors' performance. However, work security showed no significant relationship. The study highlighted a gap in empirical studies applying Herzberg's criteria specifically to auditors, suggesting a need for broader sample sizes and cross-cultural comparisons to enhance generalizability.

Murdih *et al.,* (2024) examined job satisfaction determinants and their effects on employee performance in Pondok Aren District, South Tangerang, Indonesia. Utilizing a quantitative associative approach with SmartPLS analysis, the study surveyed 75 Civil Affairs Apparatus employees through saturated sampling. Results revealed that leadership style and organizational culture positively influenced job satisfaction, which significantly enhanced employee performance. However, direct impacts of leadership style and organizational culture on performance were insignificant. The study highlights a research gap in understanding the indirect role of job satisfaction as a mediator. Broader sample sizes and alternative contexts are suggested to verify the findings' generalizability.

Han *et al.,* (2024) explored the impact of work-life balance, growth opportunities, and compensation on job satisfaction. Conducted in Shanghai, the research adopted a quantitative design, utilizing a structured questionnaire with 250 distributed responses and a sample size of 216 valid responses. Findings

indicated that these determinants accounted for 86.8% of job satisfaction variance, with growth opportunities showing the strongest association. Sampling used convenience methods targeting experienced employees. The study identifies a gap in applying these findings to other organizational contexts and suggests further investigation into broader motivational factors across industries.

Palupiningtyas (2024) investigated how green HRM approaches might improve corporate performance and employee engagement through sustainable business practices. The study evaluated the impact of Green HRM by integrating research from academic databases using a systematic literature review technique. Based to the research, environmentally friendly hiring procedures, green training, and the use of renewable energy all have a favorable impact on employee engagement and enhance organizational results. Without a predetermined sample size or direct empirical data collection, the study is conducted as a literature review without location-specific data. Limited longitudinal studies and the contextual diversity in Green HRM effectiveness are two examples of research gaps that have been found. Future studies should tackle implementation issues and thoroughly assess the effects on long-term sustainability.

Khan *et al.,* (2024) examines the effects of supervisors and subordinate's perceptions of GreenHRM on affective commitment and job satisfaction in Pakistan's textile sector. Using a sample of 624 subordinates and 217 supervisors, the researchers applied a Hierarchical Linear Model (HLM) for analysis. Findings reveal that supervisors' GHRM perceptions influence subordinates' perceptions, which mediate the effect on job outcomes. The research highlights the moderating role of HRM system strength in bridging perception gaps. However, the study identifies a gap in dyadic analyses of supervisor-subordinate perceptions and the neglect of HRM system strength's moderating role in prior literature. These insights stress the importance of robust HRM systems for aligning perceptions.

Yadav and Shree (2024) analyzed responses from 120 employees across AIIMS Jodhpur, Apollo Hospitals Jaipur, and Manipal Hospitals Jaipur. Using a descriptive methodology with surveys, interviews, and observations, they explored factors such as workload, compensation, leadership, and organizational culture. The study found that work-life balance, communication, and professional growth opportunities significantly impacted satisfaction levels. However, concerns about limited career growth and inadequate recognition emerged. The random sampling ensured representative diversity across roles. While providing actionable insights, the research highlights gaps in addressing job security and mental well-being, suggesting the need for further studies on long-term organizational interventions.

Susanto (2023) the study examines the role of Green Human Resource Management (GHRM) on job satisfaction and green work engagement (GWE) in Indonesia's manufacturing industry. Employing a quantitative methodology, the study surveyed 340 respondents using purposive sampling and

analyzed data with Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings highlight that GHRM positively impacts job satisfaction and GWE, with meaningful work mediating the relationship between GHRM and job satisfaction. However, GWE does not mediate the GHRM-job satisfaction link. The research identifies a gap in studying GHRM's implementation in educational institutions and its broader contextual applications. This emphasizes the need for targeted strategies to integrate GHRM across diverse organizational environments.

Sypniewska et al. (2023) The study investigates how factors such as workplace well-being, employee development, retention, and engagement affect job satisfaction in the context of sustainable HRM in Poland. A quantitative methodology surveyed 1,051 employees from various enterprises using non-random sampling. Findings indicate that workplace well-being, development, and retention positively correlate with job satisfaction, with employee engagement mediating these relationships. The methodology included validated scales like the Utrecht Work Engagement Scale and Job Satisfaction Scale. A critical research gap identified is the limited focus on individual-level analysis within SHRM and insufficient studies linking well-being and engagement to satisfaction in sustainable environments. This emphasizes the need for individual-centered approaches in HRM.

