

Article

Team Creativity and Green Human Resource Management Practices' Mediating Roles in Organizational Sustainability

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Abstract: The study of green human resource management (GHRM) can help with the creation of organizational strategies that are sustainable for businesses. The main purpose of this research was to examine the underlying strategies for enhancing green teams' creativity as well as green human resource management practices and their effects on the sustainability of companies. We contribute to filling this gap by developing and testing a set of hypotheses in order to provide a first attempt at analyzing the antecedents and outcomes of green team creativity (GTC) and green human resource management practice (GHRM) in Saudi organizations. A questionnaire survey served as the primary method of data collection for the green team creativity and green human resource management practice studies. A total of 198 Saudi Arabian employees from one company completed the data gathering form, and the data were analyzed using partial least squares (PLS) 3.3.3. Quantitative structural equation modeling was employed to analyze the results. The analysis showed that independent variables positively influence green team creativity and green human resource management practices, which in turn have a significant positive impact on organizational sustainability. The results also provide evidence for the mediating effect of team creativity and green human resource management practice on the links between green recruitment and selection; green training, involvement, and development; green performance and compensation; green performance management and appraisal; green employee involvement practices; top management support and environmental orientation; and organizational sustainability. The implications of these results for theory and HRM practices in Saudi organizations are taken into consideration.

Keywords: GHRM; SEM; green team creativity; organizational sustainability



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1. Introduction

Awareness of the sustainability of organizations with regard to environmental matters has recently increased, particularly in the post-industrial revolution era, which marks a significant devastation of the environment [1–3]. The commercialization by companies that employ processes and products that are more pleasant towards nature are being accepted by the present demands as compared to those that utilize conventional styles [4,5]. Sustainability is currently acknowledged as “development that fulfills the present needs while simultaneously considering the requirements of future generations” [6]. The supervision of the environment has to be accomplished individually by every staff member since their work performance will strongly affect the company's policies towards green practices, as suggested by most researchers [7,8]. This is because this practice will encourage the cooperation of management and staff in accomplishing their vision [9]. An efficient concept of human resource management has been created as a result of the application of the concepts of environmental administration and the sustainable improvement of human resource practices, otherwise known as green human resource management (GHRM). GHRM basically incorporates the following perspectives: staff enrollment and guidance, work supervision, compensation and motivation frameworks, as well as staff involvement [10].

Within the GHRM method, environmental objectives are coordinated as the company's objectives [11,12].

Based on the comprehensive studies conducted on GHRM, it is proved that this topic warrants more consideration [4,12]. A hypothetical system of GHRM based on the ability-motivation-opportunity (AMO) hypothesis has been established by Renwick et al. and primarily includes enlistment and employment, staff preparation, work supervision [12], salary management, and social development, which are provided by HRM. Tang [10] explained the basics of the GHRM aspects, with employment, training and improvements, inspiration, and encouragement as the four main capacities of HRM. According to [10], GHRM specifically takes into account green health and safety, mutual labor relations, green job analysis and design, green recruiting and selection, green training and development, and green performance management and pay management. There is a dearth of research on green HRM and sustainability, and what is available is inconsistent. For instance, Ref. [1] establishes six green management practices that have beneficial relationships with sustainability in order to examine the relationship between green HRM and an organization's sustainability in the context of developing countries. On the other hand, the Malaysian context of the study by Yong et al. [13] demonstrates that green structural capital is not related to green HRM. Others agree that further research into this relationship is crucial for the sustainability of organizations and society as a whole. Green HRM initiatives represent a crucial shift for enterprises [13]. When it comes to green HRM programs supporting environmental management practices that lessen environmental deterioration and promote protection and rejuvenation, time is of the essence [14–16]. Green HRM—which stands for “green recruitment and selection”, “green training, involvement, and development”, “green performance and compensation”, “green performance management and appraisal”, and “green employee involvement practices”—is still in its infancy. Some businesses already use green HRM as a human resources strategy to support environmental corporate management. Furthermore, scholars have recently emphasized the need for more empirical studies on various organizational contexts, contrasting emerging economies with industrialized nations; this reinforces the significance of green HRM practices in the creation of a sustainable strategy and the environment [17,18]. The literature does, however, show a connection between green HRM and the Asian service sector [19–21], and there is much more to learn about green HRM in major Asian businesses.

Previous studies have investigated green and collective concerns in different business organizations as well as in fabrication industries [22,23], in the hospitality and travel sectors [24–26], and the wellbeing of individuals [26]. Additionally, construction industries that have integrated green concepts, which represent the crucial aspects of development, have also attracted researchers [8]. The concept of social economy has been previously clarified in order to highlight the significance of collective concerns in accomplishing the sustainability goals of organizations [27]. Since nature preservation is a noteworthy aim for current businesses, an equilibrium in both the economy and the environment should be achieved. GHRM is an innovative concept in human capital, which focuses on employees' behaviors in order to develop an environmentally pleasant organization [28,29]. Social responsibility, the triple bottom line, the common good, and green human resource management are examples of green applications for sustainable human resources [30]. As a result, human resource management was deemed to be the most important of all. GHRM is a group of actions related to the commencement, application, and constant preservation of the green concept by the employees [31]. Employees should be encouraged, authorized, and ecologically aware about green ventures, and this consciousness should be more vital, especially during the development of ecologically creative solutions [32]. GHRM is a human resource method that supports nature-pleasing business organizations and management. It could enhance employees' awareness about the environment and consequently ensure the long-term practicality of green concepts in companies [16,33]. A corporation will demonstrate respect for its employees, the environment, the law, and the community where it has its roots when it adopts standards that are congruent with social

requirements [34]. The idea of social obligations extends beyond industrialized countries to include developing countries as well. Many businesses in poor nations now incorporate CSR ideas into their operations as a result of globalization [35]. A company should be able to guarantee its ability to realize long-term objectives that are advantageous to the people [36], and if at all feasible, considerably superior to what is required by laws [37] and economics [38]. As far as corporate social responsibility is concerned, these exist. Social sustainability is defined as the consistency of a human system in accordance with a predetermined norm of ethics, such as justice, dignity, and loyalty [25]. This study's incorporation of corporate social responsibility carries the aim of examining its impact on sustainable performance. Businesses that consider green initiatives, which in turn consider environmental viewpoints and CSR while taking into account social perceptions would help businesses achieve viable and sustainable performance. Sustainability is measured not just in terms of money and numbers, but also in terms of the health of both people (staff, customers, and stakeholders) and the environment.

This article examines green team creativity and green human resource management (HRM) in organizations with Saudi employees based on the previously described topics. Using green human resource management, the outcomes were evaluated. The relationship between the variables influencing employee green behavior and green human resource management was assessed using the recently developed "Structural Equation Model" (SEM). The research model specifically examines the effects of cooperative design specifications (green recruitment and selection; green training, involvement, and development; green performance and compensation; green performance management and appraisal; green employee involvement practices, top management support, and environmental orientation; green team creativity, and green human resource management), which are to be applied in the green human resource management at an organization. These methods include building measure validity, convergent measure validity, discriminant measure validity, and structural model investigation. This study is structured as follows: Section 2 presents the hypotheses and theoretical models; Section 3 introduces the research methodology and the testing of the new model; Sections 4 and 5 provide a presentation of the analyzed results and present the discussion, the study's implications as well as Section 6.

Green Human Resource Management (GHRM)

GHRM exploits HRM approaches to encourage the sustainable use of properties within an organization, with the purpose of accomplishing the objectives of environmental sustainability. GHRM is usually used to define the awareness of employees and management towards the development of better corporate ecological planning [39]. According to Cao et al. [40], when firms apply GHRM initiatives, they will have a stronger corporate social agenda, value nature, and recognize the requirements of both new and existing employees, which will boost their reputation externally. As a result, the company will seem more employee-friendly. In essence, the theory of social identity contends that employees' perceptions of GHRM will help them to understand the purpose of their employer.

