



Participative Leadership's Role in Recovery Performance: Moderation of Green HR Practices and Commitment Using PLS-SEM

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ARTICLE INFO

Keywords:

Fast-Food
Restaurants, PLS-SE,
Leadership,
Performance, Green
Commitment, Green
HR Practices

ABSTRACT

There is a growing awareness of environmental issues, and businesses are increasingly embracing eco-friendly products and services. However, there is a pressing need for assistance with implementing green HR practices to achieve sustainability. Pakistan's food industry is expanding rapidly, yet there remains insufficient information about green HR practices within its fast-food sector. This research purposes to identify the influence of various Practices of GHRM—such as selection and recruitment, training and development, and performance and compensation—on P-O Fit, commitment and green recovery performance. Furthermore, Participative leadership is examined as a potential moderator between green commitment and GP. For this research, 408 managers holding specific designations were randomly selected using a convenient sampling method. The study focused on 21 fast food restaurants located predominantly in Karachi, including well-known chains like Kaybees, Burger Lab, Kababjees, Burger King, The burger Shack, Karachi Broast, Mr. Burger, OPTP, Subway, and others. PLS-SEM was employed to analyze the gathered data. The results revealed a robust association between green development and development and P-O fit. Moreover, green commitment significantly influences GP. However, the study did find evidence that green compensation and performance and selection and recruitment directly influence GP in the fast-food industry. Interestingly, P-O fit was identified as a mediator between Practices of GHRM and GP. Conversely, no moderating effect of Participative leadership was observed between Practices of GHRM and GP. Further exploration into additional factors of GHRM is recommended to better understand their influence within Pakistan's fast-food sector.

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Received: 18th April, 2025

Received in revised form: 15th August, 2025

Accepted: 27th August, 2025

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1. Introduction

Workforce tasks entail reinforcing sustainable practices, raising worker commitments, and promoting sustainability awareness (Bauwens, Audenaert, & Decramer, 2023). The green HRM concept has two critical sides: eco-friendly practices of HR in the context of capital knowledge. Employers use this approach to reduce costs, achieve better performance, increase worker engagement and retention, and reduce their carbon footprints (Hendarjanti, 2022).

Developing and advanced countries have incorporated environmental concerns into business strategies (Hendarjanti, 2022). Business organizations must include environment-friendly or eco-friendly practices due to the requirement to control climate change and create environmental control standards (Alfianto, Novitasari, & Purnomo, 2024). Since environmental concerns have become more prevalent, restaurants increasingly integrate "green practices" into their human aid control systems.

In order to mitigate environmental problems, developed countries are structuring rules to help mitigate the issue. Environmental concerns are affecting recruitment in more developed countries such as the UK and US. Abbas, Sarwar, Rehman, Zámečník, and Shoaib (2021) found that high-ranking employees based on the popularity and performance of the organization. HRM revolves around facilitating empirical consumption of sources within an organization through the implementation and execution of HRM rules (Hendarjanti, 2022). Additionally, this ensures environmental sustainability.

According to British Carbon's survey, 1018 employees in the UK, 75% believe it is good for the company when it has a carbon emission reducing policy (Lewandowski & Ullrich, 2023). In a further, the Chartered Institute for Personnel Development (CIPD) conducted a survey in the UK, 48% of respondents were interested in knowing whether or not the UK company has any requirements or regulations governing the adoption of a green and sustainability within a organization (Al Doghan, Abdelwahed, Soomro, & Ali Alayis, 2022). Ooi, Amran, Goh, and Nejati (2017) reported that GHRM practices are immensely important to Malaysian financial service companies. According to the research conducted on 504 people, the financial firms under investigation have high perceptions about GHRM practices.

These mitigation and implementation are also important for the developing countries such as Pakistan, India etc. Pakistan needs to catch up in understanding and implementing GHRM practices in the restaurant that offers junk food, highlighting need for further research and action. As increased attention is brought to environmental problems, the significance of implementing green marketing strategies continues to escalate. Maqbool, Rashid, Altuwaim, Shafiq, and Oldfield (2024) suggested that HRM-related implementation and research should be focused. The practices of GHRM in developing nations should be focused and is a great deal in developing nations.



In Pakistan the fast-food industry is at peak and second largest business. This industry alone comprises of 16% of employment and 27% of value added creation in the manufacturing industry which provides an approx. estimate of 180 million customers (FoodJournal, 2024). In global context, Pakistan enjoys as being the eighth largest market within the fast-food related business. There are more than thousand enormous sized food processing entities in Pakistan and 75 percent of the manufacturers are among the informal sectors that have complexities in sourcing the raw materials, finance and management (FoodJournal, 2024).

Gyensare, Adomako, and Amankwah-Amoah (2023) found the influence of practices of HR on company performance. The study discovered the influence of sustainable practices studying, recruitment, and schooling on company outcomes. The authors considered Practices of GHRM variables as special HR variables. Consequently, Green Cognizance and GHRM practices are very important aspects of fast-food restaurant, and they require consequent and crucial research. Therefore, the study purposes to identify the influence of GHRM practices on P-O Fit, green commitment, and GP in Pakistan.

Bauwens et al. (2023) argued that GP needs to address leadership's role in this area adequately. The studies took variables. Studies focusing on leadership linked to GP could enrich the existing literature. The study used green HR based on leadership styles and GP's moderating roles. The author's findings suggest that further studies on GHRM and its influence on company performance are necessary in Pakistan's fast-food industry. The study was inspired by the leadership role in companies that lead to increases the GP of the organization. The study also contributed to identify the Participative leadership moderating role on the relation between green commitment and GP in Pakistan fast food restaurants.

According to Khan, Selem, Elgammal, and Abdelhakim (2024), Pakistani fast-food organizations need primary HRM information. It is worth noting that the fast-food business in Pakistan has yet to fully embrace the concept of GHRM practices despite its rapid growth. The field presents abundant opportunities for research. As Hassan and Nawaz (2017) explains, Pakistan fast food. HR practices and HR leadership influence organizational performance. Trust was assessed in two different ways: obliquely and directly. An investigation was conducted to determine whether ethical leadership was affiliated. Numerous studies have been conducted on Pakistani industries that found that HRM payment, but this industry differs from Pakistani food industries. In Pakistan, GHRM practices are less well-known than in other countries (Abbas et al., 2021).

Green HRM is more like an integrated approach or an application of sustainability concept within an organization and its employees (Maqbool et al., 2024). This involves green measures which emphasize enhancing effectiveness and eliminating waste. This assists in restoring the HR procedures and tools which results in minimum costs and high efficiency. The outcomes included ride sharing, teleconferencing, recycling, interviewing virtually, developing online work practices and job sharing. Green HRM enhances the green procedures within the HR principles.



Recently, green behavior is more related to the leadership stance and the management game plans such as the CSR (Gyensare et al., 2023). The scope of studies is to determine the part of environment within the context of HRM practices and to foster the green approach and behaviors among workforces. The environment embed green HRM procedures are the ones built to reinforce the values among workforce (Ergashevich, 2024). As in this regard, the green behavior aspect has taken into consideration the limits associated.

The studies also determined that common practices in the relative culture can build strong signals that are of mutual benefit to employees and HRM (Arif, Romadhoni, Tanjung, Wibowo, & Al-Amin, 2024). Maintaining a culture such as the stakeholder related norms can lead workforce members to cater the stakeholder sustainability and interests; which is likely to make firm bonding within the community orientations that provides a signal of green HR behaviors transmitted. Hence, it has been said that the culture plays a moderating effect for the green practices in HRM (Arif et al., 2024).

Iftikhar, Zaman, Rehmani, Ghias, and Islam (2021) argued that practices of GHRM provide pro ecological behaviors among the workforces. This can be utilized to initiate sustainable practices. Green behaviors and values are significant because these are best in the interest of environment. Further, it deals with how humans should treat the environment (Gyensare et al., 2023). For an effective measure that can promote the aspect of pro ecological or environmental behavior the green practices should be established in a way to provide training that brings awareness, values and knowledge (Indrawati & Kuncoro, 2021). In addition to this, Green-HRM must degree of empowerment to employees to perform environmental values which fosters organizational sustainability (Pashayan et al., 2016).