Adeel et al. (2022) investigated the impact of green HR practices (GHRPs) on environmental performance, focusing on the mediating roles of job satisfaction and work engagement, and the moderating effect of environmental values. Conducted in Punjab, Pakistan, the study surveyed 337 university employees using convenience sampling and structured questionnaires. The findings showed GHRPs significantly enhance environmental performance, mediated by employee engagement and satisfaction. Environmental values were found to strengthen this relationship. The research highlights the underexplored role of GHRPs in higher education, emphasizing a gap in examining behavioral drivers of environmental initiatives in this sector. Future studies should explore diverse practices and settings to deepen the understanding of GHRPs' effects on sustainability outcomes.

3. Job Effectiveness

Fedorova *et al.,* (2024) assessed the cost-effectiveness of implementing development strategies, focusing on economic efficiency metrics. The study utilized a case-based methodology analyzing a Russian company producing overalls. Data was gathered through project evaluations using indicators such as Net Present Value (NPV), Discounted Payback Period (DPP), and Profitability Index (PI). The study showed that strategy implementation increased revenue by 15% and net profit by 24%. The methodology relied on financial modeling and control systems to monitor strategy execution. However, research gaps exist in integrating broader social and environmental impacts into cost-effectiveness analysis. Future studies could explore multi-sectoral applications to enhance strategy adaptability across different industries.

Ramesh *et al.,* (2024) evaluated the effectiveness of performance appraisal systems at RSK Metal Roofing Manufacturing Company, Tamil Nadu, employing a descriptive research methodology. Data was collected via census surveys with 101 employees using questionnaires and chi-square analysis for interpretation. Findings indicate significant relationships between age, designation, and educational qualifications with appraisal effectiveness, with 34.7% reporting high effectiveness. The study highlighted gaps in aligning appraisal goals with employee awareness and in offering fair promotions and rewards. Suggestions include system enhancements for transparency, equitable rewards, and digital tools. This research underscores the necessity of refining appraisal frameworks to better motivate employees and achieve organizational objectives, filling gaps in modern appraisal practices.

Hosseinkashi *et al.,* (2024) conducted the largest data-driven study post-pandemic to evaluate remote meeting effectiveness and inclusiveness using surveys integrated into a computer-mediated communication system across five organizations. Employing descriptive and predictive modeling on 15,000 responses, the study revealed that vocal participation, small meeting sizes, and video usage enhance inclusiveness and effectiveness, while large meetings and poor call quality diminish them. Data were collected globally from diverse industries with purposive sampling. The research addresses a critical gap: scalable, real-world methods for measuring meeting dynamics in hybrid work settings. Yet, challenges like rating bias and contextual differences in effectiveness metrics persist, necessitating further refinement of universal meeting evaluation models.

Sinoy (2024) explores the correlation between teachers' job satisfaction and their teaching performance at Colegio De Santa Rita De San Carlos, Inc., utilizing a descriptive-correlational methodology. Ninety-five respondents completed a survey, and their teaching performance was assessed using IPCRF ratings. Findings indicate satisfactory job satisfaction and outstanding teaching performance, with significant correlations in terms of gender and civil status. The study highlights fostering a positive work environment as crucial for enhancing education. However, it identifies a research gap in addressing teachers' well-being within education programs. This suggests further exploration of emotional and motivational factors to improve educational outcomes.

John and Rai (2024) investigated job satisfaction and its effects on worker performance in Kochi, Kerala, India. Using a descriptive methodology and simple random sampling, 500 employees from hospitals, banks, IT companies, and educational institutions were surveyed via a pre-tested questionnaire. The findings revealed that satisfied employees were more productive and utilized resources effectively, with significant factors being pay, benefits, training opportunities, and equity in promotions. A notable research gap identified was the limited focus on job security and intrinsic motivators in private-sector organizations. This highlights the need for strategies addressing these aspects to foster employee

satisfaction and performance while contributing to organizational growth.

