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# Impact of Green HRM on Sustainable Performance: Moderating Role of Green Employee Motivation among the Resources Industry Based Public Entities in UAE

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## Abstract

**Introduction:** *Corporate sustainable performance plays a crucial role in determining green output in the modern age. This research examines the relationship between green human resource management practices, green leadership, and sustainable performance in public entities in the UAE. The study focuses on three green HRM practices: green recruitment and selection, green training and development, and green reward and pay. Additionally, green motivation is considered the main moderator between exogenous and endogenous constructs.* **Methods:** *A questionnaire was developed using existing literature, incorporating demographic factors such as age, gender, qualification, and work experience. The study population consists of top management in public entities across the UAE. Data was collected from these entities, with a final valid sample of 212 respondents analyzed using measurement and structural model analysis through Smart PLS 4.* **Results:** *The measurement model confirmed the reliability and validity of latent constructs, though a few items were deleted due to lower factor loadings. Structural model analysis revealed a significant positive impact of green recruitment and selection, and green reward and pay on sustainable performance in UAE public entities. Additionally, green motivation significantly moderated the relationships between green training and development, green reward and pay, and sustainable performance.* **Conclusion:** *The findings support policymakers in public entities by highlighting key factors influencing green and sustainable performance. The study provides insights for improving sustainability through selected variables of interest.*

**Major Findings:** *The study finds that green HRM practices—particularly green recruitment, training, and performance management—significantly enhance sustainable performance in UAE public sector entities. This relationship is further strengthened by green employee motivation, which plays a key moderating role in driving long-term sustainability outcomes.*

**Keywords:** *Green HRM Practices, Green Motivation, Public Entities, Sustainable Performance, UAE*

## 1.0 Introduction

It is believed that the sustainability title has now become a critical issue in the contemporary environment for the betterment of the future[1]. It is directly linked with the business communities in the world economy. Various social, physical, biological, and environmental factors are linked with the organizations as they are affected by them[2]. It is quite important and natural that organizations play their role towards the sustainability of their relative region. The term sustainability, as considered by private and public sector organizations, is a consensual solution for those individuals and policymakers primarily responsible for the business decision-making process[3].

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Meanwhile, sustainability also creates a sense of synergy between plants, people, and profit[4]. Organizations are directly encouraged by United Nations (UN) to adopt and consider the principles of sustainable development practices in their governance mechanism[3,4]. More specifically, with the utilization of such principles, corporations may achieve their objectives regarding the protection of the natural environment, economic prosperity, and social equity, where the results would be reflected through transparency while reporting the sustainable development agenda[5,6].

The significance of green HRM practices can be examined while focusing on the titles like green recruitment and selection, green training, and green rewards and pay. A range of researchers has suggested looking at the role of internal resources, specifically those entitled "human resources", towards dealing with the firm's environmental performance[6]. The review of traditional literature back in the 90s started considering HRM practices as a key factor for improving environmental performance. At the same time, one of the review in the last decade, have also confirmed that HRM practices are positively associated with environmental performance where the titles like green hiring (*i.e.* employees with some specific environmental competence and green sensitivity in dealing with the environment issues), green training (*i.e.* developing environmental skills and competencies while engaging them in environmental and green behaviors), are a major contributor towards the sustainable output[7].

On the other side, it is believed that when employees become motivated to gratitude the green approaches, that specific organization gains some competitive advantage in the market. At the same time, when priority is given towards creative management, employees will be more willing to adopt green approaches. Meanwhile, employees motivation towards environmental dimensions is mainly linked to the factors like their concern for the environment and organizational support to achieve environmental objectives. More specifically, the motivation of the employees can be divided into intrinsic and extrinsic titles. The former is explained as it is operative only when the employees are more interested in environmental issues. On the other side, extrinsic motivation is operative only when the employees are performing a task to receive monetary and non-monetary benefits from their relative organization[8]. However, the moderating effect of green employee behaviour and green motivation in determining the association between green HRM practices, green leadership, and environmental performance is a big question in both theoretical and empirical literature.

The issue of sustainability has now become a critical issue not only for today's world but also for the future of tomorrow[9]. Organizations play an important role towards the sustainability of their relative region[10]. Over the past couple of decades, the concepts of sustainability, sustainable performance and development have emerged due to the increasing environmental impact of various human activities on the planet earth. Sustainable development also refers to meeting the present needs without compromising the future[11]. This concept is more relevant to different industries and public and private organizations.