Green HRM, which is based on environmental sustainability, intends to put into practice procedures that encourage the development of environmental skills and give staff members the opportunity to participate in "green" activities [41]. These programs typically encourage a stronger sense of identification with the company [42,43] in addition to improving the firm's outward image [42]. Employees feel their work is more meaningful, and they are more psychologically available to the organization when they engage in green activities and build their environmental abilities [42]. This increases organizational identification. In this regard, people who work for a respectable company with a good reputation in relation to the environment have a favorable opinion of the company's performance. This finally results in organizational identification by creating a sense of belonging.

Consequently, employees will be motivated to adopt positive work attitudes and behaviors in order to improve their organization [44]. Other scientific studies have found that organizational identification of employees significantly improves work attitudes, thus

resulting in lower turnover rates [41]. Employees have a great personal opportunity to find self-satisfaction in their work. Other fundamentally green events include restricting the amount of written words used in carrying out the executives' compensation assessments, etc. In particular, Tang et al. [10] and Shah [45] investigated the development of the scale used to assess GHRM independently. Basically, green human resource management refers to all areas of human resources that represent an organization's environmental agenda and organizational environmental objectives [16,46]. Empirical studies of GHRM have mostly been assessed individually or organizationally [4]. Previous research has proved that GHRM has significant effects on employees' perceptions towards green practices in the workplace [26,47]. By practicing GHRM, companies may improve the awareness of environmental issues among their employees. Enhancing employees' ability to practice environmentally friendly behaviors, helping staff establish a shared understanding of green principles, and boosting company cohesion all serve to effectively promote the "green factory" of business.

2. Theoretical Model and Hypotheses

The literature demonstrates that green HRM practices are primarily employed to utilize the human potential in controlling any environment-related issues in an organization. This attempts to use the best practices of GHRM, which may reveal the best of the HR department and organization in a more sustainable way. The best models of GHRM is comprised of staff enrollment, selection, training and development, performance evaluation, and rewards. The effects of organizational sustainability on green employee involvement practices, green team creativity, and green human resource management at organizations in Saudi Arabia have been depicted in a model, as shown in Figure 1. This figure also depicts how green employee participation practices, top management support, environmental orientation for green team creativity, and green human resource management among staff members correlate with green recruitment and selection; training, involvement, and development; performance and recompense; performance management, and evaluation. Fourteen hypotheses on the possible effects of green HRM on organizational sustainability in Saudi Arabia have been established based on prior studies connected to the green HRM model [48,49]. There has been no evidence of its impact on an organization's sustainability issues. The objective of this research is to explore important features of green HRM with team creativity. The scenario is depicted in Figure 1.

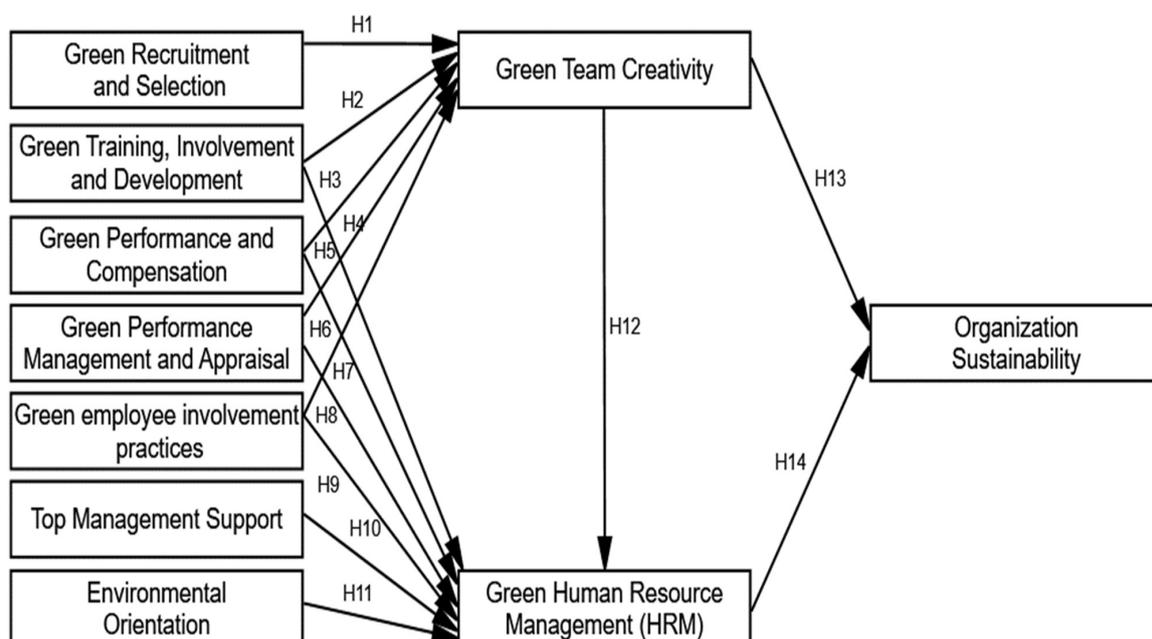


Figure 1. Conceptual framework model.

2.1. Green Recruitment and Selection (GRS)

With respect to green staff enrollment and selection, past researchers assembled these two aspects (i.e., green staff enrollment and selection) into one variable, which is simply denoted as green employment. The green reputation of a company is one of the most prominent criteria that attracts applicants. As determined by [50], the value of green-related issues is still the main consideration among the candidates of Italian employment markets despite their economic stagnation for many years [50,51]. Hiring workers with a positive outlook with regard to green issues may help companies attract expertise in sustainable processes, thus helping the employer to become more competitive [50,51]. Longoni et al. [52] and Zaid et al. [51] demonstrated that green employment is correlated linearly with an organization's financial performance from the viewpoint of the economic dimension of sustainability. Green HRM supports an organization's economic expansion by fostering the recruitment of motivated staff members who will subsequently contribute to the creation of profits [52]. Similar conclusions have been made regarding the environmental aspect of sustainability; it has been demonstrated that employment practices such as recruiting and selection [1,53] as well as green hiring [50,51] have a favorable impact on environmental performance. Guerci et al. [54] discovered that there was no correlation between environmental performance and green hiring. Green HRM is able to enhance employees' interests and skills in environmental management, giving them the ability to contribute to the improvement of the environment [52]. According to Zaid et al. [51], green employment inside green HRM may lead to the beneficial social development of the organization. The following theory was then put forward in light of the previously described points:

H1. *GRS has a positive effect on GTC.*

2.2. Green Training, Involvement, and Development (GTID)

Companies offer a variety of training programs that are created to meet green target needs. This will increase management and technical abilities in protecting natural resources as well as provide the staff with effective training on green practices, such as how to reduce or eliminate the generation of greenhouse gases [1,55]. The value of green training and development programs for organizational and environmental sustainability is rather clear to organizations [19]. The utmost challenges for companies at present are the sustenance of their economic growth while maintaining good environmental sustainability [56,57]. Apart from this, green training may also be able to generate environmental consciousness and instill good attitudes and behaviors in both managerial and non-managerial staff [56,58]. GHRM is a distinct practice of human resource management that guarantees all aspects (financial, social, and ecological) of sustainability [12]. The following hypotheses were then suggested:

H2. *GTID has a positive effect on GTC.*

H3. *GTID has a positive effect on GHRM.*

2.3. Green Performance and Compensation (GPC)

The accomplishment of goals by green organizations can be improved by giving compensation to employees as a reward for their commitment to environmental practices [10,59,60]. Reward schemes should be designed to reflect management's dedication to EP and encourage staff to behave sustainably [61]. The dedication of management to EP may help to encourage their workers and inspire them to become more involved in this matter [59,61]. According to [62], rewards should be linked to the outcomes of greening projects carried out within the firm itself in order to guarantee the success of rewards programs. In order to encourage eco-friendly behaviors such as recycling and trash management, for instance, firms may utilize green reward management strategies such as tying involvement in green initiatives with promotion/career advantages [1,63]. Additionally, it

can be utilized to promote some green innovation and creativity by inviting staff members to offer creative green ideas that are related to their specific occupations. The most important study concerning this matter was conducted by [64,65]. These benefits should be made available at various organizational levels [66]. There are many different kinds of rewards available. It might be financial (bonuses, cash, premiums, etc.), non-financial (sabbaticals, leave, gifts), recognition-based (awards, banquets, publicity, outside positions, daily praise), or positive in nature (feedback, etc.) [67,68]. These incentives could be given to employees who make the most significant contributions to environmental sustainability [12], as well as to middle management employees who encourage their subordinates to adopt green practices [23,66]. The authors investigated how employee rewards affected their efforts to incorporate environmental practices and established that, when compared to other forms of awards such as commendation letters or plaques that focus on acknowledgment, the rewards had a greater positive effect on employees' dedication. The next hypotheses were then suggested:

H4. *GPC has a positive effect on GTC.*

H5. *GPC has a positive effect on GHRM.*

2.4. Green Performance Management and Appraisal (GPMA)

Green performance monitoring and appraisal systems may encourage employees to use green practices within the company [69]. The performance appraisal (PA) takes into account environmental duties, including resolving environmental issues and regulations such as cutting carbon emissions. To promote better employee performance, organizations should adopt corporate-wide metrics to evaluate resource acquisition [70]. Management should provide rewards to employees based on their green performance appraisal so that their engagement towards green practices will improve [59]. The managers should also encourage employees to share their opinions about their workplace and their personal responsibilities in the application of green HR practices. Management should develop future objectives that are tailored to putting these environmentally friendly concepts into practice and evaluating employee success. According to Sharma and Gupta [71], evaluations of green performance are typically based on the characteristics of green productivity. Ahmad and Allen [72] predicted that HR unions should improve employee evaluations by giving employees the opportunity to be rated based on their conduct and specialist knowledge in environmental sustainability. These relationships can be articulated more formally by the following hypotheses:

H6. *GPMA has a positive effect on GTC.*

H7. *GPMA has a positive effect on GHRM.*

2.5. Green Employee Involvement Practices (GEIP)

The capacity to give employees the possibility to voice their opinions about environmental management and offer solutions to any environmental issues in the organization they work for can be characterized as a "green employee participation approach" [14,73]. Former academics claimed that involving employees in decision making about environmental management improves their self-will and problem-solving abilities [74]. Their involvement encourages the growth of pro-environmental cultures in any organization since it will encourage discussion and the sharing of varied viewpoints on environmental aspects [75]. According to Tang et al. [10], employees can be encouraged to participate in environmental activities by communicating a compelling environmental vision and providing information through a variety of formal and informal communication channels. Green teams are also essential for any firm that wants to advance its environmental management techniques. Teamwork promotes collaborative efforts, information sharing, and

the development of original solutions to challenging issues [76]. These relationships can be articulated more formally by the following hypotheses:

H8. *GEIP has a positive effect on GTC.*

H9. *GEIP has a positive effect on GHRM.*

2.6. Top Management Support (TMS)

Numerous organizational and environmental elements have been cited as determinants in the adoption of green practices, e.g., see the works of Abdel-Maksoud et al. [77] and Lu et al. [78]. The degree of environmental uncertainty, regulatory pressure, and customer pressure are a few of the environmental factors. The size of the company and the support given to its employees are two organizational factors [79,80]. Although these criteria were taken into consideration in earlier studies that looked at green practices, no in-depth research on green HRM has been performed [81]. By examining key factors such as top management support and environmental orientation, which influence the adoption of green HRM in Saudi firms, this study intends to fill the gaps in the existing literature on the subject. One of the most crucial elements in establishing green practices in firms has been deemed to be top management support [61]. The way a company's top management approaches these issues, namely either as opportunities or threats, determines its environmental initiatives [82]. A stronger integration of environmental concerns and strategic measures is particularly crucial for industries with high risks as this will increase their economic effectiveness [82,83]. Therefore, top management has a very important role to play in ensuring a proactive attitude toward environmental measures used in business. Based on the topics presented, we presumptively believe that top management's support will have a favorable impact on green HRM. As a result, the following theory was established:

H10. *TMS has a positive effect on GHRM.*

2.7. Environmental Orientation (EO)

Environmental orientation has been defined as an organization's acceptance and application of moral principles as responsibilities to the environment [84]. According to the term "corporate state of mind", which is used to characterize environmental orientation, all company operations can have an impact on it and influence it [85]. Both internal and exterior environmental orientations exist, according to [84]. Internal environmental orientation involves management and staff who develop and acknowledge values that promote the significance of protecting the environment. On the other hand, external environmental orientation involves a company's interactions with stakeholders [86]. According to an earlier study, the existence of a well-connected environmental system will give organizational orientation toward environmental sustainability more precision [64,87]. Additionally, it has been asserted that the implementation of an efficient EMS that incorporates business programs and policies will result in improved environmental performance [52,88]. The development of an environmental corporate culture that integrates environmental values across the entire firm will consequently have a positive effect on the performance of the environment [85]. Consequently, the following hypothesis was created:

H11. *EO has a positive effect on GHRM.*

2.8. Green Team Creativity (GCT)

For production to be sustainable, green, and hygienic, green creativity (GCT) is essential [89]. GCT is defined as "the development of new ideas about green products, green services, green processes, or green practices that are authentic, unique, and useful" [90]. GCT is very crucial for the emergence of unique green concepts that lead to green invention and production [91]. The generation of green ideas may be affected by a number of

variables, including organizational identities and enthusiasm for the environment [91,92]. A creative process is one in which novel concepts are carefully considered to create novel products that demand novel behaviors. In the world of business, creativity is the process of turning original concepts into profitable and useful products [92]. Creativity is a compulsory step during the innovation process because creativity is the initiator of innovation [93]. According to Amabile [93], GCT is “the development of new ideas about green products, green services, green processes, or green practices that are judged to be authentic, unique, and useful” [94,95]. Therefore, the primary force behind an organization’s production of creative goods and services is organizational creativity, or organized GCT [94,96]. According to appropriate evidence that was previously made available in the literature [97], the success of any new good is typically founded on team innovation, which streamlines the entire process of product creation [97]. These relationships can be articulated more formally by the following hypotheses:

H12. *GCT has a positive effect on GHRM.*

H13. *GCT has a positive effect on OS.*

2.9. Green Human Resource Management (GHRM)

GHRM is the application of HRM strategies to promote the sustainable use of resources inside a company in order to realize environmental sustainability goals. The interests of individual employees and executives in creating strategies and procedures for more extensive corporate ecological planning are typically referred to as GHRM [39]. To keep people in the green program and to continue recognizing their organization, green awards may include the use of work environment and life advantages, including carbon minimization [98]. Although some workers might feel that it is not their responsibility to preserve the environment, today’s workforce tends to realize this trend, and managers should follow it without hesitation [57]. Cao et al. [40] discovered that when GHRM methods are applied in any organization, the organization will have a successful social agenda because both the environment and the needs of current and potential employees are prioritized, which then leads to an improved external reputation and a more “appealing” workplace. As such, the employees will identify with their organization more. According to Raza et al. [99], employees who acknowledge their companies will be more committed and proud of their organizations. They will tend to denote their pride in the companies as their own pride. As a result, they will be motivated to adopt positive work attitudes and behaviors in order to improve their organization [44]. Other scientific studies have found that organizational identification by employees significantly improves work attitudes, resulting in lower turnover rates [41,100].

