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The Synergistic Effects of Green Human Resource Management and Green Creativity on Employees' Environmental Performance in the Courier Services Sector

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ABSTRACT
With the rise in environmental issues, sustainable management of business for all sectors have become paramount. Concern about the environment has led to pressure for sustainable business operations in all business sectors, including courier services. The courier industry is highly resource-intensive and responsible for considerable environmental impact and carbon pollution thanks to their transportation and logistics operations. The aim of this study is to explore and analyze the synergy between Green Human Resource Management (GHRM) and green creativity on employees' environmental performance within courier services.
GHRM includes different environmentally related HR practices such as green recruitment, training and development, performance management, employee rewards, and engagement, that stimulate employees to do environmentally responsible acts. Green creativity is the creative problem-solving capacity to produce innovative and expedient ideas regarding green sustainability of employees. It is suggested that the study, GHRM mechanism forms a conducive organizational environment that let employees to develop green creativity, which facilitates employees' environmental performance.
GHRM, when combined with green creativity, fosters an environment of sustainability by inviting employees to participate, motivate, and share innovative concepts and ideas that will help them minimize the environmental impacts of their activities. If organizations learn to do GHRM practices and develop green creativity, the organizations will be able to enhance environmental performances and organizational effectiveness as well as boost employee engagement at the workplace. The results underscore the need to embrace sustainable measures along with innovation approaches for sustainable environment in the courier services industry in the long run.

Keywords: Green Human Resource Management; Green Creativity; Employees Environmental Performance.

1. Introduction

Courier services are vital in any economy for the speedy transmission of goods, information / data and records within the country and amongst countries throughout the world. The e-commerce and online retailing sector has gained considerable traction over

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the last few years, leading to a rising need for courier and logistics services globally (Gatta, Marcucci, & Le Pira, 2023). But as the couriers have grown in number, so have the concerns about their environmental impact because of their higher fuel use, carbon emissions, packaging waste, and harmful environmental impacts in general (Lin, Chang, Li, Li, & Zhao, 2022). Governments, customers, and other stakeholders are increasingly forcing organizations within the courier service industry into having an environmentally friendly approach (Yousaf *et al.*, 2024).

Amid such environmental worries, companies have had to increasingly factor sustainability into their strategic and operational processes. One important approach that currently much attention has been given is GHRM which is the alignment of human resource policies and practices with the environmental management goals (Faeni, Oktaviani, Riyadh, Faeni, & Beshr, 2025). GHRM brings in environmentally-related concepts, practices and processes like 'green recruitment and selection, green training and development, green reward and compensation, employee involvement in environmental initiatives etc. These practices promote positive work behaviors with a focus on sustainability and environmental friendliness.

Employees, owners, government bodies, researchers, and more importantly customers now a day are more concerned about the sustainability and environmental responsibility (Amjad-ur-Rehman, Javed, & Yasir, 2025). With the increasing awareness of how important it is for organizations to comprehensively balance their economic goals with their environmental responsibility in order to attain long-term competitiveness (Kulkarni, Valeri, & William, 2025), environmental initiatives are assuming greater significance. Environmental initiatives gaining more importance as the quest for long-term competitiveness has come to mean balancing an organizations economic aims with its environmental responsibility (Kulkarni, Valeri, & William, 2025). In this scenario, the GHRM has become a strategic tool by which companies can develop awareness of the environment and encourage sustainable practices by their employees (Isac *et al.*, 2024). Previous studies revealed that GHRM impacts green performance through employee engagement in green activities and employee pro-environmental behaviors at work. Along with GHRM, green creativity has gained more and more scholarly relevance as a key factor to the sustainability of the environment (Kazimi *et al.*, 2023). Green creativity is defined as the creation of new, practical and eco-friendly ideas, products, processes, and solutions that improve the protection of the environment and sustainable development (Ma, Ali, Shahzad, & Khan, 2025). Arici and Uysal (2022) define green creativity as the creation of ideas for mitigating environmental risks, incorporating a sense of sustainability into existing everyday organizational practices, and proposing environmentally friendly projects that improve organizational environmental performance. According to Afridi *et al.*, (2023), highly creative employees are more likely to be green and find creative solutions to environmental issues, and they are more likely to be actively engaged in "green" activities.