In addition, the term sustainable performance has got much attention from the context of public sector organizations in different economies. This is because, for several decades, the term performance measurement has been regarded as an informational tool to evaluate the departmental operations. However, a large body of the recent literature shows the interest in the public sector to focus on the sustainable performance outlook[12]. This is because the increased attention on the performance evaluation by the public managers, academics and consultants reflects the increased pressure on the public sector organizations to improve their performance to remain viable in the today's competitive and global operating environment. In this regard, there is growing concern with the sustainability, and the impact of organizational activities on the environment and society among the public firms has become more attractive for various policymakers and stakeholders[13]. Moreover, it is argued that the public sector has its wider role to play towards the economy and the society and for this reason; they need to engage in the sustainable organizational practices. At present, not only the private sector firms but also those entitled as public sector are being pushed to examine their sustainability performance for which the role of environmental data is substantially important. Meanwhile, it is also argued that the term sustainability performance among the public sector organizations have been emerged by the end of 20$^{th}$ century specifically in developing environmental or sustainability-related performance assessment indicator[14]. Although the term sustainability performance has got much attention in

the modern studies, its investigation from the context of public sector organizations is still in emerging phase[15].

Based upon the above arguments, this study has focused on the following research objectives.

1. To examine the impact of Green HRM practices like green recruitment and selection on the sustainable performance of public entities in UAE.
2. To examine the impact of Green HRM practices like green training and development on the sustainable performance of public entities in UAE.
3. To examine the impact of Green HRM practices like green rewards and pay on the sustainable performance of public entities in UAE.
4. To examine the moderating role of green motivation on the relationship between green recruitment and selection and sustainable performance of public entities in UAE.
5. To examine the moderating role of green motivation on the relationship between green training and development and sustainable performance of public entities in UAE.
6. To examine the moderating role of green motivation on the relationship between green rewards and pay and sustainable performance of public entities in UAE.
7. To examine the moderating role of green motivation on the relationship between green leadership (*i.e.*, transformational leadership) and the sustainable performance of public entities in UAE.

# 2.0 Literature Review

## 2.1 Green HRM Practices and Sustainable Performance

It is said that recruitment and selection play a crucial role in HRM practices, especially in the implementation of HRM[16]. This is considered to be a long-term competency of the organization. Therefore, organizational corporate environmental culture should be linked with this practice. Wehrmeyer and Tyteca, discussed that firms should implement green recruitment and selection to enhance sustainable performance[17]. He further argued organizations should incorporate an environmental reporting role in green recruitment processes. Moreover, interviews should be tailored in such a way so that candidate's potential and compatibility should be gauged that how much they are aligned with the organization's green goals. Kamran HW *et al.*, argued that green recruitment practices create awareness among candidates who increase their concerns and interest towards social and environmental issues, ultimately positively affecting sustainable organizational performance[18]. Khan NU *et al*, stated that green hiring is an essential HRM practice for any organization. Green recruitment and selection help environmentally responsible employers in such a way that would help them to attract talented green people so that corporate environmental management can be established. This further contributes to attaining the organization's environmental goals by increasing sustainable performance[19].

Alblooshi T *et al*, stated that green training and development is key in educating employees (including top management and board members) regarding GHRM skills and knowledge to achieve sustainability[20]. They further argued that it would be difficult for organizations to achieve targeted SP without proper training and development. The empirical evidence shows that organizations that incorporated green training and development in their policies witnessed significant growth in environmental performances[21]. According to Li *et al.*[22], organizations that train their staff in green practices are more capable of establishing green capabilities directed towards lessening irrelevant waste and pollution-creating activities. That is to say, environmentally conscious teamwork adds to substantial waste reduction and enhances a firm environmental performance[22].

Li W *et al.*, stated that pay and rewards hold great importance in promoting sustainable environmental performance[23]. The reason is that this area could be of effective use for organizations as a compensation mechanism to encourage employees to mold their behavior towards green performance. *Malik et al.*, argued that green reward management contributes significantly to motivating employees regarding environmental management initiatives. Hence it leads to better performance[24]. Similarly, Malik SY *et al.*, specified that implementing a green reward system indicates that green policies and practices are employed, and sustainable goals are achieved[25]. Paille *et al.*, suggested that employees should be rewarded with bonuses as it encourages them to understand environmental issues and build an eco-friendly culture within the organization[26]. Peck R *et al.*, argued that many reward practices enhance green skills acquisition and increase sustainable performance[27].