Taylor and Thion (2023) systematically reviews teaching effectiveness (TE), highlighting inconsistencies in its conceptualization and measurement. Conducted across peer-reviewed articles published between 1980-2023, the study reviewed 143 publications using systematic data collection and thematic analysis. Research was based in Toulouse, France, and Halifax, Canada. The sample size comprised these 143 studies, selected through purposive sampling. One of the main conclusions is that there are two aspects of TE: educator-focused and student-focused, and that these dimensions have matching metrics such as peer reviews and student evaluations (SETE). A major research gap that restricts both scholarly advancement and practical application is the lack of a consensus definition and trustworthy metrics for TE. The paper highlights how to improve TE research rigor by matching accurate definitions with suitable measurement parameters.

Cunha *et al.,* (2023) examined the challenges facing efficient PMS (performance measurement systems) in contexts of continuous development, especially Industry 4.0. 31 papers from international industrial contexts were comprehensively reviewed by the study using the PRISMA approach. System, Data, People, Technology, Indicators, and Culture are the six categories into which the 175 impediments that were found were divided. One important result was that the main obstacles were a high frequency of unsuitable indicators and a lack of strategic alignment. Purposive sampling was used, and papers with five or more citations were the main focus. In order to overcome these obstacles and improve the uptake and usefulness of PMS in dynamic industrial ecosystems, the study emphasized the gaps in the integration of PMS with organizational culture and strategic goals.

Shukla *et al.,* (2023) examine the relationship between work satisfaction and talent management, with a focus on the mediating role of organizational effectiveness. Using a conceptual framework and qualitative and quantitative approaches, this study was carried out in Faridabad, India. Job satisfaction was connected to career advancement, incentive programs, and encouraging work environments, while talent management was shown to be essential for hiring, training, and retaining employees. The study highlights the need for customized approaches by highlighting a knowledge gap on industry-specific differences in the effects of talent management on satisfaction. In order to ensure flexibility and long-term success, closing this gap could optimize organizational procedures.

İpşirli and Namal (2023) investigates the many facets that affect job happiness. Using a methodological overview, it uses conceptual analysis and secondary data from several worldwide research to divide ten components into job and personal/behavioral domains. Based on well-established frameworks like the European Working Conditions Survey, the study, which is being conducted at Akdeniz University, does not use a direct sample. Creating unified development solutions by incorporating specific workplace and individual-level characteristics represents a huge research need. The necessity for practical steps to improve job happiness, employment quality, and work-life balance is emphasized in this assessment.

Memon *et al.,* (2023) examined how employee performance and job satisfaction relate to one another in Pakistan's construction sector. A mixed-methods strategy was used in the study, which included multiple regression analysis of survey data from 85 respondents and structured interviews with 10 specialists. The study, which was carried out throughout the province of Sindh, found important determinants that affect work performance elements including time management and planning, including rewards, job stability, and supervision. The study pointed out that there was a deficit in Pakistan-specific models and that results could be impacted by regional and cultural variations. To improve their applicability, it highlights the necessity of more provincial representation and additional validation of generated regression models.

4. RESEARCH HYPOTHESES

Based on previous reviews, the following hypotheses have been developed:

H₁: Job satisfaction is positively impacted by Green HR practices.

H₂: Job effectiveness is positively impacted by Green HR practices.

H₃: The relationship between sustainable workforce development and green HR practices is mediated by job satisfaction.

H₄: The relationship between sustainable workforce development and green HR practices is mediated by job effectiveness.

H₅: Sustainable workforce development significantly enhances organizational performance.

5. RESEARCH METHODOLOGY
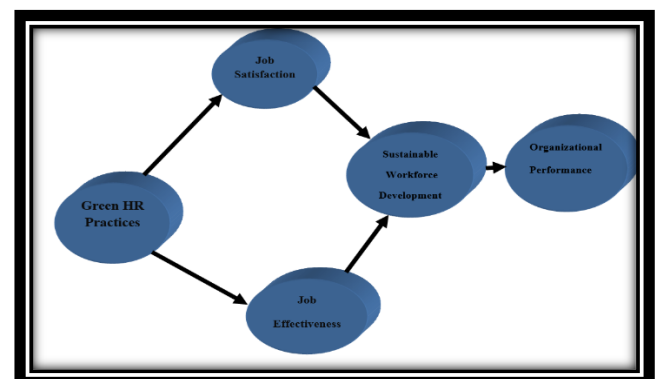### 5.1 Conceptual Framework

Fig. 1

The conceptual framework investigates how Green HR Practices affect employee effectiveness and job satisfaction, which subsequently influence sustainable workforce development and organizational performances illustrated in