The link between the green creativity and GHRM is especially significant because green supportive HRM can create an environment of creativity in employees' thinking about the environment. By training, empowerment, rewarding and giving opportunities to the employees, GHRM can promote the green creative capabilities of GHRM members, and its members can then have a better situation in environmental performance (Yousaf *et al.*, 2023). Thus, green creativity could be one of the important levers by which GHRM can improve the environmental outcomes of employees.

Although there has been abundant research of the interrelationships of GHRM, green creativity and environmental performance, there was limited empirical evidence in the

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field of courier services. The sector of postal services is globally important because of its environmental footprint, but it is still not much studied, as previous studies have concentrated on courier services' manufacturing, hospitality and general service activities. With a growing sense of corporate responsibility for their environmental impact, it makes sense to understand how to influence employees' involvement in sustainability campaigns. Thus this study sets to look at the impact of GHRM processes on employee's environmental performance and test the significance of mediation role of green creativity in the courier services industry. A specific focus of the research is on the relationship between the GHRM practices and the development of green creativity of employees and their role in improving the environmental performance. The results are anticipated to offer useful knowledge for managers and policy makers who are interested in bringing sustainable practice and performance into the courier service organizations.

2. Literature review

Literature review of different variables related to current study are given as under:

2.1. Green Human Resource Management

The development of GHRM has become a very important organizational strategy that incorporates environmental considerations into the core of processes in human resource management. This is the orientation or guiding of HR policies and practices towards environmental goals to foster sustainable organization development and environmentally responsible employee action (Khan *et al.*, 2021; Molina-Azorín et al., 2021). The environment is increasingly a global problem and organizations are increasingly implementing the GHRM practices to reduce their environmental impact and at the same time improve their effectiveness and competitiveness.

Growth of the idea of GHRM was based on the understanding that human resources have become an important factor contributing towards the goals of organizational sustainability. Environmentally sustainable management practices are now being enforced by organizations due to the degradation of the environment, climate change, consumption of resources and pollution since the 1990s. As a result, numerous organizations have created environmental management systems to cut waste, optimize the use of resources, use environmentally friendly raw materials, minimize packaging and use energy efficient technologies. In this context, GHRM is a fundamental instrument to internalize environmental values and principles of sustainability in the organizational culture and behaviors of the staff.

GHRM includes making and using HR policies that help with environmental programs and motivate workers to get involved in protecting the environment (Paillé, Chen, Boiral, & Jin, 2014). The main aims of GHRM are to minimize the adverse environmental consequences of organizational activities, encourage environmentally friendly work practices among employees and incorporate environmental management into HRM tasks. Successful green recruitment, training and development, as well as performance appraisal, compensation, and employee involvement can lead to the building of a sustainable oriented work force.

HR departments are essential to the movement towards sustainable human resources (SHR) by hiring "green" employees, giving environmental awareness training, and building an environmental culture. Mehak and Batcha (2024) suggest that HR departments play a crucial role in supporting environmental sustainability by recruiting and training staff with the skills and knowledge needed to effectively implement green practices. This not only benefits their environmental efforts, but also helps to improve employee commitment and engagement.

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There were several researchers which gave a detailed explanation to GHRM. Wikhamn (2019) asserts that GHRM encompasses the utilization of HR policies and practices that enable the realization of economic, social and environmental aims and optimize organizations and society's sustainable value. In the same way, Faeni et al., (2025) define GHRM as a strategic process of making workers into environmentally responsible persons by implementing HR practices and policies in an environmentally friendly manner that contributes to the organization, employees, society and the nature. The definitions focus on the dual nature of GHRM as a means to organizational achievements and sustainability of the environment.

There is a range of environmental protocols which fall under the umbrella of the practical concepts of implementing GHRM. Some effective strategies for lowering company carbon footprint are electronic documentation, paperless offices, virtual meetings, telework programs, teleconferencing, ride-sharing programs, recycling programs, and e-learning programs, all of which were pointed out by Mampra (2013). Vigorous habits like this will not only help save the environment, but additionally also enhance how much effective a business can achieve and lessen costs.