## 2.2 Green Motivation as a Moderator

Phillis YA *et al*,.[28] posited that motivation could be autonomous or controlled. Autonomous motivation, also called intrinsic motivation, provides a sense of autonomy and experience of choice; hence the actor wants to contribute willingly[29]. Motivation free from external factors develops a sense of innovation among employees; hence they are happy to be involved in green practices and programs and accompany the organization in achieving green goals. Controlled motivation, also known as extrinsic, depends on the perception and the desired outcomes are contingent on performance[29]. The conditional task sometimes lessens the employee's interest in green practices, affecting environmental performance. Pislaru M *et al*., further discuss that green intrinsic motivation is an internal driver that brings a sense of love for nature within individuals[30]. This factor urges individuals to love nature, creates passion for performing duties devotedly, and helps organizations achieve sustainable environmental performance. Hence love and passion for the environment are key ingredients of green intrinsic motivation, which encourages employees to be creative towards green HRM practices, especially when they have higher green motivation.

In addition, the available literature focuses on limited but reasonable grounds regarding the green employee motivation and its organizational significance. For example, Pislaru M *et al*., claim that green motivation is a driving force for the people within the organization to effectively perform their tasks and duties without the presence of the external rewards or benefits[30]. Moreover, individuals who are passionate and interested in tehri work, feel more focused and engaged while performing their task, thus such habits make them more excited and satisfied with the completion of their task. Moreover, adding the ecological concerns to employee motivation can also reflect the pr-environmental attitude of the employees which is another driving force of the internal satisfaction. Ramos TB *et al*., further argues that eco-friendly polices and strategies by the organization can be delivered effectively by utilizing the green HRM practices because it deals with the human capital of the organization[31]. Moreover, implementing the green HRM practices can further boost the level of the employee motivation to be eco-friendly, thus sustainable outcomes would be generated. Renwick DW *et al*., also expand the discussion related to green employee motivation as a key role player towards promoting the green behaviour of the employees[32]. Authors claim that green employee motivation is a significant indicator in boosting the relationship between ecological ethics, institutional environment, and institutional support with the green behaviour of the company[33]. For this reason, it is assumed that motivating the employees towards a green and sustainable performance outlook along with other GHRM practices would help the firms to achieve ecological results.

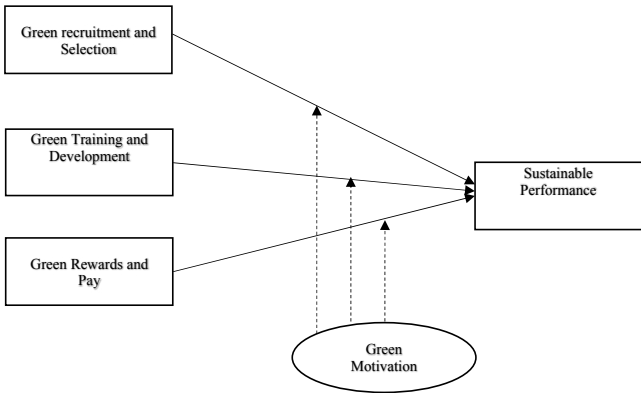



**Figure 1.** Research framework.
Note: Sold lines showing the direct relationship and dotted lines showing the indirect relationship.

# 3.0 Research Methods

In the field of research and statistics, the term population is defined as a group of individuals or objects out of which a statistical sample will be drawn later, known as a part of the population. In any research, it is important to understand the nature and type of the population through which the researchers will collect a sample. However, in its ordinary context, the population is a representative sample of the larger group of people or things having one or more common attributes. Meanwhile, the population is also entitled as a group of individuals, things, or objects in which a statistical practitioner is interested. More specifically, this study will examine the association between the variables of interest for the public sector organizations in the UAE. As the nature of the problem (sustainable performance) has its organizational context and for this reason, the study population under current research is all the public sector organizations working, in the region of UAE. As per the data from the official web-portal of Government of UAE (2023)[34], it is found that