According to the attribution principle, a person's perceptions of organizational practices and rules can be used to evaluate an organization's intentions and motivations (Arif et al., 2024). Empirical research has argued that (CSR) can be seen as a macro-level bustle, and workers' perceptions of organizational social CSR policies, specifically social trade and sustainability, will influence their attitudes and behaviors (O'Reilly, Maher, Smith, MacCarron, & Quayle, 2023). Considering the green (attitudinal) and cognitive (information) processes within the mild of attribution principle is essential. Employee motivation and behavior are not affected by guidelines and practices but rather by their perceptions.

Restaurant employee's green behavior is accentuated by its employees' individual and collective talents through green HR guidelines. Corporate sustainability can be advanced through the implementation of these guidelines. The Practices of GHRM of the organization encourage employees' environmental behavior. Personnel are also encouraged to adopt eco-friendly habits in their personal lives (Arif et al., 2024).

During previous studies in the green control area, scholars argued that when employers increase the capability of selecting suitable employees with adequate skills and capabilities, effective



implementation of the Environmental control machine can be powerful. Employees need better technical and control capabilities to execute Practices of GHRM (Pathomphatthaphan, Das, & Virat, 2024). It is necessary to implement an effective recruitment process, an effective selection procedure, a performance-based appraisal technique, a reimbursement approach, and an education and improvement strategy geared toward developing environmental recognition in employees. Having inexperienced frontline employees creates a perception of incompetence within the company. While also satisfying customer needs, those perceptions influence their actions and competencies in mitigating environmentally unfriendly activities carried out by the organization. The employees make decisions based on their perceptions, which is significant for green recuperation (Pashayan et al., 2016).

Key theoretical insights show that Green HRM practices, especially green commitment, development and training enhance the green performance through person-organization fit. Contradictions exist regarding the influence of green compensation, selection and recruitment, with mixed results in prior studies. Research gaps include limited evidence from Pakistan fast food sector and a lack of context specific studies on how GHRM practice impact the performance outcomes.

Pakistan's slow adoption of GHRM in the fast-food industry can be linked to hierarchical workplace cultures that limit employee's involvement in green initiatives. Moreover, resource constraints that make ecofriendly practices less of a priority for business, low public awareness of sustainability and weak enforcement of environmental regulation can also limit the adoption of GHRM., these cultural and institutional factors hinder widespread integration of GHRM despite the growing global trends,

Fast-food restaurants and sustainability are growing concerns of researchers that effect significantly worldwide (Gyensare et al., 2023; Iftikhar et al., 2021; Indrawati & Kuncoro, 2021). Practices of GHRM may be limited to this industry. Fast food markets are rapidly expanding in Pakistan, and one of them is identified as one of them. Traveling fast food retailers and socializing are popular in Pakistan. Global manufacturers of rapid food are finding the consumption of fast food to be increasingly attractive as time passes. Among the leaders of fast-food sector are Kaybees, Burger Lab, Kababjees, Burger King, The burger Shack, Karachi Broast, Mr. Burger, OPTP, Subway, and other. Pakistani marketplace generates higher revenues for those fast-food chains. This observation investigates the influence of environmental recruitment and choice, environmental education and development, environmentally sustainable performance reimbursement, P-O Fit and GC on the performance of fast meals businesses. The first objective of this study is to determine how P-O-fit and green commitment influence selection, education, and development, overall performance and compensation, and GP companies. Participative leadership plays a mediating role between recovery of overall performance and commitment in the restaurants.



2. Literature Review

2.1 Theoretical Background

The AMO theory states that the performance of a single employee is ascertained by factors such as motivation, the opportunity required to perform as well as ability (Naqshbandi, Meeran, Kim, & Mughal, 2023), GHRM practices have a direct influence in people-management (Gyensare et al., 2023; Iftikhar et al., 2021; Indrawati & Kuncoro, 2021). Each organization needs to enhance and produce green abilities as well as motivate the employees by the usage of green rewards. The organization also has to give the employees green opportunities that will in return, strengthen their work-performance, which will result in creating increased productivity levels, higher quality, lower wastage and greater profit stream (Sholihah, 2024). The management has to give training to the employees. Reinforcement of GHRM practices by establishing a association with reward-based benefits should also be maintained with the help of HR officers. They needs to assess the opportunities that will be available for employees who dedicate themselves to GHRM (Mochklas, Silvia, Iradawaty, & Hafidulloh, 2024).

It needs skills such as technical and management, amongst the employees (Indrawati & Kuncoro, 2021) thus it is clear that it requires implementing the practices of GHRM on R&S, compensation, appraisal systems along with the training that is focused on raising the awareness on environment to the employees. In accordance with the social identity theory, the perceived group status and intergroup behaviors can be predicted. The theory has an explanation that employee's want recognition; they want others to have a positive perception about them, across their social circles (O'Reilly et al., 2023).

On the other hand, attribution theory explains that employees perceive the organizational policies and practices, before they actually aim to be a part of it (Pashayan et al., 2016). Employees' behaviors and attitudes are influenced by the organization's ability to be an eco-friendly firm. Corporate social responsibility initiatives are taken by many organizations, in order to show their concerns towards social change and sustainability. Attribution theory argues that the organizations must be aware how the employees perceive about the organizational practices and policies. According to Sanders (2024), it justifies the association between employees' perceptions regarding Practices of GHRM and their subsequent influence on employee behaviors and attitudes.

In previous research relating to the environment, green management for a more sustainable development has a variety of meanings. However, all of these definitions are aimed to create equilibrium between the industrial growth of wealth and the protection of the environment for the future generations (Maqbool et al., 2024). There are various organizations that thrive to create innovative products for a sustainable environment. On the other hand, the problem of how to achieve sustainability from the green management movement, from the perspective of both society and the individual, is still unclear and debated (Hermanto, Srimulyani, & Pitoyo, 2024). Thus, this research tries to make a detailed process model of the HR practices that are related to the green HRM based on the literature that is previously available.



Subsequently, Social identification, and attribution theory explain the association between GHRM and GP. The attribution and social identification concepts are contemporary studies' center theories. As a result of Gyensare et al. (2023) test, green HR practices were compared with GP. Gyensare et al. (2023) research is based on social identity theory and attribution. In the current research, both of the theories mentioned above are integrated.

According to Pathomphatthaphan et al. (2024), attribution theory provides a reasonable connection between employee perception of Practices of GHRM and their subsequent behavior changes. For example, the personnel develop a strong understanding of GHRM at large organizational level, i.e., caring for the environment, then they have an increased probability of demonstrating high-quality attitudes and behaviors toward their organizations (Pashayan et al., 2016).

It is possible to predict intergroup behaviors determined by perceived legitimacy and perceived institution reputation (Shen et al., 2016). This concept asserts that individuals strive to identify their social circles accurately and preserve this identification (Maqbool et al., 2024). Social identity theory has promoted a focus on perceived Practices of GHRM. As a result, the staff has to participate in the green behavior, and in addition, the staff has to be aware, checked, and rewarded based on their contributions to the green behavior (Hermanto et al., 2024).

2.2 Empirical Studies

2.2.1 Green HR Practices

It refers to the incorporation of eco-friendly and sustainable human resource practices within business organizations (Hendarjanti, 2022). The aspects of environmental management are reflected by Practices of GHRM. It is considered a diverse construct, inclusive of GTAD, GPAC, GRAS, rewards and compensation, etc. Green recruitment involves the selection of candidates that have focused environmental concerns. GTAD refers to the ability of HRM to train its employees on environmental concerns and making them aware of the contributions they can make in reducing environmental challenges. Green reward and performance management systems refers to the assessment of the employee performances based on their environmental contributions made, being part of the organization (Hendarjanti, 2022).

Empirically, research investigating green behavior has a focus on management policies, strategies and leadership, in the context of corporate social responsibility (Indrawati & Kuncoro, 2021). Current research is inclined in investigating the organizational HRM practices and policies that could promote green culture among their employees leading towards an environmentally friendly organization. Gyensare et al. (2023) explained that green HRM and environmentally sustainable practices are structured by the organizations in order to preserve pro-environmental behaviors and values among the workplace employees.

Abualigah, Badar, Nisar, and Karatepe (2024) mentioned that HRM practices posit a significant influence on commitment of employees. This in turn influences the service recovery



performance. In accordance with the AMO (Ability-Motivation-Opportunity) theory Naqshbandi et al. (2023), the performance of the employee is influenced by his ability, motivation and opportunity to perform (Tutueanu and Serban, 2014). Organizations design Practices of GHRM to influence behaviors and pro-environmental values among their employees.

