THE IMPACT OF GREEN HUMAN RESOURCE MANAGEMENT ON SUSTAINABLE PERFORMANCE IN UAE MANUFACTURING FIRMS

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Abstract. The corporate landscape has transitioned from a conventional vision to a competency-driven and strategic approach that focuses more on sustainability. This study examined the relationship between Green Human Resource Management (GHRM) practices and sustainable performance within the environmental, social, and economic dimensions of manufacturing firms in the UAE. Using a structured questionnaire, 300 surveys were distributed, out of that 111 valid responses were collected through a convenience sampling method. The study evaluated how GHRM influences sustainability outcomes by analyzing environmental, economic, and social performance indicators. Regression results indicated that GHRM affects positively and significantly all three dimensions of sustainable performance showing that green HRM practices lead to innovativeness of organizations, resource efficiency, and long-term sustainability. The findings indicate that manufacturing firms can enhance their sustainability capabilities by strategically integrating GHRM practices into HR policies and operational processes. The research contributes to understanding the strategic value of Green Human Resource Management in enhancing environmental, social, and economic performance within manufacturing firms. It offers practical insights for managers, practitioners, and policymakers by demonstrating how integrating GHRM into core organizational systems can strengthen sustainability outcomes and support the development of long-term competitive advantage through environmentally responsible human resource practices in industrial settings.

Keywords*:* Environmental, performance, sustainability, manufacturing, green human resource management

Научная статья

ВЛИЯНИЕ «ЗЕЛЕНОГО» УПРАВЛЕНИЯ ЧЕЛОВЕЧЕСКИМИ РЕСУРСАМИ НА УСТОЙЧИВУЮ ЭФФЕКТИВНОСТЬ ПРОИЗВОДСТВЕННЫХ ПРЕДПРИЯТИЙ ОАЭ

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Аннотация*.* Современное корпоративное видение основывается на стратегическом подход, основанном на компетенциях, которые в большей степени ориентированы на устойчивое развитие. В статье продемонстрирована взаимосвязь между практиками «зеленого» управления человеческими ресурсами (GHRM) и устойчивых принципах в разрезе экологической, социальной и экономической эффективности производственных компаний в ОАЭ. Первичные данные получены путем распространения структурированного вопросника, на основе вероятностной удобной выборки получено 111 достоверных ответов. В ходе исследования оце-

нивалось влияние GHRM на результаты устойчивого развития путем анализа экологических, экономических и социальных показателей эффективности. Результаты регрессии показали, что GHRM положительно и существенно влияет на все три аспекта устойчивой деятельности, демонстрируя, что «зеленая» практика управления персоналом ведет к инновационности организаций, эффективности использования ресурсов и долгосрочной устойчивости. Полученные результаты свидетельствуют о том, что производственные фирмы могут повысить свой потенциал в области устойчивого развития, стратегически интегрируя практику GHRM в кадровую политику и операционные процессы. Результаты исследования имеют практическую ценность для руководителей и специалистов-практиков, демонстрируя, как интеграция GHRM в основные организационные системы может укрепить результаты устойчивого развития и способствовать развитию долгосрочных конкурентных преимуществ за счет экологически ответственной работы с персоналом на промышленных предприятиях.

Ключевые слова: экология, производительность, устойчивость, производство, зеленое управление человеческими ресурсами

Introduction

An emerging idea that has been conceptualized to impact employee green workplace behavior is green human resource management [1]. Strong green policy implementation increases sales and brand awareness, leading to desired targeted results for businesses [2]. Even though employees are the ones who execute the organization's green policies, it is essential that organizations promote employee behavior that advances the goals of the organization. H. Zacher et al., [3] argue that there is a need to promote employee behaviour that advances the greening goals of an organization on a daily basis. C. C. Chao, [4] adds that green HRM is an HRM practice that promotes environmental benefits. Commerce in the old days symbolized the infinite goodness and liberty of nature. Firms and people wrongly perceive that their exploitation of the commons does not have a significant enough impact on the environment to be of concern as the disaster called the commons. Yet, the results of such situation were pollution and depletion of the resources. In the light of the increasing revealed environmental issues, companies must follow their obligations of environmental protection. This wonder brought the idea of sustainable performance where, along with economic success, the company was supposed to meet social and environmental goals as well [5]. Recently, the relationship between sustainable performance and green human resource management has been studied C. C. Chao, [4] sustainable manufacturing techniques, and green supply chain management.