currently there are 224 public sector entities working in the region of UAE. Therefore, the total population under the present study has been regarded as 224. More specifically, there are several authorities working under the shadow of the public sector of UAE. These authorities include Accountability Authority, Agriculture and Food Safety, Airport Company, Center for Technical and Vocational Education and Training, fund for development, Housing Authority, Media Company, National Oil Company, Public Health Center, Securities Exchange, Department of Civil Aviation, Department of Economic Development, and many others (Government of UAE, 2023)[34]. The sample is considered a part of the population through which data is collected for empirical analysis[35]. However, a detailed review of the existing body of literature has stated that there are two major approaches to data collection. The first is probability sampling, and the other is known as non-probability sampling[36,37]. The title of probability sampling specifies that all the respondents in a given population would have the same probability of being included in the study sample[38]. On the other side, under non-probability sampling, all the respondents in a given population do not have the same probability of being included in the study sample[39]. Because of its wider applicability and better letter justification, the present study applies the probability random sampling technique to collect the sample from the targeted population of public sector organizations working in the region of UAE. As the nature of the problem is organizational level, the researcher has decided to collect the data from all the public entities situated in the region of UAE. Due to the nature of the questionnaire, it is observed that data collection from the top management is highly beneficial comparatively to the employees. Therefore, the study has targeted all the public sector entities to collect the data through probability random sampling. Moreover, a questionnaire has been developed while extracting the items from the existing literature for the study variables. A detailed description of the data collected, and valid response rate has been given under Table 1.

**Table 1.** Data filtration and response rate

| Questionnaire | Frequency | Percentage |
|---|---|---|
| Total distributed and returned | 224 | 100 |
| Missing cases | 7 | 3.13 |
| Outliers detected | 5 | 2.23 |
| Unusable cases | 12 | 5.35 |
| Usable for analysis | 212 | 94.64 |

# 4.0 Results and Discussion

## 4.1 Demographic Analysis

The present section covers the demographic analysis of the study respondents. For this purpose, four factors entitled age, gender, qualification, and working experience have been taken into account during the data collection procedure through questionnaires. The findings under Table 2 indicate that there are a total of 17 respondents who belong to the age category of 20-30 years, whereas 65 respondents are in the age range of 30-35 years. Moreover, 46 respondents are in the age range of 35-40 years, whereas 96 respondents are above 40 years. It means that most of the top-level management working in the public sector organizations of UAE is of over 40 years. In terms of gender, it is observed that 61.2% respondents are male whereas, 38.2% belongs to female gender. The qualification of the respondents reflects that 9.8% are those who have only a graduation, whereas 23.2% have completed their master degree. Moreover, 44.6% are those who have finished their master degree with any diploma. Finally, 22.3% of respondents have their qualification of above master degree. Finally, the working experience of the respondents reveal that the highest % of the respondents belongs to working experience of 7-10 years, followed by 1-5 years, and above 10 years, respectively.

## 4.2 Assessment of the Measurement Model (MM)

Cronbach's alpha (α) is a robust measure to assess data reliability. This study calculated α for each latent variable to evaluate its reliability. To be considered credible, the value of α must exceed 0.70 (Hair *et al.*)[12]. As presented in Table 3, all latent variables under investigation exhibited strong internal consistency reliability, with α value exceeding 0.70. By employing these rigorous approaches to assess instrument reliability, the researcher ensured the accuracy and reliability of the measurement scale in this study. A high level of instrument reliability is fundamental in boosting the validity and reliability of research findings, providing researchers with the confidence to draw meaningful and accurate conclusions based on the collected data. Convergent validity, gauged by the AVE,

**Table 2.** Demographic analysis

| Age | | | | |
|---|---|---|---|---|
| **Category** | **Frequency** | **Percent** | **Valid Percent** | **Cumulative Percent** |
| 20-30 Y | 17 | 7.6 | 7.6 | 7.6 |
| 30-35 Y | 65 | 29.0 | 29.0 | 36.6 |
| 35-40 Y | 46 | 20.5 | 20.5 | 57.1 |
| Above 40 Y | 96 | 42.9 | 42.9 | 100.0 |
| Total | 224 | 100.0 | 100.0 | |
| **Gender** | | | | |
| **Category** | **Frequency** | **Percent** | **Valid Percent** | **Cumulative Percent** |
| Male | 137 | 61.2 | 61.2 | 61.2 |
| Female | 87 | 38.8 | 38.8 | 100.0 |
| Total | 224 | 100.0 | 100.0 | |
| **Qualification** | | | | |
| **Category** | **Frequency** | **Percent** | **Valid Percent** | **Cumulative Percent** |
| Graduation | 22 | 9.8 | 9.8 | 9.8 |
| Master | 52 | 23.2 | 23.2 | 33.0 |
| Master+Diploma | 100 | 44.6 | 44.6 | 77.7 |
| Above Master | 50 | 22.3 | 22.3 | 100.0 |
| Total | 224 | 100.0 | 100.0 | |
| **Working Experience** | | | | |
| **Category** | **Frequency** | **Percent** | **Valid Percent** | **Cumulative Percent** |
| 1-5 Y | 59 | 26.3 | 26.3 | 26.3 |
| 5-7 Y | 19 | 8.5 | 8.5 | 34.8 |
| 7-10 Y | 95 | 42.4 | 42.4 | 77.2 |
| Above 10 Y | 51 | 22.8 | 22.8 | 100.0 |
| Total | 224 | 100.0 | 100.0 | |