More recent research also has highlighted the strategic role of GHRM in improving organizational sustainability performance. According to Al Frijat and Elamer (2025), human capital and HRM is needed in the process of emphasizing environmental sustainability and organizations that have advanced their environmental policies have more potential to solve environmental problems. Likewise, recent study has shown that GHRM has positive impact on employee environmental and pro-environmental behavior, environmental commitment, green innovation, green creativity, and environmental performance. GHRM helps to build awareness for the environment and motivates its employees to take part in sustainability projects, making it easier to reach long-term sustainability goals.

Furthermore, the policy of GHRM plays a major role in motivating employees, organizing them and involving them. Perceived environmental responsibility by their organization is correlated with feeling proud, belonging and having a purpose in their work, and therefore increased participation in environmental initiatives. Therefore, GHRM not only functions as environmental management but also as a strategic management for sustainable business competitive advantage and employee's well-being, organization’s reputation, sustainable competitive advantage and strategic management.

To sum up, GHRM is an essential part of today's business strategies. For instance, by embedding environmental sustainability into HR activities, companies can nurture environmentally friendly workforces, enhance environmental management, foster green innovation and creativity, and help reach sustainable development goals. The influence of environmental issues on business continues to rise throughout the world and the role of GHRM will grow even more in different industries and in organizations.

2.2. Employee Environmental Performance (EEP)

EEP is the degree of involvement in environmentally responsible activities and performance in helping to meet the organizational environmental goals as part of the employees' normal work activities. It indicates employees' willingness to include the incorporation of environmentally sustainable practices into their work duties and contributing to the organization’s environmental performance (Javed, Yasir, & Majid, 2019; Vu, Nguyen, Nguyen & Nguyen, 2025). Employee environmental performance has become a key contributor and challenge to an organization's success in environmental management as sustainability becomes a key focus for organizations.

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In context of the service sector, employee environmental performance relates to the role of employees in contributing to environmental sustainability through both environmentally conscious decision making, behaviors or actions, in the workplace (Elshaer et al., 2023). Employees are sources of important human capital resources for service provision, so they are critical in the implementation and maintenance of environmental undertakings. This means that companies looking to drive environmental improvement need to enable and empower staff to get involved in sustainable related activities.

GHRM has a close connection with employee environmental performance, because it is attempted to keep the employee behaviors in congruence with their organization's environmental objective. Organizations can encourage employees to be environmentally responsible by using the green-recruitment reward system, the green-recruitment training program, and green-recruitment performance assessment. Staff members that have shown to be good environmental performers also actively support the development and implementation of environmental initiatives.

An employee in a service organization has the possibility to make many environmentally responsible actions. For instance, through using energy-efficient equipment, as well as reducing and avoiding unnecessary uses of energy, and encouraging other staff members to take part in energy-saver initiatives. In the same way, waste minimizing activities like reusing, disposing of waste correctly, minimizing paper usage and promoting digital documentation make a substantial contribution toward ecological sustainability. These practices can contribute to the sustainability of the use of resources and the reduction in the environmental footprint of organizations (Leknoi, et al., 2024).

Moreover, by introducing sustainable service delivery practices, employees can support the environmental performance. In a service setting, staff members may be directly responsible to communicate with customers and stakeholders, creating opportunities to educate customers about the products, services, and procedures which support an environmentally responsible business. Udodiugwu et al., (2025) suggest that employees can make a difference in improving environmental outcomes in the following ways: to recommend eco-friendly solutions; to facilitate green innovations of services; and to influence customer eco-friendly behaviors. These are not only likely to enhance an organization’s environmental performance but are also likely to reinforce the image of the organization as a socially responsible organization.

Employee environmental performance also refers to the participation in organizational environmental efforts and the sustainability plans. The ability to support and participate in environmental drives such as tree planting, community cleaning and environmental awareness drives, through the activities carried out shows active participation in promoting environmental stewardship. Engaging them is an effective way to establish a culture of sustainability within the organization and ensures that values for the environment are embedded in colleagues and stakeholders.