The current trends of the market environment are very unpredictable. The volatility of the market can be seen from the fact that a today's stable market can become unstable tomorrow. It creates a perfect environment for competition to occur between firms. These organizations are busy in direct competition by exploiting the market. Due to this volatility in the market, all managers should have their pulse and should always have themselves prepared to manage these 'market shocks' (Indrawati & Kuncoro, 2021).

Moreover, the managers also need to have enough resources to compete against other firms in the market. The fast-food industry is one of the largest and most multinational industries in the whole world. Pakistan, like other countries, has a very rapid growing of fast-food industry with both local and international chains. It is established that these international chains tend to adapt to local tastes making it publicly more appealing (Olufunke, Funmilayo Aribidesi, Chioma Ann, & Opeyemi Abayomi, 2024).

According to the Pakistan Economic Survey, 2024, Pakistan stands at the sixth position when it comes to population growth at a rate of 2.0% in the world. It is also believed that by 2020 the capital income per capita will increase to US\$736 due to the major productive age group of 16-65 years, which accounts to 67% of the population (Haub & Kaneda, 2013). It is also concluded that the food consumption rate will become higher due to the expected increase in income in the fast-food industry. In the last ten years, the economy of Pakistan has been more oriented towards the service sector. At the same time, food industries have offered the highest level of returns (Bashir, Ghaffar, & Akbar, 2024).

Hassan and Nawaz (2017) has evaluated the first few results from the fast-food sector which analyzed the important link amongst performance, leadership and GHRM. The results suggested that practices of GHRM and Leadership might be significant apart from their trust-building role, in the following aspects. Firstly, GHRM Practices and Leadership have a very important link with organizational performance. For example, in the partially mediating model, organizational performance is gradually affected by GHRM practices and leadership (financial/market performance and operational performance).

The GHRM has been a subject of great discussion lately (Indrawati & Kuncoro, 2021). Green practices are considered an emerging discipline in conjunction with this. The movement includes four crucial factors: environmental stewardship, non-violence, social justice and sustainability. Vegetarians promote ideas and support this, including feminism, conservation, ecology, and peace. They disseminate information through this movement and disperse ideas (O'Reilly et al., 2023).



Around the world, students of diverse disciplines are implementing various management practices that could achieve vast goals: advertising and marketing, HRM, accounting, and SCM. It is a gadget developed through a collaboration between the United Nations International Compact and various educational institutions referred to as Concepts for Responsible Control Education that inspires students and executives to work together to develop knowledge that will enhance environmental safety (Iftikhar et al., 2021). It is more than one unit of an organization that initiates such movements and executes them.

Fast food industry is booming splendidly across the globe. Estimates have shown that this is the largest industry. In the context of Pakistan, trends are revolving, and people are becoming socialized. There is a common trend of people of all age groups hanging out with their families, friends or professional colleagues on the fast-food outlets. Be it business meetings or family gatherings they visit the outlets in huge numbers. The fast-food outlets are doing wonders in Pakistan. They have opened a multitude of outlets and have developed a myriad of customers belonging to a wide range of demographics. As per the Pakistan's economic survey in 2005, population of Pakistan is rising with a rate of 1.9%, in contrast to other countries of the world (Hassan & Nawaz, 2017). These facts cannot be neglected as there is a high probability that people of Pakistan increase their spending on the fast-food outlets. However, Hassan and Nawaz (2017) argued that Pakistan restaurants follows the Ethical leadership and HRM practices are significant to consider. Additionally, research scholars are nowadays interested in exploring Practices of GHRM, especially in the developing countries (Abbas et al., 2021).

Limited literature is available exploring the Practices of GHRM in Karachi, Pakistan (Abbas et al., 2021). Underlying these facts, there is a need to conduct research on the Pakistani fast food industry Practices of GHRM. They are having a multitude of franchises and they are grabbing the market share to a large extent; therefore, these are the potential fast-food chains that's needs to be reviewed. In Pakistan, Kaybees is a fast-food restaurant, which is a potential competitor for the aforementioned fast-food chains. However, currently, this fast-food outlet is in its struggling phase, therefore, the research on Practices of GHRM is deemed appropriate.

The execution of sustainability was connected with individual sustainability by (O'Reilly et al., 2023). Human resources investments and education should be aligned with the sustainability of the environment. Multiple companies use the seasoned-active strategy to acquire a competitive advantage and use other devices, such as environment control gadgets (Ergashevich, 2024). A benefit of this is that it eases the management's responsibility to minimize the negative influence on organization. There is widespread evidence that the worker's contribution to the HRM Practices plays a vital role in its success.

According to (Gyensare et al., 2023), GHRM positively affects the organizational environment, resulting in a competitive advantage for businesses. As a result, the HR function may be redesigned to become the responsibility of environment executives rather than HR employees, thereby encouraging employee cooperation in implementing the regulations related to the environment. Human resources



management makes a considerable contribution to this. Rather than being a hobby for stakeholders, HRM now plays a critical role in gaining a competitive edge (Pashayan et al., 2016). It could reduce carbon footprints.

These are inclusive of Green HR planning, analysis and design of job, green induction, selection, recruitment, reward management, safety and health management, employee disciplines, retention of employee, and performance evaluation (Sholihah, 2024). It can be argued that the employees serve as organizational brand ambassadors and thus they are deemed as a sponsor of sustainability organizational practices. Organizations develop and execute eco-friendly policies that promote organizational sustainability (Pathomphatthaphan et al., 2024). The study has three HRM practices as IVs including green C&P, T&D, and R&S.

2.2.1.2 Green Recruitment and selection

It refers as the sustainable process of R&S, which posit maximum positive influence on the environment. Likewise, Practices of GHRM are inclusive of the practices that increase environmental sustainability. Organizations usually incorporate telephonic or online interviews to reduce the wastage of paper, during the process of green R&S. This helps in reducing the degradation of the environment. Additionally, organizations during the interviews, inquire the participants about their awareness regarding natural resources conservation and reservation, in order to foster environmental sustainability. The selection process involves the questions related to environment sustainability (Hendarjanti, 2022).

Empirically, it has been found that organizations employ those employees that are committed to work for environmental sustainability. It is a significant part of GHRM. (Alfianto et al., 2024) explained electronic and green R&S through three main aspects: green awareness, green attraction criteria and green employer branding. These three aspects enable the organization to select the right candidate and foster P-O fit. Green awareness of the candidate is considered an essential factor, as it refers to the personality factors of the candidate, which could help the organization in accomplishing the organizational goals. For instance, green agreeableness, conscientiousness, and green consciousness help in creating green awareness (Ergashevich, 2024).

2.2.1.3 Green Training and Development

Empirically, training has been a significant intervention of GHRM. Organizations train their employees on the environmental sustainability. The motivation behind this training is to foster “eco-literacy”, develop core skills of waste management and to increase environmental expertise within the organization (Maqbool et al., 2024). For instance, the training programs are devised on green initiatives that could possibly reduce greenhouse gas emissions. The environmental training helps the organizational members in developing required management and technical skills, which could possibly preserve the environment, promote environmental sustainability and conserve the available natural resources. Seminars can be helpful in creating awareness on green initiatives (Bauwens et al., 2023).



The process of green T&D is inclusive of activities that influences the organizational employees to focus on environmental issues, learn how to protect the environment and engage in those activities which could help the organization in accomplishing the environmentally friendly objectives (Hendarjanti, 2022). In this scenario, the organization and employee develop an appropriate fit. The employees can be trained on the green training, during the green training educational programs. These programs are a medium in which employees get awareness regarding organizational environmentally friendly activities, knowledge management, significance of environmental protection. Employees' skills related to green environmental management can be fostered through these trainings, again developing a connection with P-O fit (Ergashevich, 2024).

As a result of GHR practices, green measures are embedded based on character and collective competencies. Such tasks maintain a healthy organizational way of life. In addition, HRM practices consider employee responses at work, which might play into the decision-making process (Pathomphatthaphan et al., 2024). Every day contends that corporations and organizations with the right skills and good enough capabilities can initiate GHRM Practices successfully. A lack of experience in HRM practices can include a lack of training programs designed to create attitudes, values, expertise, and awareness related to sustainable and green concerns (Pashayan et al., 2016).