measures how latent constructs effectively capture the variance in the measured indicators while accounting for measurement error. The investigation demonstrates the constructs' ability to accurately reflect the underlying theoretical constructs by verifying that their AVE values exceed the threshold of 0.50. Discriminant validity, conversely, pertains to the determination of how distinct each construct is within the study model. The primary objective is to avoid substantial correlations between indicators of one construct and those of other constructs. The study employs The Fornell-Larcker Criterion and the Heterotrait-Monotrait (HTMT) ratio to assess discriminant validity (Table 4). The Fornell-Larcker criterion examines whether the square root of AVE for each construct is greater than its correlations with other constructs. Similarly, the HTMT ratio verifies that the correlations between constructs are significantly lower than 0.90. By adhering to these stringent criteria, the study ensures that each construct is distinctly represented and differentiated from other constructs within the research framework. By demonstrating that the measurement instrument accurately captures the intended constructs and that these constructs are distinct from each other, the study augments the overall validity of the research model, facilitating more accurate and meaningful interpretations of the data.

## 4.3 Assessment of Structural Model

Here, we provide the results of experiments designed to evaluate direct and indirect (moderation) hypotheses. Table 4 details all of these.

**Table 3.** Model measurement: Reliability and convergent validity

| Constructs | Items | Outer Loadings | VIF | α | rho_A | AVE |
|---|---|---|---|---|---|---|
| Green reward and pay | GRP1 | 0.801 | 1.869 | 0.858 | 0.902 | 0.699 |
| | GRP2 | 0.898 | 2.300 | | | |
| | GRP3 | 0.821 | 1.880 | | | |
| | GRP4 | 0.821 | 2.050 | | | |
| Green recruitment and selection | GRR2 | 0.908 | 1.551 | 0.746 | 0.756 | 0.797 |
| | GRR3 | 0.878 | 1.551 | | | |
| Green training and development | GTD1 | 0.895 | 1.403 | 0.798 | 0.708 | 0.767 |
| | GTD2 | 0.857 | 1.403 | | | |
| Green motivation | GTM1 | 0.818 | 1.918 | 0.875 | 0.876 | 0.728 |
| | GTM2 | 0.867 | 2.550 | | | |
| | GTM3 | 0.898 | 2.081 | | | |
| | GTM4 | 0.827 | 2.224 | | | |
| Sustainable performance | SPR1 | 0.800 | 1.941 | 0.819 | 0.825 | 0.653 |
| | SPR2 | 0.889 | 2.678 | | | |
| | SPR4 | 0.836 | 2.068 | | | |
| | SPR5 | 0.694 | 1.393 | | | |

**Table 4.** Discriminant validity

| **Panel A: Forner Larker Criteria** | | | | | |
|---|---|---|---|---|---|
| **Construct** | **GRP** | **GRR** | **GTD** | **GTM** | **SPR** |
| GRP | 0.836 | | | | |
| GRR | 0.144 | 0.893 | | | |
| GTD | 0.006 | 0.494 | 0.876 | | |
| GTM | 0.249 | 0.450 | 0.369 | 0.853 | |
| SPR | 0.311 | 0.493 | 0.407 | 0.677 | 0.808 |
| **Panel B: HTMT Ratio** | | | | | |
| **Construct** | **GRP** | **GRR** | **GTD** | **GTM** | **SPR** |
| GRP | --- | | | | |
| GRR | 0.187 | --- | | | |
| GTD | 0.145 | 0.687 | --- | | |
| GTM | 0.274 | 0.552 | 0.470 | --- | |
| SPR | 0.359 | 0.630 | 0.530 | 0.601 | --- |

### *4.2.1 $H_1$: Green Recruitment and Selection (GRR) significantly affect Sustainable Performance (SPR).*

Table 4 shows the impact of GRR on SPR. GRR is projected to have a coefficient of 0.132 (t-value: 3.112), indicating a significant and positive effect on SPR. The findings confirm the hypothesis of a positive association between GRR and SPR. Thus, GRR has a significant positive impact on the SPR of UAE public sector companies. It demonstrates that emphasizing environmental principles during the recruiting process guarantees that the selected personnel are aligned with the organization's sustainability goals and have the knowledge and abilities to contribute to environmentally responsible operations effectively. This convergence of beliefs and knowledge results in more engaged and motivated staff actively participating in and championing green projects, improving the organization's overall SPR[40].