This paper investigates the possibility that green HRM enhances the sustainable performance of top-ranking manufacturing companies in the United Arab Emirates. The new concept of green Human Resource Management seeks to build the socially responsible behaviour of employees in an environmentally responsible manner [6]. Firms that adopt robust environmental policies have increased sales and enhanced brand awareness with favourable anticipated results [2]. While workers are the agents executing organisational green policies, it is crucial for organisations to encourage behaviours that align with their environmental objectives. Green HRM refers to HRM practices that encourage positive environmental outcomes [7, 8]. Commerce traditionally viewed the natural environment as unlimited, free, and accessible. This commercial perspective led to the tragedy of the commons, where organizations and individuals perceive their use of the shared resources as having minimal environmental consequences. The consequence of the situation was the depletion of the resources and pollution [3]. As environmental concerns grow, firms must adhere to their responsibility for environmental protection.

The concept of sustainable performance emerged with this innovation, and the enterprise must achieve social and environmental objectives in addition to economic success. Recent discussions have focused on the emphasis that businesses place on sustainable performance, determining the relationship it has with green human resource management by I. M. Katz. [3], with sustainable manufacturing practices as Coelho et al., [8] point out, and green supply chain management. This study analyzes to what extent green HRM may lead to improved sustainable performance in large manufacturing enterprises of UAE. To achieve the purpose of the study, the following questions were addressed. This study helps in tackling environmental issues in the industrial sectors of the UAE. It would help the managers and practitioners manage the current problems of economic, social, and environmental

performance. We believe that the implementation of the model presented in this study in the UAE manufacturing sectors will heighten the chances for clean production and implementation of green HRM as a source toward sustainability.

Literature Review

The Role of Green HRM in Sustainable Development

Considering that environmental crises and growing social inequalities are serious issues, sustainable development is an overarching theme in businesses. Organizations are using HRM more and more to drive this process. Green HRM, which brings environmental objectives into practice through HR practice, is playing a critical role in attaining organizational strategies in coherence with the ecological and societal agenda of organizations [9, 10].

H1: Green HRM has a positive effect on economic performance.

Operational industrial organizations need a more comprehensive view of the environmental agenda. Individual disposition and the green HRM package are essential for fostering employee involvement in the company's environmental sustainability goals. Green HRM methods assist organizations in coordinating their business plans with the external environment [11]. Additionally, it affects green job descriptions for employees, green selection, green rewards, green assessments, and green analyses all of which have a significant impact on environmental sustainability. According to the review [12], scholars are becoming more interested in Green HRM. Studies on green HRM practices are very rare and are just now beginning to appear in developing nations. Nonetheless, J. Kuo et al., [13] explore the shortcomings in Green HRM management in earlier research that found green practices satisfy an organization's sustainability needs. According to research studies based on the resource conversion theory, or COR, strategic planning with the help of human resource management is necessary for manufacturing businesses to use their current resources and pursue new sustainable resources. Green resources are highly valued by employees; any danger, uncertainty, or threat of loss causes them to adopt green behavior protective practices or learn about sustainable resource alternatives. Green organizational practices, results, and values have been recognized as being facilitated by green human resource management [14, 15]. The rules and vision adopted by the government have left workers of public sector organizations ignorant of full green HRM practices. It has made it more difficult for workers to achieve the company's environmental sustainability

objectives on a nationwide scale. Green HRM practices greatly aid the company's sustainability. To preserve the long-term performance and expansion of the UAE manufacturing sector, the company must, nonetheless, use green principles across its human resource management division. To be sustainable, an organization must create green goals and objectives each year that are in line with governmental objectives and policies [16].

H2: Green HRM positively affects social performance.