Employees of the agency with little experience in HRM want to see how they contribute to environmental sustainability. Identifying and praising employees is a priority for the company. Persons who have contributed significantly to the management of environmental difficulties (Sholihah, 2024). A lack of experience in HRM practices can include a lack of training programs designed to create attitudes, values, expertise, and awareness related to sustainable and green concerns (Abualigah et al., 2024). Employees of the agency with little experience in HRM want to see how they contribute to environmental sustainability. Identifying and praising employees is a priority for the company. Persons who have contributed significantly to the management of environmental difficulties (Gyensare et al., 2023).

HR policies of green organizations focus primarily on the talent of the individual and the team. A study by (Iftikhar et al., 2021) concluded that organizations can recruit good agency workers by incorporating environmental management structures (EMS) and projects. R&S practices aligned with environmental recognition, repayment, rewards, trainings, and performance-based appraisal.

2.2.1.4 Green Performance and Compensation

Green performance evaluation systems assess the performance of the employees on the basis of the green environmental management practices and standards (Syamsina & Putri, 2024). In this case, the responsibilities and duties of the employees are aligned with the organizational green objectives. One core function of green HRM is the measurement of employee green job performance. The performance of the employees, further connected to monetary and non-monetary rewards. In green compensation and rewards, the employees that have contributed to the environment and allocated time in increasing environmental sustainability, are rewarded with an increase in salary. The sustainability



of the organization is entirely dependent on the process of green management of rewards (Syamsina & Putri, 2024).

Green rewards and pay management system involves the distribution of green financial/non-financial rewards, with the purpose of motivating, attracting, and retaining employees. This lets the employees contribute in the organizational goals and help the organization becoming an eco-friendly firm (Iftikhar et al., 2021). There is a strong association between employee-organization fit and green HRM. The employees are motivated intrinsically or extrinsically, if they receive monetary or non-monetary rewards. The green non-financial rewards can be in form of praise and recognition. These rewards are in the context of green HRM management and are influencers in aligning performance of the employees, with the organizational objectives, making it a perfect P-O fit (Ergashevich, 2024).

2.2.2 Person Organization Fit PFT

The term P-O Fit describes these two perspectives on the construct and observed that it reflects a link between the employee and the organization that decreases the likelihood of turnover. Employees with a strong fit remain with the organization because they want to, it refers to the compatibility between the organization and its employees (AlNaqbi, Mohd-Shamsudin, & Alshurideh, 2024). In this association, one of the entities fulfills the need of the other one. Both of them share similar fundamental characteristics. The term person-organization fit refers to the compatibility of an employee with the organization. In the context of employee selection domain, the match between the organization and chosen employee (Pathomphatthaphan et al., 2024). Empirically, in the previous literature, and it has been misinterpreted by prior research scholars. To be more precise, the P-O fit is understood well, if the organization and employee understands each other needs and share similar set of facets (Gyensare et al., 2023).

In accordance with the (FoodJournal, 2024), it has been found that Pakistan has the second largest fast-food industry. It has been revealed that this industry accounts for 16% of the total employment rate and 27% in value-added production and an approximately of 180 million consumers. The current research is needed because as discussed above, the fast-food industry is so big as it considered to be the 2nd largest in the world in Pakistan and among these fast-food restaurants nearly 1% is indulge the concept of GHRM Practices within their organizations. If the Managers and supervisors will practice GHRM in their organizations, then they will utilize each and everything in a cost-effective manner. Studying the mediating effect of P-O Fit and GC on GHRM Practices in the restaurant industry typically fast-food chains. to check the first line manager's response and observe the company that they are working for GHRM Practices towards GP.

2.2.3 Green Commitment GC

The employees develop an emotional connection to reduce waste and increase sustainability with the organization (Hendarjanti, 2022). This positive association or desire makes him/her more committed towards work. This type of emotional attachment refers to green commitment. Green commitment is a



facet of commitment and recognizes the association of the employees with the organization. The employees discontinue or continue their membership with the organization, on the basis of their organizational association. The employees reflect GC through their emotional attachment within the organization. For instance, employees demonstrate higher levels of responsibility and trust and reciprocate balance and equity towards their organization. Thus, the emotional attachment towards the organization and associated devotion is deemed as green commitment (Hendarjanti, 2022).

Using Pathomphatthaphan et al. (2024) research on HRM policies and healthcare provider performance, this study examines GHRM and its training modes, empowerment, and rewards system. It is claimed by Mochklas et al. (2024) that workplace behaviors are a response to practices and policies based primarily on their abilities to perceive control of HRM initiatives. Educating workers about green values empowers them to make seasoned environmental contributions and rewards them. They are also more likely to keep company modified and transformed HRM practices with positive commitments (Gyensare et al., 2023). Human efforts are needed to make practices sustainable, including these practices and eventually growing worker commitments. Human resources policies aimed at conserving the environment and preserving understanding are included in GHRM policies. To reduce carbon emissions, the company should take a green approach, use low-cost techniques, and engage its employees to reduce carbon footprints (Sholihah, 2024).

Research conducted by Mochklas et al. (2024) describes employees has a loyalty and commitment to the workplace environment. In their study, (Iftikhar et al., 2021) investigated how GHRM affects job seekers' attractiveness in Pakistan. In addition, it explored the association between practices and task seekers' attraction based on the agency's recognition. A survey layout was used for the students in the final Master's in Business Management program. There are three exceptional universities in Southern Punjab where those students have enrolled. Furthermore, the use of it at once affects the agency's attractiveness to process seekers. Also, it proved that it has a very good influence on the task seeker when the organization is popular.

Additionally, this study paved the way for future research on green human aid management. Furthermore, it has enabled organizations to conclude that using green practices will improve their popularity as well as their ability to attract employees. In developing countries, It is a relatively new subject that has piqued the interest of many students and professionals (Pathomphatthaphan et al., 2024). The frontline supervisor's opinions, mostly based on capabilities of organization in handling environmental issues and on a plan to fulfill customer requests (AlNaqbi et al., 2024). Due to increased environmental concerns, businesses now market their products as environmentally friendly.

Employees are more worried about environmental and social identity concerned and shows positive attitude towards them. Therefore, they look for companies that have a welcoming environment. The idea of character-organization suits is to promote employee-business loyalty in a way that satisfies both parties' demands and makes them happy (O'Reilly et al., 2023). When employees' expectations are met, or their efforts are valued promptly, they become more motivated. In this instance, employees keep an eye on increased commitment to the organization (Mochklas et al.,



2024). From the perspective of GHRM practices, employees show a stronger commitment to the employer's environmental sustainability goals and help the business achieve sustainability.

2.2.4 Participative Leadership PL

Participative leaders are high in delegating their task; they work with their teams and have an enchanting vision that inspires his/her followers, seeking their input and feedback (Sholihah, 2024). Participative leadership is thus the transmittance of a leader's vision into his/her followers by the road map of inspiration. Based on literature reviews, Participative management has been established as a powerful model. As well as having a significant influence on the level of employees at institutions, it also improves collective efficacy (Pathomphattaphan et al., 2024), business effectiveness, and citizenship behavior within businesses, all of which contribute to a healthy work environment for the employees.

Participative leaders are crucial in promoting environmental sustainability practices and rules by serving as moderators within GHRM contexts. They engage employees in training for green recruitment and HRM practices and foster a sense of GC (Sharma & Lenka, 2024). The Participative leader moderates' employees' perceptions of organizational environmental sustainability rules and practices in the domain of HRM practices that are not proven itself. Their HRM practices could be more experienced, their education needs to be more experienced, and they must practice green recruitment. Those employees demonstrate green commitment to their employer's direction as they observe their Participative leaders' commands (Olufunke et al., 2024).

2.2.5 Green Recovery Performance GP

According to Abualigah et al. (2024) GP is the perception that an employee develops related to any non-eco-friendly activity and the actions an employee takes to cater those unfriendly behaviors during their service to satisfy customer needs. Previous researchers found significant association between GP and Leadership (Sholihah, 2024) conducted research on leadership, green behavior and management policies. Further argued that the environmentally friendly HRM policies promote green behavior amongst employees. Hendarjanti (2022) revealed that there is an association between GP, HRM practices and employee commitment. The employee commitment towards it reveals a positive employee attitude towards the environment. According to Bagozzi's (1992) employee positive behaviors and GP are associated to the positive perceptions towards organizational Practices of GHRM.