Public sector organizations in the UAE encourage an environmental consciousness by incorporating green ideas into recruitment and selection methods. Candidates are more likely to be drawn to the organization and its mission when they observe the business's dedication to sustainability[41]. This commitment establishes a clear expectation for staff to adopt and promote green practices, supporting an organization-wide proactive approach to sustainability. As a result, the staff becomes more aware of resource preservation, minimizing waste, and energy efficiency, contributing considerably to the organization's SPR[42].

### *4.2.2 $H_2$: Green Training and Development (GTD) significantly affects Sustainable Performance (SPR).*

As shown in Table 4, GTD had no significant effect on SPR. The GTD coefficient is predicted to be 0.006

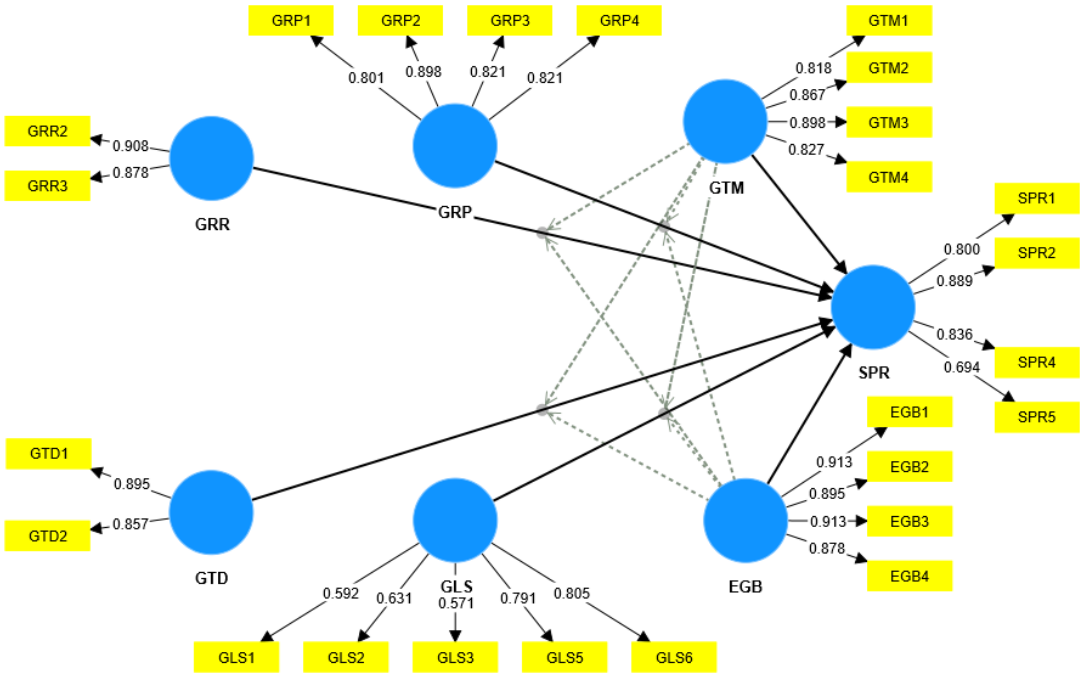



**Figure 2.** Measurement model output.

**Table 4.** Hypotheses testing

| Path | Coefficients | Std. Dev. | $f^2$ | T-Stat. | Remarks |
|---|---|---|---|---|---|
| **Direct Effects** | | | | | |
| GRR → SPR | 0.132 | 0.042 | 0.430 | 3.112*** | $H_1$: ☑ |
| GTD → SPR | 0.006 | 0.048 | 0.396 | 0.117 | $H_2$: ☒ |
| GRP → SPR | 0.081 | 0.045 | 0.324 | 1.822* | $H_3$: ☑ |
| GTM → SPR | 0.328 | 0.059 | 0.235 | 5.523*** | --- |
| **Moderating Effects** | | | | | |
| GTM x GRR → SPR | 0.008 | 0.040 | 0.406 | 0.201 | $H4_a$: ☒ |
| GTM x GTD → SPR | 0.018 | 0.007 | 0.334 | 2.703*** | $H4_b$: ☑ |
| GTM x GRP → SPR | 0.014 | 0.006 | 0.351 | 2.244** | $H4_c$: ☑ |

Note: "***, ** and * indicates level of significance at 1%, 5% and 10% respectively; GRP: Green Rewards and Pay, GRR: Green Recruitment and Selection, GTD: Green Training and Development, GTM: Green Motivation, SPR: Sustainable Performance."