According to P. K. Muisyo et al. [17], innovative operations and human resource practices have stood as the source of the competitive edge for the manufacturing firms in maintaining global identity. The onset of globalisation necessitates the management of expeditious changes, organisations' environmental challenges at the workplace, and workforce diversity. The key elements of green HRM practices hold major positions in business strategies and explore the green facets of businesses in their own respect. M. Gowan et al., [18] said that the role of sustainable development in creating a competitive advantage in modern organizations through environmental issues is what has made the practice of incorporating environmental issues into human resource management more popular. This is known as "green HRM". J. Liu et al. [19] say, that the practice of Green HRM gets employees more involved in protecting the environment by getting them to do things outside of their normal duties. For example, if a completely new idea about how to manage the environment within an organization is used, it has already been suggested that this could change how employees behave within the company. Z. Zihan et al., [20] mentioned that an organization requires exceptional administrative and social performance to ensure that a competitive advantage for a business organization is guaranteed through the implications of well-planned strategies and the integration of green HRM practices. However, the organization should adhere to eco-friendly practices for the betterment of the organization, society, and global community. It also focuses on incorporating the green practices and issues in their routine activities, strategic decisions, and corporate policies relating to human resource management. U.I. Niazi et al., [16] assessed how green HRM affects the relationship between green innovation, environmental performance, and green transformation leadership. Green HRM has an indirect influence on the environmental performance of the manufacturing firm due to the use of green innovation. The practices of green HRM support the improvement

in environmental performance. F.H. Awan et al., [21] and W. Zhao, L. Huang, [12] propose a model for green HRM practices and functions, together with environmental management, which are providers of advancement in terms of environmental performance.

H3: Green HRM positively impacts environmental performance.

Adewole [22] examined the impact of green HRM practices on environmental performance. Business activities are directly contributing to environmental issues. But in India, it has been found that due to the weakening of regular sources of energy, the energy crisis is severe; there is a lack of innovativeness in the introduction of new alternatives to the energy sources. Therefore, the green HRM practices need to be integrated at the present levels. Specifically, J. O'Connor et al., [14] examined that environment management have shed light on the role of organizations and why they need to be socially responsible as well as environmentally responsible in order to meet their goals from an economic sustainability point of view. In addition, organizations need to explore their human resources in order to pursue green objectives and goals that can be linked with the sustainable performance of their manufacturing industries. According to H. A. Khan et al. [15], the human resource management department is considered an essential component and catalyst for the green culture of an organization where its practices, goals, and policies are arranged with organizational sustainability and can be modified as green management; employees arise from creative impulses and have the authority to try something innovative.

Methods

This study employs a quantitative research technique, focusing on primary data. The quantitative approach was selected because it is the most appropriate in relation to the study aim of analyzing the connection between green HRM and sustainable performance. The sample used in the study was comprised of 15 companies that includes Emirates Global Aluminium, Emirates Steel Arkan, DUCAB, RAK Ceramics, Jebel Ali Cement Factory, Union Cement Company, Sharjah Cement Factory, Gulf Cement Company, Al Ghurair Iron & Steel, Al Ghurair Foods, Emirates Glass, National Paints UAE, Huda Lighting Industries, Emaar Industries & Investments (manufacturing division), Emirates Macaroni Factory, Fujairah Cement Industries, Ras Al Khaimah Cement Company, BASF UAE Manufacturing, and Gulf Eternit Industries manufacturing companies in the UAE, with the participants participating in the implementation of HRM practices and policies which sought to attain sustainability. Individual manufacturing firm is the unit of analysis. The large manufacturing enterprises were the target of the study to get a representative sample. Using a structured questionnaire, 300 surveys were distributed, out of that 111 valid responses were collected through a convenience sampling method. The structured questionnaire was used to collect data with a convenience sampling method in view of the resource and time limitations. The questionnaire was formulated in such a way that it would measure the important variables of the study:

– Green Human Resource Management (GHRM) — measured using items on green recruitment, green training, performance management, and green HR policies [16].

– Economic Performance (EP) — indicates the level of economic performance based on the indicators of productivity, cost saving, and financial gain regarding the sustainable practice [15].

– Social Performance (SP) — measured by the employee engagement, social responsibility, and stakeholder satisfaction [19].

– Environmental Performance (ENP) — assessed by the practices that have a lesser environmental impact, adherence to regulations, and use of green technologies [14].

The research is based on the deductive method of research, which is suitable in testing the relationship between already established variables. The quantitative approach provide the opportunity to statistically analyze the impact of GHRM on the economy, social, and environmental performance of the UAE manufacturing industry. The Cronbachs Alpha was used to determine the reliability and validity of the instrument, and the SPSS version 23.0 was applied descriptive statistics, correlation, regression, and ANOVA tests.