These perceptions in turn increase the commitment of the employee towards the organization and make them a person-organization fit. Consequently, the P-O fit, green HR practices, GP and GP reveals an association in between. The study purposes to understand how GHRM practices may also result in better green performance by frontline employees in light of the increasing interest in this topic. Among the elements of green conduct are training, developing, choosing, and worth for a mechanism that contributes to these elements. Several research studies have been conducted to determine the effects of HRM practices on workers' loyalty to the group and the quality of the service they provide. Besides considering the worker environmental commitment mechanism, the research model may also track the link between Practices of GHRM and GP (Hendarjanti, 2022; Hermanto et al., 2024; Maqbool et al., 2024).



The study validates the association between GHRM and the brilliance of the worker, which is also predicated on the employer's acknowledgment. The analysis shows that the company's recognition is based on various qualities, including outstanding customer service, which influences job searchers who are conscious of the environment. Overall, the study concludes that there are an increasing number of environmentally concerned job searchers in Pakistan. Studies of Pakistani firms using GHRM are nonexistent (Abualigah et al., 2024). Pakistani businesses need to be made aware of the aspects influencing GHRM habits (Abbas et al., 2021).

There are several options available for destiny research in this field. Determining the components present for the extremely restricted records about GHRM may be the subject of future research. Academics can work in this field to expand the body of knowledge that GHRM can utilize. Destiny research can also address the development of components that may influence environmental performance directly or indirectly. The comparative analysis of GHRM between developed and developing countries is the final tropical analysis that has to be finished (AlNaqbi et al., 2024).

Previously, little research has been conducted to investigate the influence of GHRM techniques and policies on the good employee's retention in Punjab universities of Pakistan. It also suggested that future generations of Pakistan is more likely concerned with the environmental and sustainable practices in organization (Syamsina & Putri, 2024). On basis of this it also revealed that GHRM activities, including training and hiring of workers, significantly influence an employee's ability to get a position in a certain company. The employees' perceptions expand about the eco-friendly activities the company promotes and its sustainable practices. Staff perceptions influence their behaviors and job performance. Positive perceptions of environmental practices encourage staff to perform better in related roles. However, it only works best for employees with positive or negative perceptions about their organization's eco-friendly behavior (Appolloni, Jabbour, D'Adamo, Gastaldi, & Settembre-Blundo, 2022). In order to promote environmental sustainability, companies look forward to recruiting employees with positive attitudes and behaviors. As a result, the person and organization have a tremendous association with the GP.

3. Research Methodology

3.1 Research Design

The study was conducted using quantitative methods. A quantitative method involves adopting a concept and speculating (or hypotheses) about it. Respondents were the primary source of data collection. As a result, it became a popular study method, which involves a questionnaire based on quantitative scales already in place. We collected the quantitative questionnaire information in fast food restaurants through face-to-face interactions with staff. Based on the theories already connected, this explanatory study purposes to test the association between the variables. In this study, a correlational research design was used. Accordingly, correlations explain the statistical association between or amongst greater variables. In contemporary studies, the GHRM Practices impartial variables are (Performance and Compensation, Training and Development, and R&S) and the established variables are GP. They are examined for their association, such as Participative leadership being the moderator, P-O Fit, and green commitment being the mediators.



3.2 Data Sampling

Participants are frontline employees of restaurants in Pakistan. By combining two sampling techniques, comfort sampling can pick out a pattern in the population. Purposive and convenient sampling is the first degree of sampling from the population were employed. Several fast-food outlets such as Kaybees, Burger Lab, Kababjees, Burger King, the burger Shack, Karachi Broast, Mr. Burger, OPTP, Subway, and other to hire first-line personnel. This observation may have been purposefully chosen since multinational restaurant chains believe in green recovery and green HR practices.

Improved technologies may be integrated into the restaurant chain faces challenges related to sustainability and client satisfaction so that it adheres to their overall performance. A sample length is a crucial component of empirical research that purposes to formulate suppositions concerning the population beginning a sample normally based on the range of observations required to complete a sure examination. The minimum sample size to conduct SEM has been suggested to be $N =$ one hundred and fifty. SEM is often considered a large pattern size, $N = 200$ (Kline, 2005). More resources and time are needed to reach the appropriate population for this study so that the pattern size could be 408 respondents. This study's reliance on convenience and purposive sampling bias. It limits the representative of the results. Future studies should consider using stratified or random sampling methods to enhance generalizability and external validity.

3.3 Variables

From the pattern size based on the comfort sampling approach, questionnaires were distributed in fast food restaurants and the head office occasionally. Data is being collected using previously connected scales. Overall, it has seven variables. There is one moderator, mediator, and dependent variable, and three are independent. The tool produced 49 items, of which three are IVs, one is moderator, two are mediators, and one is dependent that shows in Table 1.

Section	Variables	Items	Reliability	Source
A	Demographic Information	7		Self-Constructed
B	Affective Commitment	7	0.847	(Allen and Meyer, 1990)
	P-O Fit	6	0.821	(Ktistof-Brown, 1996; Cable and DeRue, 2002)
	Participative Leadership	18	0.721	(Bass and Ayolio, 1989)
	Green Recovery Performance	5	0.759	(Boshoff and Allen, 2000)
	GR&S	3	0.852	(Tang et al., 2023)



GT&D	3	0.910	(Tang et al., 2023)
GP&C	7	0.891	(Tang et al., 2023)

Table 1: Source and Measures of Study Variables

3.3.1 Green Commitment GC

The intention to measure the GC of managers working in the frontline in fast food restaurants has the scale of an item created by Allen and Meyer (1990). The Likert scale starts from 1 to 5, with strongly disagreeing to agree to measure the responses. The object of the sample includes "in this restaurant, I am very glad to spend my time."

3.3.2 Person-Organization Fit PFT

The PFT 6-item scale was created by (Cable & DeRue, 2002). The Likert scale from 1 to 5 strongly disagree to agree to measure the responses. The object of the sample includes "My values are suitable with this restaurant."

3.3.3 Participative Leadership PL

An 18-item scale designed by (Bass & Avolio, 1989), was used to measure Participative leadership. Respondents were asked to answer the questions on a Likert scale (1 to 5). Based on this scale, the top management's belief in their frontline managers can be summarized. The object of the sample includes "In my thoughts; the manager has an accomplished and achieved image."

3.3.4 GP

The GP are measured and converted from the five items of the scale, followed by (Boshoff & Allen, 2000). Strong disagreements about strongly agreeing on responses measured on a Likert scale (1 to 5). According to the pattern object, "I handle dissatisfied clients pretty well considering everything I do."

3.3.5 Practices of GHRM

Tang, Ren, Wang, and Zhang (2023) developed a 13-item scale that measures Green Human Assistance Control Practices (GHRM). Likert scales (0-5, strongly disagree to agree strongly) were used to measure participants' responses. Some examples of items constitute each sub-variable: Green selection & recruitment, "we attract applicants for the green jobs who use green standards to choose employers." "Green education & development develops environments control training programs to enhance personnel's environmental awareness, skills, and knowledge." A performance control system and performance appraisal that uses green performance signs are used for our overall performance

management system and appraisal. A scale of (Tang et al., 2023) was used to measure the availability of green advantages (journey/journey) in preference to distributing pre-paid cards to buy green merchandise. The fastest eating places can be sampled using comfort sampling among 500 staff members (frontline managers).