As cited by Adu Sarfo, Zhang, Nyantakyi, Lassey, Bruce and Amankwah, the main indicator of employee environmental performance really is the extent to which staff members contribute to the corporate's sustainability efforts and are helping on green initiatives. It's one aspect of job behaviors that stresses environmental responsibilities and environmentally helpful result. Department personnel are at all times looking for ways to minimize environmental effects and contribute to department goals as part of the organization's sustainability practices.

Most organizations will evaluate employees' environmental performance through the various aspects of their environmental commitment, responsibility, and engagement in environmental issues related work (Tahir, Umer, Nauman, Abbass, & Song, 2024). These

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activities are associated with energy saving, waste reduction and participation in environmental projects, follow the environmental policies, solve environmental problems, and incorporate environmental concerns into work activities. Employers are more commonly starting to include such indicators in Performance Management Systems to track and improve individuals' role within sustainability efforts.

This recent literature indicates that some organizational factors can affect the promotion of employees' environmental performance, such as GHRM practices, environmental leadership, organizational culture, organizational commitment to environmental issues, and green creativity. Employees who are provided environmental training, managerial support and potential to develop innovative environmental solutions will be likely to exhibit better environmental performance. So it is essential that now and again, the employee environmental performance should be improved, by adopting a comprehensive approach on the organizational level in which policy interventions play a significant role, environmental awareness training and empowerment of employees.

To sum up, employee environmental performance is one of the most important indicators in achieving the organization's environmental performance and sustainability. It captures employees' environmentally responsible actions, involvement in green projects, green commitment and actions to organizational green goals. Given the increasing strategic value attributed to environmental sustainability, employee's environmental performance has become a priority for companies that want to increase their competitiveness and sustainable development in the long run.

2.3. Green Creativity

The idea of green creativity has increasingly developed to a focal point in sustainability and environmental management literature. It is the creation of new and creative ideas, useful solutions, products, and services that reduce negative environmental impacts and stimulate ecological preservation and sustainability (Maitlo, Wang, Jingdong, Lashari, Faraz, & Hajaro, 2022). In the context of organizations becoming more and more interested in responding innovative to environmental problems, green creativity is becoming significant mechanism which can be used for the implementation of sustainable development and improvement of environmental performance.

Creativity is the generation of a new and meaningful idea; in our learning context, creativity is extended to include the sense of responsibility and sustainability towards the environment. Green creativity, per these researchers (Baah, Agyabeng-Mensah, Afum and Lascano-Armas, 2024), is the use of innovative thinking and the problem-solving aspects of being creative to solve environmental problems and create sustainable solutions. It is about generating ideas that have a minimum impact on the environment, alongside organizational and social needs. Likewise, Shahbaz, Ahmad, and Malik (2025) define the green creativity as a process of solving the organizational problems by adopting innovative solution approaches which are environmentally friendly with the objective of minimizing the environmental effects and encouraging sustainable businesses.

It involves creating environmentally-friendly products, services, technologies and processes to support waste reduction, energy savings, pollution prevention and efficient use of resources. Creating the right environment for green creativity offers the added advantage of being able to discover new possibilities of doing things better and meeting growing expectations for sustainability among stakeholders. As such, the "green creativity" has proved to be an advantageous organizational ability to achieve environmental and economic goals.

Green creativity in the service sector represents a more in-depth perspective on novelty, widening the scope of the definition from what is known to other elements that contribute

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to green services, such as green service delivery processes and practices. In recent years, the creative (re)skill of employees has been mobilized in service organizations to find solutions that reduce resource use, lower waste production and improve the efficiency and environmental performance of services with the same quality, and without compromising them (Singh, Del Giudice, Chierici, & Graziano, 2020). If the staff show high green creativity, they have a higher probability of coming up with ideas to protect the environment and help the company work sustainably. Those who have high green creativity rate would have a high probability to produce ideas for environment protection and for the company to make a sustainable operation.

Green creativity has its own worth in achieving environmental sustainability of organizations by involving employees' activities in the identification of and in searching for solutions that would generate positive environmental outcomes (Shahbaz et al., 2025). Energy preservation, paperless systems, more environmental approaches to service processing, eco-friendly packaging, recyclable systems and special recycling processes, and innovative carbon emissions reducing solutions are all examples of creative environmental initiatives. These activities can have a positive impact on environmental performance, as well as operational efficiency and cost-savings.