Reliability Analysis

In the present study, research instruments against four variables, that is, green HRM consists of six items, adopted discussed in the given table, environmental performance consists of five items, the social performance consists of five items, and economic performance also consists of five items, adopted from previous research papers. The study also carried out a reliability test in order to examine the internal consistency between the items of the research scale variables. The table below illustrates the research variables adopted against each of the four variables, together with their items and sources. Reliability analysis for GHRM showed the Cronbach Alpha value of 0.929, while in the case of ENP, it is 0.865, SP consists of 0.880 whereas in the case of EP, the Cronbach alpha value was found to be 0.872.

Hence, all variables Cronbach alpha value is greater from 0.5 to 0.6 which implies that the data collected from the respondents were reliable.

Data Analysis

The present study used SPSS software, version 23.0, for data analysis in this study, applying Cronbach's Alpha, descriptive statistics, correlation coefficients, model summary, and ANOVA tests. Table 1 summarizes the findings of the study and shows that, out of the total sample size, 111 respondents were male, comprising 66.7 %, while 37 were female, comprising 33.3 %. The age group distribution showed that 27 % of the respondents were between 18 and 23 years old. Of those, 49.5% are between 24 and 29, 14.4 % represent those between 30 and 35 years, while 9 % are within the age bracket of 36–46 years. When grouped by years of experience, 50 respondents had 0-3 years (45 %), 35 had 4–7 years (31.5 %), 10 had 8–11 years (10 %), and 6 had 16 or over (5.4 %). The table further summarized the types of organizations represented: 67 were public organizations (60.4 %) and 44 were private organizations (39.6 %).

Table 1
Таблица 1

Demographics
Демографические данные

Category	Subcategory	Frequency	Percent
Gender	Male	74	66.7
	Female	37	33.3
	Total	111	100
Age	18–23 years	30	27
	24–29 years	55	49.5
	30–35 years	16	14.4
	36–46 years	10	9
	Total	111	100
Experience	0–3 years	50	45
	4–7 years	35	31.5
	8–11 years	10	9
	12–15 years	10	9
	16 and above	6	5.4
	Total	111	100
Organization	Public	67	60.4
	Private	44	39.6
	Total	111	100

Source: Authors' Compilation.

Descriptive statistics are shown in Table 2. The respective mean values, skewness and kurtosis values, and the standard deviations are all given. The mean depicts the average answer received against a particular variable. To estimate the normality of the data, Skewness and Kurtosis were considered. Kurtosis is considered to be acceptable between -3 and +3; Skewness is considered acceptable between -1 and +1. It follows that every Kurtosis and Skewness value is within the acceptable limits. Hence, it can be deduced that the data is normal and amenable to further statistical analysis.

Table 2
Таблица 2

Descriptive statistics and tests results
Описательная статистика и результаты тестов

Variable	N	Mean	Std. Deviation	Skewness	Kurtosis
GHRM	111	3.79	0.99	-0.3	-0.75
ENP	111	3.75	0.91	-0.18	-0.53
EP	111	3.66	0.9	-0.01	-0.77
SP	111	3.7	0.95	-0.1	-0.98

Source: Authors' Compilation.

Table 3 presents the combined results of correlation, regression (R and R²), and ANOVA analyses for the three models. The correlation test is one of the productive ways of testing whether the relationship exists between variables, be it weak or strong; it helps in arriving at the hypothesis test. The range of the correlation value lies between 1 and -1; it depicts that if the variable has a greater value of the correlation, it means there is a strong relationship between the independent and dependent variables. Hence, the table results depict that there is a strong positive relationship that exists between green HRM and sustainability. The model summary of regression analysis, shows R value that is 88.7 %, which indicates that there is a strong positive correlation between GHRM and ENP. The R square value also confirmed it because the independent variable accounted for 78.4 % variation in the dependent variable. Correspondingly, the model summary of the regression analysis, where the R value represents 76.4 %, indicating a positive relationship between GHRM and EP while R-square explains that the independent variable affects the dependent variable at 58.0 %. Moreover, R value of 78.0 %, explaining that there is a positive correlation of GHRM on SP, and the R square shows the variance of the dependent variables on account of the independent variable, which in this case is 60.9 %.