3.4 Conceptual Framework

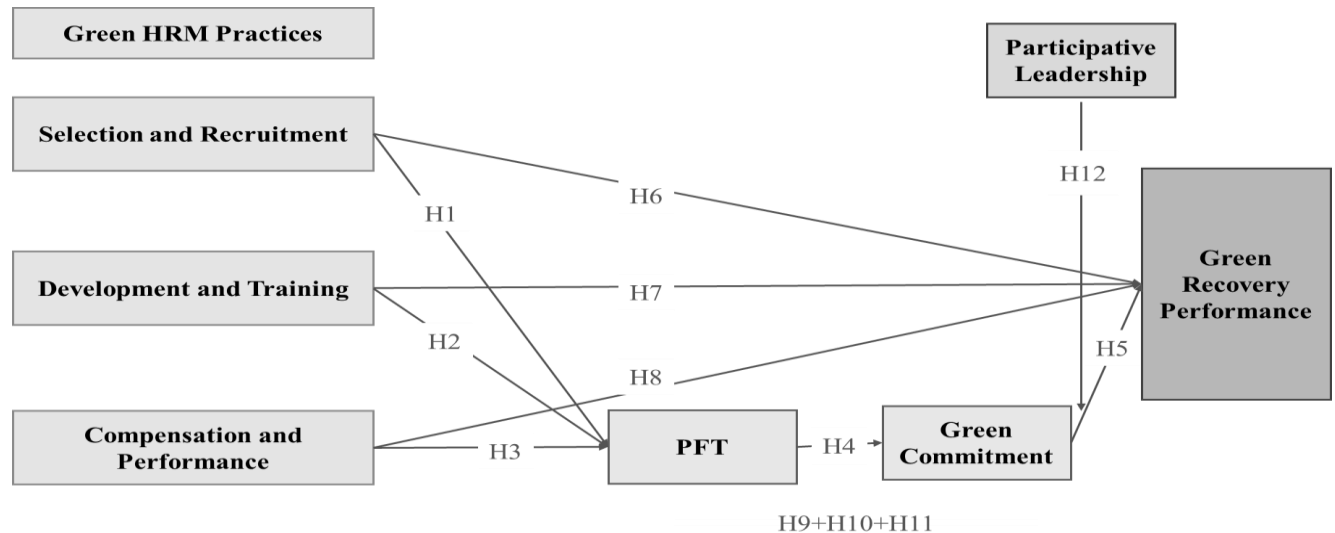


Fig 1: Conceptual Model

3.5 Statistical Techniques

A structural equation modeling approach is used in this study to test the hypothesis using smart PLS. In two steps, smart PLS can estimate SEM. First, we examine the through algorithm, which is related to discriminant and convergent validity; then, we examine the structural testing through bootstrapping, which is related to hypotheses (direction coefficients), mediation, and moderation evaluation. The multivariate method is the most comprehensive as well as the most powerful method of evaluating multivariate data. In a SEM, courses and regressions are evaluated separately or combined. Using this technique, researchers can easily measure multiple dependencies in a single analysis.

4. Data Analysis and Results Discussion

4.1 Data Analysis

Many research scholars use PLS (SEM) for creating statistical evidence and generating study questions. It evaluates the proposed theoretical version. With smart PLS 3.2.3 software, a random sampling of five thousand subsamples was accomplished (Hair Jr, Howard, & Nitzl, 2020). PLS (SEM) has been shown to work well with complex patterns (Chin, 1998) and severe hypotheses (Hair Jr et al., 2020). Furthermore, compared with other strategies based on covariance, the model is



efficient and huge, which means that the model is less constrained by sampling size (Chin, 1998). Two factors were discussed in (Anderson & Gerbing, 1992) estimation, which inspired the estimation. It was assessed whether the proposal hypothesis and structured model were valid in the first step and whether they were valid in the second.

The researcher has made assumptions about the variables under study in twelve instances. A thorough examination of the associations between green recruitment, green education, green performance, and compensation has been conducted, and their influence on P-O fit, respectively. A study was conducted to examine how PFT matches commitment. GP was evaluated in the context of green dedication. Recovery overall performance was analyzed with green commitment and Participative leadership. A speculation check was conducted in order to quantify the influence of (GRAS), (GTAD), and (GPAC) upon (GP). An analysis of PFT and (GC) was conducted to investigate the effect of these variables on recruiting and selection in green environments and sustainability performance in green environments. Furthermore, this study identified the role of GC and P-O fit as a mediator on healing performance relating to green training improvement.

4.1.2 Descriptive Statistics

Table 2 shows the mean scores of the variables ranging from 3.78 to 4.65 and the standard deviation ranging from 0.567 to 0.876. N denotes the numbers of total questionnaires. The minimum value in questionnaire scale was (i.e., 1 = strongly disagree). While the max level value was 5 (i.e. strongly agree). The mean denotes questionnaires that are above 3 is strongly agree towards the questionnaires while below 3 denotes the strongly disagree with the questions developed according to the variables.

Variable	N	Min	Max	Mean	Std. Devi
PFT	408	1.00	5.00	3.876	0.812
GC	408	1.00	5.00	3.789	0.805
GP	408	1.00	5.00	3.987	0.567
PLS	408	1.00	5.00	3.876	0.876
GTAD	408	1.00	5.00	4.654	0.712
GRAS	408	1.18	5.00	3.821	0.754
GPAC	408	1.00	5.00	3.709	0.711

Table 2: Descriptive Statistics

4.1.3 Assessment of Structural Model Significance

Table 3 shows that R square value of PFT, GC and Green performance were 0.353, 0.465, and 0.325 that were moderate. The minimum acceptable threshold of value of R^2 is 0.10 (J. F. Hair, Celsi, Ortinau, & Bush, 2010).



Constructs	R Square	Result
PFT	0.353	Moderate
GC	0.465	Moderate
Green Performance Recovery	0.325	Moderate

Table 3: R2 of Endogenous Latent Constructs

4.2 Measurement Model

In order to ensure the correct operation of the model, convergent and discriminant validity were used. A convergent validity analysis was conducted by comparing the values of each variable to their AVE, Cronbach alpha, and composite reliability to followed the given criteria shown in Table 4. The results revealed all variables have values greater than 0.7 (Table 2). Based on the perspective of (Churchill Jr, 1979), 0.50 should be the minimum figure for person loadings to guarantee the legitimacy of the tool AVE. (Common Variance Extracted) was proposed by (Fornell & Larcker, 1981) as a minimum for checking convergent validity. There were no variables that did not meet the standard counseled. AVE cross-loading and HTMT were used to assess discriminant validity.

Constructs	Items	Loadings	CA	CR	AVE
PFT	PFT1	0.766	0.714	0.743	0.643
	PFT2	0.911			
	PFT3	0.876			
	PFT4	0.788			
	PFT5	0.765			
	PFT6	0.744			
GC	GC1	0.876	0.732	0.718	0.556
	GC2	0.756			
	GC3	0.899			
	GC4	0.741			
	GC5	0.786			
	GC6	0.709			
	GC7	0.795			
GPAC	PC1	0.786	0.798	0.765	0.519
	PC2	0.709			
	PC3	0.965			
	PC4	0.784			
	PC5	0.786			
	PC6	0.876			
	PC7	0.890			
GP	GP1	0.901	0.914	0.904	0.641
	GP2	0.866			



	GP3	0.867			
	GP4	0.824			
	GP5	0.865			
	GPR6	0.967			
GRAS	RS1	0.987	0.765	0.778	0.596
	RS2	0.852			
	RS3	0.741			
GTAD	TD1	0.806	0.788	0.754	0.534
	TD2	0.866			
	TD3	0.788			
PLS	PLS1	0.897	0.953	0.797	0.654
	PLS10	0.843			
	PLS11	0.845			
	PLS12	0.854			
	PLS13	0.833			
	PLS14	0.816			
	PLS15	0.795			
	PLS16	0.783			
	PLS17	0.734			
	PLS18	0.854			
	PLS19	0.897			
	PLS2	0.804			
	PLS3	0.876			
	PLS4	0.798			
	PLS5	0.889			
	PLS6	0.716			
	PLS7	0.750			
	PLS8	0.844			
	PLS9	0.765			

Table 4: Reliability Testing

In Table 5, the AVE square roots are plotted in a negative sloping manner above the correlation values of each variable (Fornell & Larcker, 1981), thus meeting the criteria.

	GC	GP	PFT	GPAC	GRAS	GTAD	PLS
GC	0.843						
GP	0.012	0.877					
PFT	0.432	0.121	0.799				
GPAC	0.367	0.624	0.432	0.886			
GRAS	0.403	0.416	0.541	0.590	0.763		



GTAD	0.534	0.412	0.404	0.581	0.287	0.798	
PLS	0.556	0.556	0.532	0.585	0.578	0.456	0.849

Table 5 Criterion of Fornell-Larcker

Note: GTAD=Green Training & Development; GRAS=Green recruitment & selection; GPAC=Green Performance & Compensation; GPAC=Green Performance & Compensation; PFT=Person organization fit; GP= Green Performance; GC=Green Commitment; PLS=Participative Leadership

The variable loadings in Table 6 are also greater when related to their groups than when related to other constructs. As described previously (Hair Jr et al., 2020), this enhances the convergence of the discriminant validity by changing cross-loading by more than 0.1.