H14. *GHRM has a positive effect on OS.*

2.10. Organizational Sustainability (OS)

Adaptation strategies have received a lot of attention from corporate entities in the twenty-first century. The professional and green human resources departments could make a substantial contribution to the development of a sustainable organizational culture [101]. Sustainability tenets must be reflected in administrative procedures. HR professionals frequently consider the interests of the shareholders when making HR choices [102]. The influence on the economy, culture, and society must now be taken into consideration as organizations seek comprehensive input from several stakeholders, both within the company and internationally [103]. According to Likhitkar and Verma [104], businesses should take part in a range of eco-friendly activities to ensure the long-term viability of their operations, including e-filing systems, ride-sharing, career attitudes, virtual and telephone conferences, recycling, and the construction of more electricity-saving buildings. Higher efficiency, lower expenses, contented workers, and lower turnover are the outcomes of

these green initiatives, which contribute to the sustainability of the business. According to Amjad et al. [57], who considered the relevance, benefits, and limitations of organizational sustainability in their study of “Green and Green HRM”, sustainability is defined as “growing to meet the requirements of the population successfully without jeopardizing the needs of the current generations”. To increase employee awareness of environmental challenges and to motivate them to effectively navigate the foreseen difficulties, organizational commitment to sustainability is essential [101]. According to studies by Pham et al. [21] and Amjad et al. [57], the objectives of GHRM are recruiting and selection, learning and support, performance appraisal, and compensation for environmental sustainability. Professional awareness of environmental concerns and eagerness to quickly overcome anticipated hurdles are fostered by organizational commitment to sustainability [101]. Amjad et al. [57] found that by putting green HR strategies into practice, businesses plainly show to current and prospective customers that they have a successful company social goal and are aware of social and environmental concerns. From the viewpoint of prospective employees, this elevates the organization’s external status and makes it more “appealing” to employees.

3. Research Methodology

3.1. Design of the Study

This study is a survey that aimed to find the strength of the quality assertions of one organization in Saudi Arabia. For this analysis, one main endogenous construct called “organizational sustainability” was considered. In Figure 1, the proposed model is presented. The framework included ten constructs, including environmental orientation; green team creativity; green recruitment and selection; green training, involvement, and development; green performance and compensation; green performance management and appraisal; green human resource practices; and top management support. For each of the ten constructs, fourteen different directions were suggested; five different directions were suggested for green hiring and selection; green training, involvement, and innovation; green pay; green performance management; green performance appraisal as well as green human resource practices, which were thought to significantly predict green team creativity. In addition, seven path lines were suggested for green training, involvement, and development; green performance and compensation; green performance management; and green team creativity. These practices, along with top management support, environmental orientation, and green team creativity, were hypothesized to significantly predict the sustainability of green human resource management (HRM) in organizations. Meanwhile, it was proposed that green human resource management (HRM) and creative green teams would anticipate the sustainability of enterprises (see Figure 1).

3.2. Sample Characteristics

Almost 213 questionnaires were distributed. From those, 198 were returned, indicating a 92.9% return rate. These questionnaires were personally assessed, and 15 questionnaires remained unanswered. Therefore, they will not be considered. The rest of the 198 questionnaires were evaluated using SPSS. From the 198 questionnaires, 118 (59.6%) were from male respondents, and 80 (40.4%) were from female respondents. In terms of age, 32 (16.1%) were 18–22 years old, 48 (24.4%) were in the ages of 23–28, 73 (36.8%) were 29 years old or older, 40 (20.2%) were 35–40 years old, and 5 (2.5%) were over 40 years old. The participants’ nationalities were mostly Saudi (177, or 48.9%), with 21 (48.9%) being international employees. In terms of revenue, the majority of the respondents (82.1%) were from the income group of SR 4000–6000 per month, suggesting that most of them were probably public servants of middle-income.

3.3. Measurement

All obtained data, including green human resource management variables and demographics, were evaluated using a 5-point Likert scale. The questionnaires were given physically, and all respondents were required to answer them manually in order to ensure

the precise collection of data. IBM SPSS and Structural Equation Modeling (Smart-PLS) were used to assess the collected data. IBM SPSS and Smart-PLS 3.3.3 are considered as the primary mathematical methods used in our two-phase study. The former phase comprised of the construction of the suitability of the steps, the suitability of the flexible steps, and the bias of measurement suitability; the latter phase investigated the model of the structure. This method was suggested by [105]. The estimated “green recruitment and selection” factor was rated in five (5) items, and each was used by [1,4,106]. The “green performance and compensation” factor was included in five items (5), which were considered in [1,106]; and “green training, involvement, and development” in five (5) items was applied by [106,107]. “Green performance management and appraisal” was also considered in more than five (5) items and used by [1,11]. Moreover, the estimated “green employee involvement practices factor” was rated in five (5) items, and each was used by [1,7]. “Top management support” was also considered in more than five (5) items and followed by [108]. The estimated “environmental orientation” factor was rated in five (5) items, and each was accepted by [108,109]. Five (5) items in [51,74,109] used the “green team creativity”. Furthermore, among the five (5) items from [108,110], “green human resource management” was used. Organization sustainability was measured through five (5) items, as suggested by [1,106–108,110].

3.4. Data Collection

A total of 213 questionnaires were distributed, and out of that total, 198 were returned by the respondents. After manual analysis, 15 of the 213 questionnaires were found to be incomplete, i.e., unanswered or unfinished; therefore, they were not considered. The authors of [105] advocated for such exclusions, stating that including incomplete questionnaires could lead to imprecise statistical results. The chosen research model consisted of employees of organizations as the sample study. Their green team activities as well as their green human resource management were also inspected. Data were collected from 198 randomly chosen employees (both local and non-locals) of Saudi organizations in Saudi Arabia. Data were collected from one organization that enrolled employees utilizing a structured physical survey in order to test the hypothetically created model. Data were collected between July and August 2022. The formula below was used to get the sample size:

$$ss = \frac{z^2(p)(q)}{e^2}$$

where SS = Sample Size; Z = 1.32 (95% confidence level); P = prevalence level (0.5 used for sample size needed); Q = (1 – p); E = error term (0.05). By inserting values into the formula, the sample size would be the following:

$$ss = \frac{1.32^2 (0.50)(0.50)}{0.05^2}$$

$$ss = \frac{1.7424 (0.25)}{0.0025}$$

$$ss = \frac{0.4356}{0.0025}$$

$$ss = 174.24$$

Based on these analyses, the sample size of this study (N = 198) is acceptable, according to Krejcie and Morgan [111]. They stated that the minimum sample size for quantitative research should be N = 198. For the data analysis, the procedure PLS-SEM was used. In this review, the Smart PLS 3.3.3 framework was used to test the scope and design of the model. Information accuracy and reliability are measured within the calculations in the measurement model. The Fornell–Larcker criteria, cross loading, and heterotrait–monotrait ratio computation approaches were used to assess the discriminant validity (HTMT). There are two different sorts of instability: Cronbach alpha and composite steadfastness (CR);

both of these metrics should be much higher than 0.700. The path coefficient, *t*-value, and *p*-value were used to report the relationship's validity for the assessment model.