(t-value: 0.117). The findings contradict H2 of a substantial link between GTD and SPR. Several factors can be linked to the minimal influence of GTD on the SPR of public sector enterprises in the UAE. While GTD activities are intended to improve employees environmental knowledge and abilities, the actual execution and effectiveness of these programs may need to be revised. The lack of connection between green training and the organization's sustainability strategy is a key reason for the insignificant impact. In some circumstances, GTD programs may be established and implemented in isolation, with no obvious alignment with the organization's broader sustainability goals and initiatives[39]. As a result, employees may, need help comprehending how the knowledge and abilities gained during training can be applied to their daily job to contribute to SPR. The efficacy of the training may be restricted if there is no obvious link between GTD and organizational sustainability objectives[43].

#### *4.2.3 $H_3$: Green Rewards and Pay (GRP) significantly affects Sustainable Performance (SPR)*

GRP positively impacts SPR (beta: 0.081, t-value: 1.822). The impact is significant at a 10% level of significance. As a result, the H3 of GRP's significant influence on SPR is maintained. GRP can have a major and far-reaching positive impact on the SPR of public sector enterprises in the UAE. Green rewards and pay are rewards and systems that recognize and compensate employees for environmentally friendly behavior and contribute to the organization's SPR. Introducing green aspects into public sector firms rewards and compensation systems can create a strong alignment between employee behaviors and environmental targets, resulting in improved SPR[44,45]. Having GRP as part of the pay system also shows that the company is committed to sustainability. Employees know the company's values and appreciate their efforts to protect the environment. This makes them feel more like they belong to the group and are more loyal to it, reinforcing the culture of environmental responsibility[45]. Engaged and motivated employees are more likely to seek opportunities to contribute to long-term success; resulting in higher overall SPR. GRP can also be a powerful strategy for attracting and maintaining outstanding employees. Prospective employees are increasingly looking for firms that demonstrate a true commitment to sustainability and environmental responsibility in a competitive labor market.

#### *4.2.4 $H4_a$: Green Motivation (GTM) moderates the relationship between GRR and SPR.*

The relationship between GTM and its influence on the association between GHRM behaviors and SPR is highlighted in Table 4. The moderating effect of GTM is specifically investigated in connection to GHRM practices and SPR. Table 4 shows that the interaction term involving GTM and GRR is statistically insignificant, with a beta coefficient of 0.008 and a t-value of 0.201. This result implies that GTM is not a substantial moderator of GRR and SPR. As a result, H6a is not supported, which proposes that GTM moderates the link between GRR and SPR. Thus, in the link between GRR and SPR, GTM has no moderating influence. This means that employee GTM has no meaningful impact on the relationship between GRR methods and their long-term performance outcomes.

#### *4.2.5 $H4_b$: Green Motivation (GTM) moderates the relationship between GTD and SPR*

The results presented in Table 4 provide valuable insights into the impact of GTM on the relationship between GTD and SPR. The coefficient for GTM (0.328) is statistically significant in the direct effects section of the table. Moreover, the interaction term between GTM and GTD yields a coefficient of 0.018, with a t-value of 2.703, indicating statistical significance at the 1% level. These findings demonstrate that GTM plays a significant moderating role in the relationship between GTD and SPR. Consequently, the empirical analysis strongly supports H6b, which proposes that GTM moderates the association between GTD and SPR. The study's findings show that GTM has an important moderating role in the relationship between GTD and SPR in the UAE's public sector companies. This research suggests that the level of GTM among employees significantly impacts how GTD activities contribute to the overall SPR outcomes of the firm[46]. GTD programs seek to improve employees knowledge, abilities, and attitudes toward sustainability and environmentally friendly practices. The study's findings imply that these training activities efficiency in promoting SPR depends on employees enthusiasm to participate in sustainability efforts. GTD has a greater influence on SPR when personnel are strongly motivated by environmental stewardship[47].