	PFT	GC	GPAC	GP	GRAS	GTAD	PLS
GC1	0.342	0.876	0.145	0.457	0.267	0.186	0.122
GC2	0.234	0.756	0.187	0.167	0.125	0.193	0.233
GC3	-0.122	0.899	0.065	0.087	-0.046	-0.152	-0.147
GC4	0.456	0.741	0.245	0.256	0.542	0.233	0.498
GC5	0.453	0.786	0.165	0.267	0.256	0.182	0.311
GC6	-0.245	0.709	-0.112	-0.080	-0.121	-0.352	-0.444
GC7	-0.211	0.754	-0.076	0.076	-0.087	-0.368	-0.061
GP1	0.234	0.021	0.245	0.901	0.256	0.056	0.198
GP2	0.234	0.121	0.367	0.866	0.306	0.025	0.244
GP3	0.123	0.065	0.493	0.867	0.354	0.078	0.276
GP4	0.255	0.122	0.464	0.824	0.376	0.116	0.543
GP5	0.324	0.065	0.454	0.865	0.344	0.024	0.244
GPR6	0.872	0.042	0.453	0.967	0.134	0.052	0.156
GPAC1	0.187	0.052	0.786	0.256	0.542	0.897	0.145
GPAC2	0.211	0.431	0.709	0.267	0.543	0.421	0.176
GPAC3	0.232	0.234	0.965	0.406	0.509	0.252	0.544
GPAC4	0.077	0.065	0.784	0.245	0.201	-0.053	0.156
GPAC5	0.023	0.012	0.786	0.365	0.344	0.111	0.209
GPAC6	0.155	0.041	0.876	0.399	0.431	0.125	0.277
GPAC7	0.177	0.145	0.890	0.056	0.319	0.362	0.255
PFT1	0.766	0.423	0.342	0.145	0.455	0.225	0.543
PFT2	0.911	0.564	0.025	-0.036	0.144	0.422	0.564
PFT3	0.876	0.453	0.256	0.244	0.176	0.325	0.476
PFT4	0.788	0.209	-0.05	0.087	0.196	0.356	0.499
PFT5	0.765	0.631	0.234	0.111	0.344	0.224	0.443
PFT6	0.744	0.543	0.267	0.245	0.223	0.242	0.411
GRAS1	0.321	0.549	0.542	0.409	0.987	0.398	0.359
GRAS2	0.123	0.541	0.453	0.365	0.852	0.245	0.443
GRAS3	0.267	0.243	0.509	0.312	0.741	0.224	0.396
GTAD1	0.408	0.309	0.503	0.054	0.323	0.806	0.416



GTAD2	0.354	0.245	0.453	0.066	0.123	0.866	0.408
GTAD3	0.311	0.143	0.219	0.059	0.211	0.788	0.355
PLS1	0.542	0.307	0.045	-0.05	0.365	0.491	0.897
PLS10	0.509	0.266	0.265	0.145	0.298	0.271	0.843
PLS11	0.454	0.344	0.199	0.066	0.367	0.314	0.845
PLS12	0.322	0.376	0.056	-0.048	0.244	0.076	0.854
PLS13	0.543	0.444	0.195	0.212	0.344	0.265	0.833
PLS14	0.422	0.332	-0.05	-0.026	0.111	0.276	0.816
PLS15	0.408	0.409	0.234	0.227	0.354	0.109	0.795
PLS16	0.411	0.363	0.276	0.198	0.452	0.134	0.783
PLS17	0.244	0.192	0.205	0.166	0.252	0.220	0.734
PLS18	0.544	0.156	0.245	0.256	0.244	0.343	0.854
PLS19	0.522	0.410	-0.096	-0.267	0.177	0.234	0.897
PLS2	0.312	0.267	0.145	0.256	0.156	0.190	0.804
PLS3	0.365	0.309	0.095	-0.289	0.099	0.261	0.876
PLS4	0.409	0.387	0.241	0.155	0.542	0.421	0.798
PLS5	0.654	0.420	0.167	0.109	0.244	0.398	0.889
PLS6	0.409	0.278	0.156	0.128	0.302	0.411	0.716
PLS7	0.454	0.509	0.276	0.021	0.444	0.211	0.750
PLS8	0.543	0.428	0.222	0.233	0.291	0.234	0.844
PLS9	0.431	0.425	0.267	0.162	0.202	0.333	0.765

Table 6 Cross Loading

Table 7 shows that HTMT maximum values indicated that the standard is 0.85, and all of the variable's HTMT values are less than 0.85 (Hendarjanti, 2022). The validity of discriminant and convergent ensured that the model is valid and can be assess further.

	PFT	GC	GPAC	GP	GRAS	T&D	PLS
PFT							
GC	0.477						
GPAC	0.322	0.566					
GP	0.267	0.245	0.497				
GRAS	0.543	0.256	0.854	0.376			
GTAD	0.534	0.345	0.432	0.134	0.397		
PLS	0.512	0.564	0.245	0.200	0.543	0.490	

Table 7: Heterotrait-Monotrait Ratio (HTMT)

4.3 Structural Model

Several standardized paths were examined to evaluate the structural model, with each standardized path representing a different hypothesis. In addition, the dependent variable's size and signature are tested, as well as the numerical significance of the variable's coefficient, which are all aspects of the LV (Latent Variable). In this case, the LV would reciprocate if the importance of the



coefficient value was greater than the LV's influence on the dependent variable. A summary of the results is given in Table 8 when 0.05 is considered for the significance level of the test. P-O fit is positively affected by sustainable R&S, T&D, and P&C; however, the association is significant with GRAS, GPAC and GTAD. As the PFT is directly related to the GC, it demonstrates significance. A substantial and positive association exists between green commitment and GP. GRAS, GTAD, and GPAC positively correlate with GP, and the associations are significant. All eight hypotheses were accepted, thereby concluding in Table 8.

Hypotheses	Regression Path	SRW	P Values	Results
H1	GRAS -> PFT	0.612	0.003	Accepted
H2	GTAD -> PFT	0.454	0.000	Accepted
H3	GPAC -> PFT	0.587	0.006	Accepted
H4	PFT -> GC	0.976	0.000	Accepted
H5	GC -> GP	0.798	0.003	Accepted
H6	GRAS -> GP	0.689	0.041	Accepted
H7	GTAD -> GP	0.841	0.000	Accepted
H8	GPAC -> GP	0.725	0.000	Accepted

Table 8: Direct Association Between Variables

Hypothesis	Regression Path	SRW	P Values	Results
H9	GPAC -> PFT -> GC -> GP	0.356	0.004	Accepted
H10	GRAS -> PFT -> GC -> GP	0.487	0.000	Accepted
H11	GTAD -> PFT -> GC -> GP	0.621	0.000	Accepted

Table 9: Mediation Analysis

According to Hermanto et al. (2024), an evaluation was performed for the mediator concerned with the practices through PLS-SEM. H9 to H11 significantly influence PFT and GC as a mediator between GPC, GRS, GTD, and GP. Table 9 demonstrated that person-organization fit, and green commitment have a positive association between GPC, GRS, GTS, and GP. Moreover, From Table 10, value of P is 0.654, indicating that PLS does not moderate the link between GP and GC. In Pakistan's context, hierarchal culture of organization and high-power distance may limit the influence of participative leadership on the GC-GP association. Employees may prioritize compliance with top-down directives over shared decision making, reducing PL's impact. In addition, environmental performance may be driven more by regulatory requirements than by leadership style by weakening the moderation impact. The absence of moderation may reflect Pakistan's hierarchical culture, where PL has less effect, or weak in measurement items. Lining this interpretation to attribution or social identity theory would strengthen the discussion.



Hypothesis	Regression Path	SRW	P Values	
H12	GC -> GP	0.067	0.654	Rejected

Table 10: Moderation Analysis

4.4 Assessment of Effect Size (f^2)

The criteria of f^2 values explained by Cohen (1988) is 0.02 classified as the small, 0.15 as medium, and 0.35 as large effect respectively. Table 4.11 shows the effect sizes. The results show that effect sizes range was reasonable to analyze that the model fitted the data very well.

Latent variable	PFT	Effects	GC	Effects	GP	Effects
PFT						
GC			0.044	Small	0.004	Very Small
GPAC	0.001	Very Small	0.017	Very Small	0.126	Small
GP			0.008	Very Small		
GRAS	0.056	Small			0.027	Small
GTAD	0.144	Small			0.042	Small
PLS					0.030	Small

Table 11 Effect Size

4.5 Analyzing Predictive Relevance (Q^2)

This study used the cross-validated redundancy to measure Q^2 (Geisser, 1974; Stone, 1974) as it comprises the path model main component, i.e., the structural model to predict omitted data points. Q^2 greater than zero shows the model has predictive relevance. Table 12 shows a summary of predictive relevance of the model in this study.