4. Result

4.1. Measurement Model

Four evaluations by the PLS-SEM measurement model, including reflecting indicator loadings, internal consistency reliability, convergent validity, and discriminant validity, are advocated by Hair et al. [112]. Since PLS-SEM relies on variances to determine an optimum solution, the goodness-of-fit measures of CB-SEM are not fully applied to the PLS-SEM context. Using the goodness of fit to measure the discrepancy between the observed or approximated values of the dependent variables is arguable, and the use of goodness of fit to determine a model fit is not recommended in the context of PLS-SEM [113]. SRMR, NFI, and RMS_theta are commonly used indicators for PLS-SEM that evaluate the overall appropriateness of the model. The range of the SRMR value is from 0 to 1. When SRMR is less than 0.08, it can be regarded as a good fit of the model [114]. The range of the NFI value is between 0 and 1. The larger the value of NFI, the better performance it obtains. When the NFI is greater than 0.9, this indicates that the model fits well [115]. The RMS_theta value is only suitable for evaluating reflective measurement models. An RMS_theta value less than 0.12 indicates that the model fits well [116]. The SRMR value of the model evaluation verification in this study is 0.054. Although the NFI value of 0.858 is less than 0.9, it is not that different. The RMS_theta value is 0.153. Although it is greater than 0.12, it is also acceptable. Therefore, in general, the model in this study is reasonably well-fitted. The collinearity analysis and model fit are shown in Table 1.

Table 1. Collinearity analysis and model fit.

Type of Measures	Values
SRMR	0.018
NFI	0.0918
RMS_theta	0.152

4.1.1. Reflective Indicator Loadings

SEM should attain reflective indicator loadings greater than 0.700 [112]. According to our computation, all loadings exceeded 0.700. The lowest loading (0.734) was found for "green performance and compensation" (GPC2). For the following data analysis method, fifty indicators were included (Table 2).

Table 2. Reflective indicator loadings, CR, CA, and AVE.

Construct	Items	IL	CA	CR	AVE
Green Recruitment and Selection (GRS)	GRS1	0.795	0.864	0.901	0.646
	GRS2	0.771			
	GRS3	0.821			
	GRS4	0.823			
	GRS5	0.809			
Green Training, Involvement, and Development (GTID)	GTID1	0.765	0.838	0.885	0.607
	GTID2	0.799			
	GTID3	0.814			
	GTID4	0.776			
	GTID5	0.741			
Green Performance and Compensation (GPC)	GPC1	0.773	0.868	0.905	0.656
	GPC2	0.734			
	GPC3	0.845			
	GPC4	0.839			
	GPC5	0.852			

Table 2. Cont.

Construct	Items	IL	CA	CR	AVE
Green Performance Management and Appraisal (GPMA)	GPMA1	0.791	0.890	0.920	0.697
	GPMA2	0.836			
	GPMA3	0.893			
	GPMA4	0.878			
	GPMA5	0.767			
Green Employee Involvement Practices (GEIP)	GEIP1	0.842	0.912	0.935	0.741
	GEIP2	0.893			
	GEIP3	0.856			
	GEIP4	0.882			
	GEIP5	0.828			
Top Management Support (TMS)	TMS1	0.854	0.911	0.934	0.740
	TMS2	0.893			
	TMS3	0.898			
	TMS4	0.840			
	TMS5	0.812			
Environmental Orientation (EO)	EO1	0.758	0.910	0.933	0.737
	EO2	0.870			
	EO3	0.907			
	EO4	0.849			
	EO5	0.899			
Green Team Creativity (GTC)	GTC1	0.842	0.898	0.925	0.711
	GTC2	0.843			
	GTC3	0.870			
	GTC4	0.867			
	GTC5	0.794			
Green Human Resource Management (GHRM)	GHRM1	0.739	0.861	0.900	0.644
	GHRM2	0.833			
	GHRM3	0.865			
	GHRM4	0.794			
	GHRM5	0.775			
Organizational sustainability (OS)	OS1	0.849	0.913	0.935	0.742
	OS2	0.866			
	OS3	0.890			
	OS4	0.847			
	OS5	0.856			

4.1.2. Internal Consistency and Reliability (ICR)

ICR was utilized to evaluate the consistency of results across indicators. In the current procedure, Cronbach's alpha (CA) and composite reliability (CR) were reported. ICR values should be in the 0–1 range. The values for Cronbach's alpha and CR must exceed 0.700 [112]. Table 2 displays Cronbach's alpha and the CR values. Cronbach's alpha and the CR values for all constructions are acceptable, exceeding the acceptable level. Green recruitment and selection (GRS) had a Cronbach's alpha of 0.864 and a CR of 0.901, while green training, involvement, and development (GTID) had an alpha of 0.838 and a CR of 0.885. Moreover, green performance and compensation (GPC) obtained an alpha of 0.868 and a CR of 0.905. Green performance management and appraisal (GPMA) had an alpha of 0.890 and a CR of 0.920. Green employee involvement practices (GEIP) had an alpha of 0.912 and a CR of 0.935 (see Table 2). Cronbach's alpha and the CR values for all constructions are acceptable.

4.1.3. Convergent Validity

Convergent validity is defined as a subject-to-concept relationship; there should be a strong relationship between tests that use the same or similar constructs [112]. In this study, the average extracted variance was used to calculate the convergent validity (AVE).

Using SmartPLS 3.3 [112], we estimated the AVE. According to the methodology, the AVE values must be at least 0.500 and must account for at least 50% of the variance (Table 2). All constructs had AVE values higher than 0.500 or explained more than 50% of the variance as a result of the computation. For example, the AVE for top management support was 0.740, the AVE for environmental orientation was 0.737, the AVE for green team creativity was 0.711, the AVE for green human resource management was 0.644, and the AVE for organizational sustainability was 0.742.

4.1.4. Discriminant Validity

The degree to which a construct is seen as empirically different from others is known as discriminant validity. This study examined the validity of the discriminant using three techniques: the Fornell–Larcker criterion, cross-loadings, and HTMT. A construct’s shared variance must be lower than others’ AVE [117] in order to meet the Fornell–Larcker criterion. The values of the shared variances for each construct, as shown in Table 2, are smaller than the construct. For example, green performance and compensation’s value (0.810) exceeds all of its shared variances with green performance management and appraisal (0.747), green human resource management (0.792), and environmental orientation (0.475) (See Table 3). The Fornell–Larcker criterion served as the foundation for establishing discriminant validity. Additionally, if an indicator loading on a concept is higher than its cross loadings, discriminant validity will manifest [112].

Table 3. Discriminant validity (Fornell–Larcker criterion).

	EO	GHRM	GPMA	GPC	GRC	GTC	GTID	GEIP	OS	TMS
Environmental Orientation (EO)	0.858									
Green Human Resource Management (GHRM)	0.480	0.802								
Green Performance Management and Appraisal (GPMA)	0.502	0.745	0.835							
Green Performance and Compensation (GPC)	0.475	0.792	0.747	0.810						
Green Recruitment and Selection (GRC)	0.521	0.713	0.760	0.737	0.804					
Green Team Creativity (GTC)	0.559	0.589	0.735	0.607	0.769	0.843				
Green Training, Involvement, and Development (GTID)	0.518	0.750	0.737	0.722	0.800	0.821	0.779			
Green Employee Involvement Practices (GEIP)	0.388	0.775	0.672	0.706	0.782	0.603	0.728	0.861		
Organizational Sustainability (OS)	0.358	0.790	0.668	0.710	0.745	0.593	0.755	0.718	0.862	
Top Management Support (TMS)	0.345	0.775	0.665	0.718	0.708	0.497	0.640	0.615	0.739	0.860

4.1.5. Loading and Cross-Loading

All indicator loadings and cross-loadings are shown in Table 2. Every structure had higher outside loadings (shown in bold) than the other structures. When compared to the loadings of its other constructs, the indicator EO 1 within the construct of organizational sustainability, for instance, obtained the highest loading of 0.758 (green employee involvement practices, for example, obtained a loading of 0.380; green human resource management, a loading of 0.500; green recruitment and selection, a loading of 0.448; green performance management and appraisal, a loading of 0.464; green performance and compensation, a loading of 0.446; and for green team creativity, Table 3 contains a detailed report of all cross-loading calculations.