Collectively, these tables illustrate the significant positive correlations and impacts of GHRM across various dependent variables. The ANOVA test, which is a statistical test used in determining whether there

exists a significant difference between the means of the variables. At 0.05 levels of significance, implying a 5% level of risk of concluding a difference when there actually is none, the results indicate that the p-value is less than 0.05 and hence there is a significant mean difference between green HRM and environmental performance. This is also been supported from ANOVA output with p-value less than 0.000, this infers that associated difference was significant in means between green HRM and environmental performance. The study also highlighted incredible association of green HRM's elements with economic performance. It is also observed that the p-value comes out to be less than 0.000, which indicates that there is a significant difference between the means of green HRM and social performance. All these results indicate significant differences between the elements of green HRM with economic and social performance and show the important role of green HRM practices in improving organizational performance.

Table 3
Таблица 3

Correlation, R², ANOVA, and Coefficient Analysis
Корреляция, R², ANOVA и анализ коэффициентов

Correlation	Model 1 (ENP)	Model 2 (EP)	Model 3 (SP)
Variables			
GHRM	1	0.764**	0.780**
ENP	0.887**	1	0.793**
EP	0.764**	0.797**	1
SP	0.780**	0.894**	1
Model Summary			
R	0.887	0.764	0.780
R²	0.786	0.584	0.609
Adjusted R²	0.784	0.580	0.605
Std. Error of Estimate	0.425	0.582	0.596
ANOVA			
Sum of Squares (Regression)	72.412	51.795	60.124
df (Regression)	1	1	1
Mean Square (Regression)	72.412	51.795	60.124
F	401.385	153.172	169.491
Sig.	0	0	0
Coefficients (Beta)	0.819	0.693	0.746
Direction of Relationship	Positive	Positive	Positive

Source: Authors' Compilation.

Table 4 Coefficient analysis used in the determination of Beta, showing the strength and direction of the relationship that exists between the independent and dependent variables. From this table, the beta values of the independent variables are positive, indicating a positive direct relationship with the dependent variables. The beta value for GHRM is 0.819, indicating a direct relationship of GHRM to environmental performance (ENP). Similarly, Table 4 presents an analysis of the coefficients that is supportive of an explained beta value for GHRM, coming at 0.693, indicative of a positive direct association and direct effect of GHRM on the EP. Likewise, Table 5 does not break the trend and has presented the beta value for GHRM as 0.746, thus showing a positive direct association and a direct effect of GHRM on SP. These tables, taken together, show that GHRM exerts a significantly positive influence on ENP, EP, and SP. This shows that green HRM practices are highly instrumental in enhancing all dimensions of organizational performance. The study demonstrates a positive association between GHRM and organizational performance. It is possible the companies have more resources to implement the GHRM practices.

Table 4
Таблица 4

Effect of Green HRM on Environmental, Social, and Economic Performance (Regression Coefficients)
Влияние «зеленого» управления человеческими ресурсами на экологические, социальные и экономические показатели (коэффициенты регрессии)

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
Model 1 (ENP)	0.819	0.041	0.887	20.035	0.000
Model 2 (EP)	0.693	0.056	0.764	12.376	0.000
Model 3 (SP)	0.746	0.057	0.78	13.019	0.000

Source: Authors' Compilation.

Discussion

The findings of the study underline that GHRM improves aspects of organizational performance such as environmental performance, employee performance, and sustainable performance. Based on the findings, it is clear that GHRM practices have a positive direct influence on those outcomes; this is in line with previous literature highlighting sustainability as an issue of paramount importance in human resource practices [2, 5, 23]. These findings therefore

directly answer the research question by confirming that GHRM is positively associated with improved environmental, employee, and sustainable outcomes in UAE manufacturing firms. The positive relationship between GHRM and environmental performance observed in this study supports the view that green HRM practices, such as green recruitment, training, and performance management, are instrumental in fostering environmentally sustainable behaviors within organizations [3]. By embedding sustainability into HR strategies, organizations can enhance their ecological footprint, improve resource efficiency, and cultivate a sustainability-driven culture [11, 24]. This finding is aligned with previous researches that GHRM practices significantly result in the ecological performance of organizations [7]. Besides, the study explores that GHRM positively influences employees' performance; it is similar to the work of previous researchers who have evidence that green work engagement, provided by GHRM, gives higher motivation to employees, hence yielding a better outcome on organizational level; [12, 25]. Employees involved in green-related activities tend to be more productive, satisfied, and better performing at work [5, 26]. This further supports the effects of GHRM were also seen to extend to increasing employee engagement with greener curbing behaviors.