Fig.1. This framework is structured around the following components:

- **Green HR Practices:** These include eco-friendly recruitment, sustainability training, performance appraisals tied to green initiatives, and rewards for environmentally conscious behavior. These practices create an environmentally aligned organizational culture.
- **Job Satisfaction:** As a mediator, it reflects employee's positive perceptions of their work environment, fostered by Green HR Practices. A satisfied workforce is more likely to remain motivated and committed to organizational goals.
- **Job Effectiveness:** Another mediator, representing how well employees fulfill their roles and responsibilities. Green HR initiatives enhance employee productivity by aligning personal and organizational sustainability goals.
- **Sustainable Workforce Development:** The goal of this outcome is to develop a knowledgeable, driven workforce that can further long-term environmental and organizational objectives.
- **Organizational Performance:** The framework's main goal, highlighting increased output, creativity, and reputation as outcomes of a productive and long-lasting workforce.

Associations in the Framework
- Green Human Resources Practices directly influence job satisfaction and job effectiveness.
- Job satisfaction and job effectiveness serve as mediators, channeling the impact of Green Integrating HR procedures with long-term workforce development
- The performance of an organization as a whole is boosted by sustainable workforce development.

A comprehensive approach to understanding how sustainable HR practices support company efficiency by creating a satisfied and productive workforce is offered by this conceptual framework. It highlights the relationship between sustainability, organizational outcomes, and human resources and provides a road map for coordinating corporate plans with environmental objectives.

5.2 Sample Size: The Cochran formula for sufficient representation is used to calculate the sample size. A sample size of 200 respondents, for example, is suggested, representing HR managers, sustainability officers, and employees from various industries supporting green HR practices, with a 95% confidence level and a 5% margin of error.

5.3 Sampling Method: A Stratified random sampling is used to ensure that different sectors are represented, such as manufacturing, IT, construction, and services. This ensures diversity in responses regarding green HR practices and their perceived impacts on job satisfaction and effectiveness.

5.4 Design and Construction of the Questionnaire
The questionnaire is divided into three sections:
- **Section A**: Demographics (e.g., Age, Gender, Industry, Job role).
- **Section B**: Green HR Practices (items on eco-friendly recruitment, training, rewards).
- **Section C**: Job Satisfaction, Job Effectiveness, and Organizational Performance (Likert scale items from 1-5 to measure agreement). Questions are constructed using validated scales such as those from prior studies on sustainability and HR practices, ensuring reliability and validity.

5.5 Variables
- **Independent Variable**: Green HR Practices (e.g., Recruitment, Training, Appraisals, Rewards).
- **Dependent Variables**: Job Satisfaction, Job Effectiveness.
- **Mediating Variable**: Sustainable Workforce Development.
- **Outcome Variable**: Organizational Performance.

5.6 Source of Data: Primary data is collected through online and physical distribution of the questionnaire. Secondary data is gathered from existing literature, reports, and case studies on green HR and sustainability.

5.7 Analysis of Data: Software for statistics is used once the data has been cleansed and coded. Means and standard deviations are computed as descriptive statistics to provide an overview of the data. Hypotheses are tested using inferential statistics.

5.8 Statistical Tools and Techniques
- **Exploratory Factor Analysis (EFA)**: To determine the various elements of Green HRM.
- **Cronbach's Alpha**: To assess reliability of the questionnaire.
- **Multiple Regression Analysis**: To assess the relationships among job effectiveness, job satisfaction, and Green HR practices.
- **Mediation Analysis**: Using tools like SEM (Structural Equation Modeling) to assess the mediating role of sustainable workforce development.