4.1.6. Heterotrait–Monotrait Ratio (HTMT)

When the HTMT is greater than 0.900, discriminant validity will also manifest. A HTMT value greater than 0.900 denotes a lack of discriminant validity [112]. All of the HTMTs in Table 4 were calculated, and as they all fall below 0.900 and considerably deviate from 1, the HTMT evaluation supported the discriminant validity. The relationship between green performance management and appraisal and green performance and compensation is where the highest HTMT value is found (0.856), whereas the relationship between

environmental orientation and top management support has the lowest HTMT value (0.368). An expanded explanation of the HTMT values is presented in Table 4.

Table 4. Heterotrait–monotrait ratio for discriminant validity (HTMT).

Factors	EO	GHRM	GPMA	GPC	GRS	GTC	GTID	GEIP	OS	TMS
Environmental Orientation (EO)	0.884									
Green Human Resource Management (GHRM)	0.533									
Green Performance Management and Appraisal (GPMA)	0.544	0.855								
Green Performance and Compensation (GPC)	0.518	0.614	0.856							
Green Recruitment and Selection (GRC)	0.567	0.655	0.564	0.663						
Green Team Creativity (GTC)	0.617	0.672	0.813	0.682	0.852					
Green Training, Involvement, and Development (GTID)	0.574	0.489	0.546	0.547	0.554	0.627				
Green Employee Involvement Practices (GEIP)	0.417	0.777	0.747	0.792	0.609	0.665	0.836			
Organizational Sustainability (OS)	0.388	0.784	0.740	0.700	0.847	0.655	0.641	0.786		
Top Management Support (TMS)	0.368	0.670	0.742	0.807	0.801	0.546	0.736	0.672	0.809	

4.1.7. Coefficient of Determination (R^2)

The coefficient of determination (R^2) is the result of the regression analysis and is defined as the proportion of endogenous variable variation that can be predicted by the exogenous variable. It evaluates how well a proposed model predicts the future. The square correlation between two particular endogenous constructs is what is counted. The R^2 has a range of 0–1, with 0.25 being weak, 0.50 being moderate, and 0.75 being large [112], based on the study's findings. Table 5 displays the outcome for R^2 .

Table 5. Coefficient of determination R^2 .

Factors	R Square	Results
Green Human Resource Management	0.801	Substantial
Green Team Creativity	0.778	Substantial
Organizational Sustainability	0.649	Moderate

4.1.8. Results for f^2

The effect size, often known as f^2 , is a statistical concept that quantifies how strongly a predictor construct correlates with an independent variable. In other words, the effect of external constructs on endogenous constructs was measured using f^2 . f^2 looks at how the value of f^2 changes when an exogenous construct is taken out of the model. The f^2 value of 0.02 is described by Hair et al. [112] as having a moderate influence, the value of 0.15 as having a medium effect, and the value of 0.35 as having a big effect; see Table 6.

Table 6. Results for F^2 .

Factors	GHRM	GTC
Environmental Orientation	0.631	
Green Human Resource Management	0.382	
Green Performance Management and Appraisal	0.234	0.349
Green Performance and Compensation	0.546	0.130
Green Recruitment and Selection		0.269
Green Team Creativity	0.338	0.772
Green Training, Involvement, and Development	0.446	0.557
Green Employee Involvement Practices	0.556	0.855
Organizational Sustainability	0.848	
Top Management Support	0.677	

4.2. Structural Model

4.2.1. Collinearity

Examining the model's prediction skills was part of the structural model's evaluation. However, the collinearity value should be acknowledged by reporting the variance inflation factor (VIF) values before presenting the structural model. It is worth noting that the sets of predictors were evaluated for their ability to interact with one another [112]. Green performance management and appraisal was found to be predictive of green team creativity and green human resource management. Green team creativity and green human resource management were predicted by green training, involvement, and development (Table 7). VIF readings should be less than 3. Those greater than three are frequently thought to have multicollinearity issues. According to the findings of the data analysis, all VIFs are under 3. VIF values of 2.351 and 1.681 were achieved for green performance and compensation as a predictor of green team creativity and green human resource management. Green employee involvement practices had VIF values of 2.577 and 2.569 as predictors of green team creativity and green human resource management. Additionally, organizational sustainability acquired VIF values of 1.532 and 1.529, respectively as predictors of green team creativity and green human resource management (Table 7). Therefore, collinearity is not a problem for the study's model.

Table 7. Variance inflation factor (VIF < 3).

Factors	GHRM	GTC
Environmental Orientation	1.535	
Green Human Resource Management	1.370	
Green Performance Management and Appraisal	1.473	2.864
Green Performance and Compensation	2.351	1.681
Green Recruitment and Selection		2.99
Green Team Creativity	2.849	
Green Training, Involvement, and Development	1.760	2.373
Green Employee Involvement Practices	2.577	2.569
Organizational Sustainability	1.532	1.529
Top Management Support	2.396	

4.2.2. Structural Model

The significance of all direct effects or hypotheses was evaluated for the structural model by assessing the path coefficients, *t*-statistics, and *p*-value. With 5000 resamples, we used a bootstrapping approach to compute the data. Table 8 and Figure 2 show the bootstrapping computation's results; Table 8 provides information on the hypotheses, relationship, path, *t*-value, and *p*-value, while Figure 2 shows the *t*-value and loading value of the path lines. All hypotheses proposed in this study were supported. In particular, hypothesis (1) was shown to have a significant influence on GRS and GTC ($\beta = 0.733$; $t = 6.858$). Thus, (H1) was supported. Accordingly, the second and third hypotheses (H2 and H3) were shown to have a significant and positive relationship with GRIP on GTC ($\beta = 0.517$, $t = 7.126$) and GHRM ($\beta = 0.208$, $t = 2.429$). Thus, H2 and H3 were accepted. Moreover, hypotheses H4 and H5 were shown to have a significant influence on GRC and GTC ($\beta = 0.326$; $t = 5.194$) and on GHRM ($\beta = 0.176$, $t = 2.998$). Thus, the fourth hypotheses (H4 and H5) were accepted. It was also indicated that there was a positive relationship between GPMA and GTC (H6) ($\beta = 0.308$, $t = 3.996$, $p < 0.001$) and GHRM (H7), which was insignificant ($\beta = 0.153$, $t = 2.527$). Thus, H6 and H7 were accepted. Furthermore, there was a positive and significant relationship between GEIP and GTC (H8) ($\beta = 0.397$; $t = 5.077$) and GHRM (H9) ($\beta = 0.283$; $t = 2.926$). Thus, hypotheses H8 and H9 were accepted. Hypothesis H10 was shown to have a significant influence on TMS and GHRM ($\beta = 0.291$, $t = 4.737$). Thus, hypothesis H10 was accepted. Similarly, hypothesis H11 was shown to have a significant influence on EO and GHRM ($\beta = 0.097$, $t = 2.175$). Thus, hypothesis H11 was accepted. The next is GTC, and hypotheses H12 and H13 were shown to have a

significant influence on GTC and GHRM, respectively ($\beta = 0.170$, $t = 2.521$) and ($\beta = 0.196$, $t = 2.818$). Thus, hypotheses H12 and H13 were accepted. Finally, the PLS-SEM results support H14 because GTC has a significant direct effect on OS ($\beta = 0.675$; $t = 10.728$). Thus, hypothesis H14 was accepted.