#### *4.2.6 $H4_c$: Green Motivation (GTM) moderates the relationship between GRP and SPR*

The analysis of Table 4 (moderating effects) reveals a significant finding regarding the interaction term between GTM and GRP. The product term exhibits a statistically significant coefficient of 0.014 and a t-value of 2.244. This outcome indicates that GTM plays a significant moderating role between GRP and SPR. Consequently, H6c, which posits that GTM moderates the relationship between GRP and SPR, is confirmed. The results of this study reveal that GTM moderates the relationship between GRP and SPR in UAE public sector enterprises. Findings from this study suggest that the impact of green incentives on SPR is moderated by the degree to which employee's value environmental sustainability. GRP aims to encourage and reward employees for their commitment to sustainability and environmental responsibility. The study found that employee's intrinsic motivation to

engage in eco-friendly practices strengthened the positive correlation between green benefits, compensation, and SPR[48]. The significant moderating effect of GTM in the GRP-SPR relationship highlights the importance of fostering an ecologically conscious and motivated work culture. Incentives and compensation plans that encourage sustainability should also aim to inspire and motivate workers to take action[49]. GRP systems have been shown to improve SPR, and GTM's significant role as a moderator suggests that employees motivation to engage in sustainable behaviors and their sense of purpose in assisting environmental preservation are also positively influencing these benefits[50].

## 5.0 Conclusion and Policy Implications

Sustainability is a critical worldwide issue, and enterprises, including the UAE's public sector, increasingly recognize their role in ensuring a sustainable future. Because of human activities expanding environmental impact, sustainability, and Sustainable Performance (SPR) have gained importance in recent decades. Sustainable Development (SD), which includes "economic, environmental, and social components," is critical for addressing current requirements without threatening future generation's well-being[49]. Environmental issues are visible in the UAE owing to fast expansion, climate change, and increased GHG emissions. The worrisome rise in $CO_2$ emissions needs immediate action to encourage sustainable practices, particularly in energy-intensive public sector enterprises that serve local populations. GHRM practices have evolved to improve environmental performance effectively[50]. The research emphasizes the need for green hiring, training, and performance management to achieve long-term results. Despite the significance of green HRM practices, empirical studies focusing on their impact on SPR in public firms in the UAE still need to be expanded. Understanding the role of these practices is essential for public entities to align with the country's sustainability goals. Incorporating Green Motivation (GTM) further enhances the positive impact of green HRM practices on SPR.

In practice, GRR procedures can result in a more conscious of the environment and trained staff in public sector organizations. Organizations may guarantee that their workforce can drive and support sustainable projects by prioritizing applicants with demonstrated dedication to environmental sustainability and applicable green skills. This can lead to more efficient resource utilization, less waste, and more adoption of environmentally responsible practices within the company's walls. Moreover, GRR can help boost employee satisfaction with their work. Employees who share the organization's sustainability aims and values are likelier to be engaged and motivated at work. This elevated sense of purpose can improve their performance and overall dedication to reaching long-term goals. It can also promote an organizational culture of responsibility for the environment by encouraging employees to take ownership of sustainability projects and contribute to the company's overall environmental goals. Additionally, the moderating effect of green employee motivation further infers that it helps in strengthening the relationship between green HRM practices and sustainable performance among the public entities in UAE.

Even with the valuable insights this study offers concerning the correlation between GHRM practices, GTM, and SPR in public sector organizations in the UAE, it is imperative to accept several limitations. The study primarily concentrated on public entities within the UAE, potentially constraining the results applicability to private organizations or different geographical settings. The characteristics of public sector organizations and their unique environmental constraints may vary considerably from those encountered by private enterprises. As a result, it is essential to exercise caution when generalizing the findings of a study to contexts beyond the one being examined[51].

Furthermore, the research study utilized a cross-sectional research strategy, which inherently poses limitations in establishing causal relationships between the variables being investigated. Using longitudinal or experimental designs may offer a more comprehensive comprehension of the causal connections and temporal dynamics between GHRM practices, GTM, and SPR. Using such designs in subsequent research endeavors can bolster the robustness of the study's findings and augment its practical relevance. In addition, it is essential to note that the data collection process mainly relied on self-report measures, which could introduce common method bias and social desirability bias. Using diverse data sources, such as objective performance measurements and supervisor ratings, in future research endeavors can

enhance the internal validity of studies by validating and corroborating self-reported measures.

## 6.0 References


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