Constructs	Q^2	Predictive Relevance
PFT	0.401	Yes
GC	0.357	Yes
Green Performance Recovery	0.234	Yes

Table 12 Summary of the (Q^2)

4.4 Discussion

Green R&S is recognized as a foundation by GHRM as a means of attracting employees who are committed to environmental sustainability. Study results show that GRAS have significant influence on P-O fit. GTAD that promotes green practices significantly influences P-O fit. P-O fit was found to be significantly affected by GPAC in the study. Several studies have found that a green compensation program encourages employees to contribute to the organization's environmental



efforts. It aligns employee goals with the operational objectives of the organization, thus ensuring a P-O fit between employee P&C (Syamsina & Putri, 2024).

A study analyzing Practices of GHRM, GP, GC, and P-O fit, was undertaken to analyze the moderating and mediating influences were identified with particular reference to the fast-food industry. The results found that PFT and GC mediate the association between GP and GHRM Practices. A number of reasons make it critical to understand the scope and influence of Practices of GHRM on firm performance, according to (Maqbool et al., 2024). By using HRM practices that encourage green behavior, it can encourage employees to practice and maintain it. The application of Practices of GHRM is crucial to an organization's CSR performance.

In order to maximize GP, it is critical to have a deep knowledge of GHRM practices. Practices of GHRM enhance green commitment among employees and foster Person-Organization Fit (P-O Fit). This research specifically investigates the influence of these practices on the performance of the fast-food industry. It is evident that frontline managers in fast-food restaurants express significant concerns about sustainability and green commitment (Alfianto et al., 2024). Employees who prioritize environmental and social identity concerns are more inclined to seek employment at restaurants that prioritize sustainability initiatives.

Previous researcher Bauwens et al. (2023) argued that there are some main aspects of GHRM including green awareness, attraction criteria, employer brand, selection, training and recruitment. As a result of these aspects, the company can analyze the employee's skills and determine the job that would be most suitable for them based on their qualifications, skills, and capabilities. Additionally, the awareness of green help the organization to study the employee's personality traits and characteristics to optimize the selection and increase the contribution to the SDGs goals. Green agreeableness, conscientiousness, and green consciousness are some factors that contribute to creating green awareness. Previous studies supported this study results, Hendarjanti (2022) found that organizational commitment was significantly associated with training and rewards for human resources. PFT had a positive influence on GC, according to the same study.

As Hermanto et al. (2024) explain, green commitment involves the association that employees have with their organizations. An employee's association with the company plays a crucial role in determining their retention and whether they are going to continue or discontinue their employment. The emotional attachment of an individual to the firm, as well as the commitment to the firm, demonstrate this. An employee's commitment to the firm can be analyzed by depicting their level of responsibility and trust and how these traits relate to their emotional attachment to the company. There are several challenges regarding GHRM and GP implementation in Pakistan. the study results suggested that the fast-food restaurant in Pakistan should implement the GHRM Practices to increases the GP.

Participative leaders are considered moderators by Practices of GHRM because they alter employee perceptions of organizational environmental sustainability through their personality traits.



Employees participate in green training and awareness as a result of initiatives such as green HRM and green recruitment (Sholihah, 2024). The Participative leader plays a pivotal role in influencing employees, thereby fostering their demonstration of green commitment toward the organization. There is no evidence of a moderating effect between GC and GP in the current research due to the statistical significance of the results.

Empirically, the concept of Person-Organization (P-O) fit suggests that when employees and organizations interact effectively, both parties' needs are optimally met (Gyensare et al., 2023). For employees, timely recognition, appreciation of their contributions, and meeting expectations serve as motivators, leading to heightened green commitment to the organization (Pathomphatthaphan et al., 2024). Practices of GHRM underscore that employees value an organization's green initiatives, which contribute to achieving its environmental objectives.

5. Conclusion and Recommendations

5.1 Conclusion

Companies have been driven to implement eco-friendly practices and activities due to environmental challenges that promote economic sustainability development (Syamsina & Putri, 2024). These practices of sustainability and eco-friendly activities are usually known as green practices that have gained more recognition across the globe. These enable companies to pay attention and become more responsible to their stakeholders, employees, and customers. The reputation of any brand increased due to the inclination towards sustainable and ethical practices (Hermanto et al., 2024). This research has investigated Practices of GHRM in Restaurants of Pakistan. The major restaurants are Hardees, KFC, Pizza Hut, Subway, and McDonalds. The previous studies did not investigate the HRM concept with the implementation have yet to be practices in these organizations. Therefore, this paper purposes to investigate the influence of Green HRM, including performance and compensation, training and development, and R&S on green performance recovery. Secondly, the study purposes to identify the influence of green commitment, person-organization fit association between green performance and compensation, training and development, and R&S on green performance recovery. Thirdly, the study purposes to investigate the role of Participative leadership in moderating the relationship between GC and GP has been recognized.

The Attribution Theory was applied to the study to examine the influence of the abovementioned variables (Sanders, 2024). Green and cognitive processes influence employees' perceptions of the workplace. According to attribution theory (Sanders, 2024), organizations influence employees' knowledge and attitudes through Practices of GHRM. Research in this area has been conducted using a quantitative approach. A correlational design was chosen to conduct the research. The sample comprised first-line officers from fast food outlets in Karachi, including 408 participants. The study utilized a questionnaire with 49 items, covering one DV, three IVs, one mediator, and one moderator. We applied structural equation modeling to the data to analyze it statistically. Green



commitment and P-O Fit were mediating, while Participative leadership was moderating. Green Commitment, P-O Fit, GP, and T&D are all significant outcomes of the study. Mediation analysis revealed that P values were lower than 0.05, which indicated that the analysis of mediation results were found significant. Moreover, the moderation analysis showed that the P-values exceeded 0.05, indicating that the not statistically significant effect of moderation.

5.2 Practical Implications

The idea of green human resource management is popular in the modern day. Businesses offering GHRM practices are something that both managers and staff are looking forward to. These procedures show how accountable a business is for hiring, choosing employees, creating policies, paying them, and other related tasks. By implementing green practices, organizations have the opportunity to enhance their reputation. These procedures create a virtuous corporate culture by minimizing waste and abiding by moral and ethical standards. Future academics and managers of fast-food establishments should take note of the existing studies. The Participative leader plays a highly valuable role in this association between emotional commitment and GP. When new hires join the company, they take after their boss and have various opinions on the company's and the leader's green practices. They then make crucial judgments about whether or not to be devoted to the organization based on their impressions.

Furthermore, the employees' observations of Practices of GHRM and the growth of favorable emotions contribute to an ideal P-O fit. The current study's findings in the Pakistani fast-food business have validated the strong association between P-O fit and green hiring and selection methods. Managers need to comprehend green methods. The management must realize that their company's green initiatives will assist them in drawing in the best candidates. Similarly, the strong correlation in the fast-food business between green commitment and GP indicates that managers need to be mindful of the green HR procedures they implement in their restaurants. They must ensure that the techniques are having a beneficial effect on employees' perceptions. They must guarantee that the GHRM procedures used by fast food restaurants serve society in all social, economic, and ethical situations.

In the last, Managers in fast food restaurants should integrate green KPIs into performance appraisal. They should design onboarding programs that include sustainability training and provide recognition and incentive for employees who adopt eco-friendly practices. These targeted strategies can embed green values into daily operation and foster a culture of environmental responsibility.

5.3 Limitations

An important aspect of this study is the use of SEM. Another limitation of this study is that it is based on a small sample size. A small sample size, however, may have led to some bias in the study's findings. Fast food restaurants in the country could have been targeted to obtain a greater sample size. A convenience sampling method was also employed, and only fast-food outlets in Karachi were visited. Due to this, the current research has a limited scope.



5.4 Future Research

The current research determined the association between Practices of GHRM and the person organizational fit and GC in the fast-food industry. The mediation and moderation analysis has been performed through Smart PLS. The analysis that has been performed reveals that Practices of GHRM play a significant role in influencing the perceptions of the employees. The P-O fit on the other hand, play a significant influence on the GC in the fast-food industry. The future researcher can perform similar research in more than one country and increase the sample size to increase the scope of the research. The influence of GHRM Practices can be compared within different sectors and different destinations across the globe. Additionally, the current research determined the influence of GC on GP. Future researchers can determine the influence of normative commitment on GP.



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