Table 8. Path, t -value, and p -value.

	β	t -Value	p Values	Results
Green Recruitment and Selection → Green Team Creativity (H1)	0.733	6.858	0.000	Supported
Green Training, Involvement, and Development → Green Team Creativity (H2)	0.517	7.126	0.000	Supported
Green Training, Involvement, and Development → Green Human Resource Management (H3)	0.208	2.429	0.016	Supported
Green Performance and Compensation → Green Team Creativity (H4)	0.326	5.194	0.000	Supported
Green Performance and Compensation → Green Human Resource Management (H5)	0.176	2.998	0.003	Supported
Green Performance Management and Appraisal → Green Team Creativity (H6)	0.308	3.996	0.000	Supported
Green Performance Management and Appraisal → Green Human Resource Management (H7)	0.153	2.527	0.012	Supported
Green Employee Involvement Practices → Green Team Creativity (H8)	0.397	5.077	0.000	Supported
Green Employee Involvement Practices → Green Human Resource Management (H9)	0.283	2.926	0.004	Supported
Top Management Support → Green Human Resource Management (H10)	0.291	4.737	0.000	Supported
Environmental Orientation → Green Human Resource Management (H11)	0.097	2.175	0.030	Supported
Green Team Creativity → Green Human Resource Management (H12)	0.170	2.521	0.012	Supported
Green Team Creativity → Organizational sustainability (H13)	0.196	2.818	0.005	Supported
Green Human Resource Management → Organizational sustainability (H14)	0.675	10.728	0.000	Supported

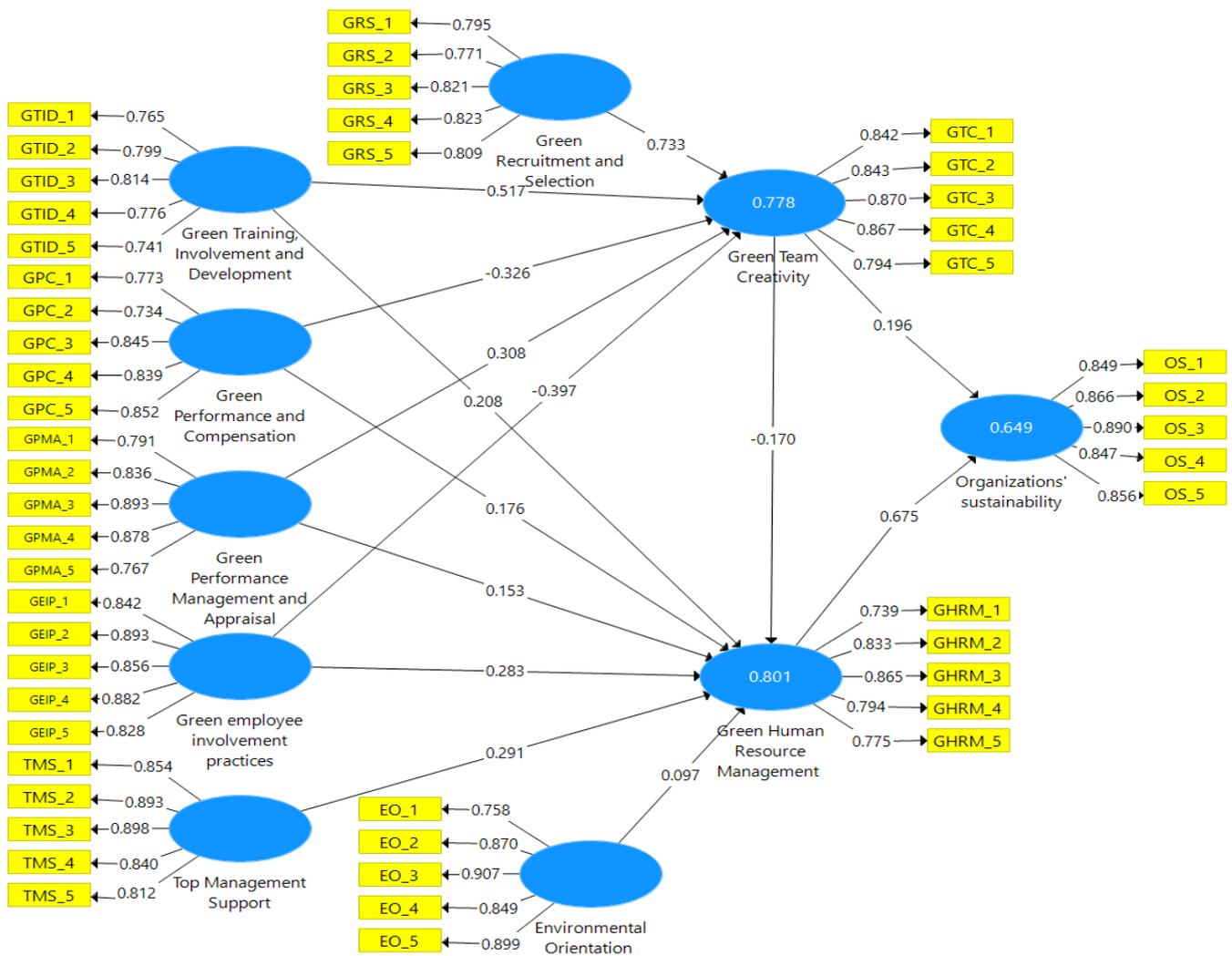


Figure 2. Findings for path coefficient.

5. Discussion and Implications

The purpose of this research was to investigate how environmental team innovation and green human resource management impact Saudi Arabian business sustainability. Seven crucial green HRM and green team creativity strategies may be found using detailed literature reviews and observational data on Saudi corporate management and workers. Strategies for green staff engagement; green top management support; green training, interaction, and education; green performance and remuneration; green performance management and appraisal; green employee recruitment and selection; and green environmental attitude were offered. This study sheds light on the emerging topic of green team creativity and green human resource management in the field of human resource management. Notwithstanding the fact that the literature on HRM exists, a large portion of it focuses on the application of green HRM in the financial industry, and there is still a research gap in the study of green HRM in the context of the business, notably in Saudi Arabia. Therefore, this research contributes to the literature on sustainable organizations, in addition to human resource management, by focusing attention on what continuing development has been implemented in an organizational setting to improve organizational sustainability. It does this by focusing on green team creativity and green human resource management, which is a previously untouched area from a contextual perspective. Our results showed that the green team creativity and green HRM practices were being implemented at a high level. Additionally, there was a statistically significant positive correlation between these two factors and the sustainability of firms. The strongest link exists between organizational sustainability and green human resource management. The findings of our study contribute to the greater knowledge on organizational sustainability and its relationships to the organizations' perceived ease of utilizing social media as well as their EO, GHRM, GPMA, GPC, GRS, GTC, GTID, GEIP, OS, and TMS. Green HRM practices, which can improve an organization's sustainability, facilitate the environment produced by green team creativity and green HRM. The results show that there is a considerable correlation between green team creativity and green recruiting and selection. This result is consistent with other studies conducted in rich countries, including Saudi Arabia, Malaysia, and the USA [74,118]. Therefore, H1 was accepted. The results also demonstrate the significance of the relationship between green human resource management and green team creativity for the sustainability of companies in the real world. This outcome is consistent with other research results [4,57]; hypotheses H2 and H3 were likewise accepted. The results are in line with earlier research [4,57] and support the hypotheses that green team creativity and green human resource management are directly correlated with green performance and compensation (H4 and H5). As a result, the fourth and fifth hypotheses in this investigation were likewise accepted. The study also revealed that for sustainable firms, green team creativity and green human resource management are significantly impacted by green performance management and appraisal (H6 and H7). The results are in line with earlier research that showed a substantial correlation between green team creativity, green performance management, and green human resource management [1,11]. Therefore, the sixth and seventh hypotheses in this investigation were likewise approved. Additionally, it was discovered that green team creativity and green human resource management were highly influenced by green employee involvement techniques (H8 and H9). This finding is consistent with earlier research [4,7,74,119] that discovered a favorable correlation between green engagement practices, green team creativity, and green human resource management. As a result, the H8 and H9 hypotheses were likewise accepted in this investigation. This research demonstrates that giving employees the chance to participate in environmental efforts and encouraging them to contribute ideas for resolving environmental problems increase the likelihood that they will engage in discretionary environmental behavior [7]. According to [74], employees' intentions to recycle in an organizational setting indicated that possibilities for sustainability efforts and a sense of empowerment lead to the persistence of environmental behavior at work. These findings are in line with earlier studies [1,4] and support the hypothesis that green performance and compensation are a direct predictor