With the increasing attention paid to environmental awareness, green creativity is more and more important for improving the organizational competitive advantage. As consumers grow increasingly environmentally aware, they have come to expect environmentally responsible companies of which to do business. In this way, organizations that do develop green creativity can be distinguished from other organizations by providing green products and services. According to Awwad, Anouze, and Elbanna (2025), green innovation and creativity offers an organization a competitive edge by fostering its reputation, gaining environmental-conscious customers, and boosting stakeholder trust.

Besides, green creativity helps in organizations adapting and sustain in the long period. Incorporating these aspects fosters an organization's ability to continuously innovate, which helps it stay ahead of changing environmental laws and an increasing number of stakeholders' demands. The adoption of innovative issues related to greening also contributes to environmental compliance and reveals the interest of an organization in ethical and socially responsible business practices.

Studies in past few years indicate that GHRM plays an important role to promote green creativity among employees. By adopting green recruitment practices and practices for employee environmental training, empowering employees, conducting performance evaluations, and establishing rewards systems, organizations can build an environment where employees can think and do more for the environment. Those at work who have received the knowledge and resources as well as managerial support are more prone towards environmental knowledge and contribute to innovative solutions to them. Thus, green creativity is seen as an important factor in the organizational sustainability results that create an action that will be used to positively influence the sustainability of organizations. That is why green creativity is seen as an important mechanism to positively influence the sustainability of organizations.

Furthermore, green creativity is found to be one of the most important predictors of the employee's environmental performance. Staff members who are creative in generating new and effective environmental solutions are more likely to be working in an environmentally friendly way, to be involved in sustainable developmental work, and to be effective in delivering the environmental goals, policies and targets set by their organization(s). Thus, green creativity promotes organizational innovation and contributes to higher productivity in fulfilling environmental responsibility.

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Thus we can safely cay that green creativity is the conception of new and useful ideas that lead to the reduction of environmental effects and boost an environmental sustainability. It helps organizations to come up with new and creative answers to the environmental problems they are facing, to increase environmental performance, to become more competitive and to meet sustainable-develop goals. Because of the importance of this issue, the capability of being green is becoming an important organizational competence and a vital tool for connecting HRM with the employee's environmental performance. This is because there is an element of synergy between GHRM and Green Creativity.

Environmental integration between GHRM and green creativity creates a synergy effect which can lead to a considerable increase in the environmental performance of employees in organizations. GHRM gives structure and motivation for the employees, equip the employees with the knowledge, and skills as well as incentives in working in an environment-conscious way, then green creativity helps employees translate this structural and motivational foundation into innovative and viable solutions to environmental problems (Nguyen & Nguyen, 2025).

GHRM practices of the kind of Green recruitment, training the environment, performance evaluation, reward and employee-involvement promote a working atmosphere conducive to sustainability thinking and behavior. In addition, the training in the environment strengthen employees' awareness of problems such as the environment and build their capabilities in solving environmental problems and finding sustainable solutions. According to Saeed et al., (2019) on one hand this proactive, supportive HR strategy promotes adherence to environmental regulations and on other hand it engenders a commitment to sustainability efforts.

GHRM practices are molded to create a synergized effect when combined with green creativity. Green creativity is a process that helps individual workers to contribute beyond environmental compliance by thinking creatively and offering special ideas and concepts for enhancing environmental processes, decreasing resource use and minimizing ecological impact. Shahbaz and Malik (2025) explain the way GHRM combines with green creativity is essential to achieve better results on the one hand, capitalizing on the employee to embark on sustainable practices, and on the other, providing him with resources to develop a new strategy.

Moreover, GHRM can further boost the intrinsic motivation of employees to participate in green creative behaviors by encouraging employee responsibilities, ownership and commitment to environmental goals. Employees, then, who are afforded opportunities to be creative with their environments, in turn, feel more important and engaged in the security goals of the organization. This two-way correlation hinges on employee involvement and also sustains pro-environmental practices throughout the company (Danish, Ali, Baker and Islam, 2025).