6. Expected Outcome
By focusing on Green HR practices, such as environmentally conscious recruitment, training, and performance management, the study will enhance understanding of how these practices positively influence job satisfaction and job effectiveness. Furthermore, it will shed light on the mechanisms through which employees' perceptions of organizational sustainability efforts translate into improved attitudes, behaviors, and performance. These results will be the basis for creating workable plans that managers can use to successfully incorporate sustainability initiatives into their HR frameworks, guaranteeing that they are in line with the objectives of the company as a whole as well as the happiness of their employees.

1. **Improved Knowledge of How Green HR Practices Impact Employee Satisfaction and Effectiveness**:
- The study will assist in determining which particular Green HR practicessuch as environmentally friendly recruiting, instruction, appraisals, and incentive programshave an effect on workers' attitudes and actions at work, either directly or indirectly.
- Employee perceptions of organizational sustainability initiatives and how they affect their success and job satisfaction will be revealed.
- Future research and practitioners' knowledge of how sustainable HR practices lead to favorable workplace outcomes will be guided by the conceptual framework that has been presented.

2. **Practical Insights for Managers Implementing Sustainability Initiatives**:
- The results will provide HR managers and organizational leaders with practical advice on how to successfully incorporate green practices into HR systems, making sure that these endeavors complement business goals and employee demands.
- Managers will learn how to cultivate a sustainable culture that improves performance on an individual and organizational level.
- The study will highlight the importance of employee engagement, training, and communication are to transforming green HR practices into an incubator for productive workplaces and organizational success.

7. DISCUSSION
The results highlight the importance of implementing environmentally responsible human resources practices in cultivating favorable employee sentiments, such as heightened job contentment, and actions, like improved job efficiency. In order to create a feeling of purpose, engagement, and alignment with organizational goals, the conversation explores how these practices affect how employees view the organization's commitment to sustainability. By incorporating these observations, the study emphasizes how Green HR approaches have two advantages: they enhance organizational and environmental sustainability while also boosting workforce outcomes.
- The research contributes to the theoretical understanding of how Green HR practices align with sustainability goals to influence employee satisfaction and effectiveness.
- It provides a framework for examining the psychological and behavioral mechanisms through which sustainable HR initiatives impact employee outcomes.
- The findings bridge the gap between sustainability theories and HR practices, offering a foundation for future research to explore similar relationships across industries and regions.
- Managers can embed eco-friendly practices into recruitment, onboarding, training, and development

programs to emphasize the organization's commitment to sustainability.
- Implementing green performance metrics and recognition systems ensures alignment between employee contributions and organizational sustainability goals.

8. CONCLUSION, LIMITATIONS OF THE STUDY AND RECOMMENDATIONS
The conclusion of this research underscores the critical role of Green HR practices in driving job satisfaction, job effectiveness, and overall organizational sustainability. Organizations that use eco-friendly HR practices not only improve satisfaction with work but also advance more general environmental and social goals. the findings of the study, developing a sustainable workforce needs an integrated strategy in which workers believe their responsibilities and the company's dedication to sustainability are meaningfully integrated. These observations highlight how important it is to develop a green culture through HR policies that work, give workers a feeling of direction and drive, and improve long-term organizational performance.
- Green HR practices positively influence job satisfaction and job effectiveness by aligning organizational sustainability goals with employee expectations.
- Eco-conscious recruitment, training, and reward systems contribute significantly to employee engagement and organizational commitment.
- Perceptions of sustainability activities among employees serve as a mediator, improving their motivation and actions at work.
- Organizations gain from both improving worker effectiveness and advancing environmental objectives.

Limitations of the Study
1. Limited scope, which may have an impact on the generality of the results due to the sectors or geographic regions studied.
2. Dependence on theoretical models as opposed to plenty of empirical evidence.
3. The possibility of skew in self-reported criteria for worker effectiveness and satisfaction.
4. Not sufficient thought was given to the impact of external factors such as cultural or financial gaps.

Recommendations for Future Research
1. To validate the conceptual framework to enhance its generality, carry out empirical research in a range of industries and geographical areas.
2. To evaluate how Green HR practices may affect things in the long run on productivity and job satisfaction, look into longitudinal studies.
3. Investigate how individual variations, including values or personality factors, may moderate the association between employee outcomes and green HR practices.

4. Evaluate how external elements, including cultural norms or regulatory settings, interact with organizational-level sustainability efforts.
5. Create measures to assess quantitatively how Green HR initiatives affect employee satisfaction and environmental results.

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