of green human resource management (H10). Consequently, the tenth hypothesis was also accepted in this investigation. The study's findings also indicate that environmental orientation (H11) has a big impact on green human resource management for sustainable enterprises. The results are in line with earlier research [7] that also found a substantial correlation between environmental orientation and green human resource management. As a result, the eleventh hypothesis was likewise accepted in this investigation. Furthermore, this research work contributes to the body of literature by highlighting the understudied mediation role of green team creativity and green human resource management, serving as a link between green HRM practices and businesses' sustainability. In the examination of an organization's sustainability, the results show the mediating effect of green team creativity (GTC) on green human resource management (GHRM) and the link with organizational sustainability (OS), as predicted in hypotheses H12 and H13. This result can be explained, for instance, by the fact that high levels of green team creativity (GTC) can promote effective green human resource management (GHRM) and organizational sustainability (OS) within the company and can help employees to understand the importance of environmental issues that could serve as an enforcement mechanism in the implementation of green HRM practices, which will eventually lead to improved green team creativity (GTC) promoting effective green human resource management (GHRM). These direct effects of green team creativity (GTC) can promote effective green human resource management (GHRM) and can enhance our understanding of organizational sustainability (OS). Our findings also showed that the two sets of green HRM practices and organizational sustainability were significantly mediated by the organization of employees and managers. Therefore, in this investigation, hypotheses 12 and 13 were likewise approved. The results are in line with earlier research [4,7,94,107]. Finally, the results confirm the claim of hypothesis 14 that green human resource management (GHRM) can lead to better organizational sustainability (OS). This finding is consistent with the resource-based view that green human resource management (GHRM) leads to competitive advantage and enhanced organizational value. This finding is consistent with several previous research findings [4,7,94,107].

This research contributes to the literature by presenting a model that reconciles the green human resource management (GHRM) model, which is useful for interpretation. In addition, this study helps to integrate the green human resource management (GHRM) model and the green team creativity (GTC) variable. This also aids green human resource management and its improvement of employees' practices that foster greater interest in their future with the company. The present research intends to make several theoretical contributions. First, the present research enhances the GHRM and green team creativity (GTC) base by exploring their consequences that are related to employee attitudinal and behavioral outcomes at the workplace; these have not received sufficient empirical research attention and thus require more scholarly focus. Moreover, although the amount of literature on GHRM is growing, inferences regarding its influence on employee workplace outcomes are only broadly reaching the conceptualization stage. Therefore, the present study advances the current theorizing in the emerging GHRM field. Second, although scholars have started to study environmental management by exploring its possible industrial and societal benefits, a few studies have investigated the antecedents of employees' practices. Third, although the present study presents initial insight into GHRM's role in predicting employees' practices, a comprehensive understanding of the mechanisms and processes through which GHRM can influence employees' green behavior is lacking. Hence, to overcome this deficiency, we examined the role of the green human resource management (GHRM) model and green team creativity (GTC) in mediating the relationship between organizational sustainability and the factors of green recruitment and selection; green training, involvement, and development; green performance and compensation; green performance management and appraisal; green employee involvement practices; top management support, and environmental orientation.

5.1. *The Importance of Green HRM in Saudi Arabia*

The green initiative movement in HRM is still in the initial phase of development. However, increasing consciousness within organizations toward green issues has given rise to eco-friendly behaviors in Saudi Arabia, with a special focus on the effort to reduce waste. The work and personal lives of employees boost the social development enveloping the concept of sustainable development, so the immense attention given to environmental issues must be acknowledged and implemented in the organization, which can help in dealing with the sustainability issues in Saudi Arabia. Although the beginning of green foot printing has been evidenced in western countries, Asian countries are also in grave need of implementing and practicing GHRM practices in their organizations. Alarming atmospheric changes are occurring due to the lack of concern for environmental issues in Asia, and this is leading to demographic changes and economic losses in the region. The improved understanding of GHRM practices is an essential step in achieving environmental sustainability. Its unclear definition must be researched as the study of GHRM will provide insights into how it aids in improving sustainability in Saudi Arabia.

5.2. *Implications*

From the practical viewpoint, there are numerous implications for business organizations and policymakers; the conceptual model studied in this paper can be used by firms, governments, and policymakers as it illustrates the outcome of the impact of the GHRM practice determinants on organizational sustainability. The effective implementation of GHRM practices provides additional benefits with respect to the social and economic performance of the companies.

Implementing the culture of sustainability helps companies to reshape their work culture by applying green culture through HR practices. However, employees' commitment to sustainability is also boosted with increasing awareness toward the environment. This study highlighted that the proper execution of green team creativity (GTC) and green human resource management (GHRM) practices assists in accelerating organizational sustainability. The Saudi government should implement strategies to minimize environmental issues and promote green practices in Saudi Arabia.

In association with the above initiatives, the government should provide more incentives to adopt green HR practices that would motivate employees to go green. This article suggests using a ranking-based approach so that manufacturers or lawmakers can emphasize the leveraging of green activities such as green employee participation practices, green performance and compensation, green performance management and appraisal, and environmental orientation as compared to other GTC and GHRM activities.

6. **Conclusions and Future Work**

The economy of Saudi Arabia is highly industry-dependent, and these industries are simultaneously the main causes of environmental issues in the country. As a result, the appropriate implementation of GHRM initiatives to alleviate environmental problems is recommended. The study's findings demonstrated how five different green HRM practices—green team creativity for green hiring and selection; green training, involvement, and development; green performance and compensation; green performance management and appraisal; and green employee involvement—affect the sustainability of organizations.

In addition, the results showed that promoting green human resource management goals, green employee involvement practices, green performance and compensation policies, green performance management and appraisal systems, and green environmental orientation all have an impact on an organization's sustainability. The outcomes also showed a good relationship between green team creativity and green human resource management, which in turn has an impact on practices. These good findings rely on the potential of GHRM, which was used to scrutinize human resource management as an alternative way to endure in their organizations.

In a nutshell, green team creativity and GHRM may enhance the GHRM practice among employees and their knowledge sharing, thus highly simplifying its practice among colleagues. This research successfully provided excellent results despite these restrictions; the respondents were limited to only one organization in Saudi Arabia. Due to this, the obtained results may not be applicable to the comprehensive perceptions of other organizations, such as factories, small and medium-sized enterprises, or educational institutions.

Individuals within the organization may have a theoretical understanding and perspectives that are different from what they actually perform. Another drawback is that the differences between research fields were not taken into account. Therefore, by making changes or enhancements to these current restrictions, the research can be repeated in the future.

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