GHRM and green creativity also play a role in the development of a culture of organizations that is oriented towards sustainability. A culture that allows sharing of knowledge, collaboration and investigation of green practices. Staff members are not mere followers of company policies, but active liaison with others in improving the environment. Consequently, organizations can maintain greater environmental performance by continually innovating and getting all employees to participate as a team. From a general perspective, green creativity and GHRM must not be considered as distinct concepts but as complementary mechanisms that together contribute to environmental performance. GHRM is like the groundwork needed for sustainability, and green creativity transforms this groundwork into creative and innovative actions to enhance the

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environment. This product combination gives companies a more complete and powerful solution towards long-term environmental sustainability and competitiveness.

The integration of GHRM and green creativity will be able to improve employees' environmental performance in organizations to a greater extend. GHRM gives structural shape by promoting policies, training, incentives, and organizational support to make employees behave with a sense of responsibility towards the environment, and green creativity brings a spark of innovation and a practical angle to this by demonstrating the added value employees can provide with their creative projects and activities (Shahbaz, Ahmad, & Malik, 2025).

By working well together, GHRM and green creativity produces a reinforcing mechanism, which will foster the involvement of the employees in sustainability practices. The green training, environmental awareness programs, and rewards base on GHRM contribute to developing employees' knowledge, motivation, and commitment to environmental goals. This positive work climate increases employees' willingness to actively involved in creative thinking and brainstorming to develop novel ideas and solutions for solving ecological issues (Ma et al., 2025).

Green creativity is an important part on connecting environmental awareness into acting and innovative in the workplace. Staff who are given an opportunity to have an innovative perspective on environmental problems will be more likely to come up with new solutions to increase operational efficiency and minimize environmental effects. In the case of couriers, for example, they can devise creative solutions to become more efficient in their delivery services, save on fuel costs, and cut down on carbon emissions, thus directly contributing to the organization's environmental performance (Zafar et al., 2025).

A non-linear relationship between environment friendly innovation and GHRM also provides the inspirations and motivations for employee environment friendly innovations. Employees are actively involved in sustainability initiatives, not just as a policy set, but as a routine work. This switching of employees from passively complying to actively participating helps to make practices within the company more effective.

In addition, working with green creativity and GHRM can support to create a culture within the organization that is more focused on sustainability. This fosters a team spirit, exchange of knowledge, and ongoing improvements of environmental practices. It also increases the identification of the employees with the environmental goals of the organization, resulting in increased commitment and involvement in environmental initiatives on the long haul. This has resulted in their organizations improving their environmental auditing along with being a better place to work for because they are able to attract environmentally conscious candidates.

The synergetic of GHRM and green creativity can offer the organizations a sustainable competitive advantage from a strategic point of view. By fostering sustainable work practices with innovative employee contributions, you'll be able to optimize your operations, lower your overheads and build your company reputation. Thus, the organizations having adapted sustainable human resource management initiatives and developed employee creativity are more likely to obtain environmental and business performance outcomes (Shahbaz & Malik 2025).

For the courier services, the synergies between GHRM and green creativity are even more relevant because they impose a considerable stress on the ecological systems. The positive changes that employees make towards the environment, in combination with the HR policies of the organization and employee engagement, directly influence the reduction of carbon emissions and its sustainability performance (Malik, Ali, Kausar, & Chaudhry, 2021).

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Thus, we can safely argue that GHRM is crucial for contributing to employees' environmental performance in relation to green creativity. Organizations can promote greater environmental sustainability and boost organizational productivity and competitiveness for the future by creating a collaborative culture that embraces innovation and sustainability. Creating a culture that supports collaboration, innovation, and sustainability can lead to better sustainability results and organizational effectiveness and future competitiveness (Rasheed, Liu and Ali, 2025).