In addition, the influence of GHRM on sustainable performance is identified as an indication of the need to incorporate sustainability in HR practices. As organizations strive to meet sustainability goals, GHRM provides the necessary framework to align employees' behaviors with the organization's long-term environmental objectives [8]. This relationship between GHRM and sustainable performance highlights how HR practices can directly contribute to the broader sustainability agenda of an organization [10]. GHRM practices ensure that sustainability will be one of the core parts of organizational strategy and enhance operational performance and corporate reputation [12, 27]. This provides corroboration for the growing literature on the role of GHRM in fostering sustainable organizational performance. In addition, the findings indicate that GHRM acts as a facilitating factor in pro-environmental behavioral engagement of employees toward the organizational sustainability goals [14, 28]. The positive impact of GHRM on environmental, employee, and sustainable performance indicates the capabilities of organizations to make use of HR practices in mitigating environmental challenges and enhancing their competitiveness accordingly [15, 6]. It hence proves that GHRM significantly and positively influences environmental, employee, and

sustainable performance, thus embedding the notion of sustainability in human resource practices. Thus, companies applying GHRM are most likely to facilitate improvement in the dimensions of performance for the advancement of their success and sustainability in the long run, as confirmed by [25, 29]. Future research should further investigate the specific mechanisms through which GHRM influences these outcomes and explore the moderating and mediating factors that may enhance the effectiveness of GHRM practices [5].

Conclusion and discussion

This study examines the relationship between the Green Human Resource Management (GHRM) practices and the performance of an organization in the manufacturing industry in the UAE, based on the three aspects namely economic, environmental, and social aspects. The results suggest that there is a positive correlation between the adoptions of the GHRM practices and enhanced organizational performance. It is possible to state that the companies that incorporate green HRM can perform better in terms of sustainability. It should be stressed, though, that the design of the study cannot be conclusive in terms of the connection between causes and effects. Possibly, the company with better performance has more resources and ability to exercise green HRM as opposed to GHRM directly causing better performance. In spite of this limitations, the study offers facts that GHRM is associated with sustainable practices and can be a useful tool at organizations that intend to balance human resource approaches with eco- and socially driven goals. The findings highlight the advancing the concept of green HRM as a subset of the larger organizational strategies to nurture the sustainability and competitive advantage.

This research further add to the knowledge base regarding the relationship between green HRM and sustainable performance of the manufacturing industries in the United Arab Emirates that can prove useful for academics and practitioners both. A manufacturing firm operating in United Arab Emirates was cognizant of the environmental issue and was eager to employ employees' competences and abilities along with top management support to achieve sustainable performance and gain a competitive advantage. The existing study adds its share of the current pool of knowledge developed in the environment studies and the domains of organizational behavior. The existing study further pushes forward the understanding since it measures the influence of green HRM on sustainable performance within the sectors of industry. This interaction among the variables will enhance the awareness and knowledge regarding the green HRM

strategic management techniques to be utilized for the manufacturing companies in UAE to attain sustainable performance. Additionally, this study will improve the awareness of sustainability and environmental protection at the level of senior management, suppliers, and consumers. The current status of economic, social, and environmental performance also finds support from the present study to the managers and practitioners. To begin with, it is expected that by applying the model conceptualized in the present study to UAE's manufacturing sectors, it would lead to a rise in the likeliness of cleaner outcome in the aforementioned sectors and utilizing green HRM as a means to attain sustainability.

There are a number of limitations with this study, results have shown strong correlations for reaching practical realization. First, even though the sample size of the study was adequate, it was small. Future research may use a bigger sample size to show more generalizability. Second, the design of this study was cross-sectional in nature; further research needs to use longitudinal designs. More so, research is extended in the other businesses and countries as a way to make

a cross-country link such that the findings of results generalize. It also extends further tests necessary so that previous test shown writing about the green HRM as well as administration can extend more broadly the writings. Therefore, it leaves scope for future research by elaborating the concept and considering the function of green academic capital as a mediator between green HRM and feasible performance. The limited aspect under GHRM Capital's participation, which still requires further research. It also further discusses how future research can delve deeper into the writing with regards to the attitudes and beliefs of chief executives, expertise, and degree of commitment towards the adoption of green HRM techniques at the level of small businesses in terms of how it leads to workable practices. Finally, mediation comes closer, such as preparation for mitigating environmental hardships as a strong tool. Future research could also focus on how green training influences economic performance and green HRM. It is expected that the greener the training, the greener the economic performance and intellectual capital.

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