2.4. Conceptual Framework

The proposed model to be tested is illustrated in figure 1 below:

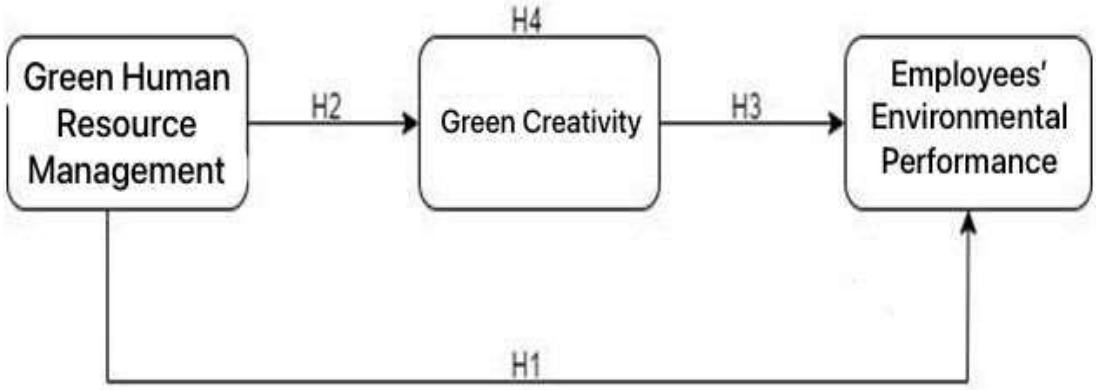


Figure 1, Conceptual framework

3. Research Methodology

According to Strauss and Corbin (1998), research technique refers to how an investigator approaches a social reality. This quantitative study employs a deductive research approach. To understand any occurrence, an ethnographic researcher engages with people in a real-world environment or watches them (Dehalwar & Sharma 2023) This study relies on survey research.

Questionnaires were used to collect data from employees in the service industry. The current study used a quantitative research strategy to obtain respondent data. The quantitative research approach was chosen since the goal of this study is to assess the case-and-effect relationship between variables. The data used in this research was only collected once, hence its time-based horizon is 'cross-sectional'.

A questionnaire was adapted from previous investigations. The 5-point, 18-item scale used to measure G-HRM was adapted from Cheng, Liu, Yuan, Zhang, and Zhao's (2022) study. A typical item is 'Environmental sustainability is recognized as a priority in our organization's recruitment and selection processes'.

Green creativity was assessed using a 5-point, 6-item scale developed by Mansoor, Farrukh, Lee, and Jahan (2021). Responses were tabbed using items such as 'Our organization motivates employees to produce creative concepts for environmentally sustainable activities'. The 6-item, 5-point scale was developed from Paillé and Meija-Morelos' (2019) study to assess employees' environmental performance. Examples include 'Environmental responsibility is highlighted in our organization's personnel training and development initiatives'.

All managerial workers of TCS, Leopard and DHL courier services in KP, Pakistan. According to internet sources, the population of the current study was 2713.

Table 1, *Population*

TCS	DHL	LEOPARD	TOTAL
1545	342	826	2713

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The current study's sample size of 312 was determined using Cochran's (1977) formula, with a 95% confidence level and a 5% error. Cochran's formula is a useful tool for determining the sample size needed to attain a given confidence level and margins of error in survey research.

The determined sample size of 312 managerial-level employees allows you to draw statistically reliable conclusions about the population of managerial-level employees in the courier service sector in KP, Pakistan, with a 95% confidence level and a 5% margin of error.

Table 2, *Sample*

TCL	DHL	LEPOARD	TOTAL
178	39	95	312

4. Analysis and results

The adjustment between each IV for the current study was calculated using SPSS and is shown in Table 3. The correlation matrix result demonstrated that multicollinearity in the data is not an issue.

Validity refers to how well a notion analyzes what it is supposed to measure. The construct's validity is established by examining the data's normal distribution and multicollinearity concerns. Each variable had its average variance extracted (AVE) and composite reliability (CR) calculated. Every AVE and CR value exceeded 0.5 and 0.7, respectively, satisfying Fornell and Larcker's (1981) standards. Table 3 provides a detailed view.

Before proceeding with hypothesis testing, calculate Cronbach's alpha value for sub-scales to ensure that the scale is appropriate. The Cronbach's alpha coefficient value was calculated using SPSS. Table 3 shows that all of the Cronbach's alpha coefficient values are more than the 0.70 threshold value proposed by Taber (2018), indicating that the scale is considered reliable. Correlation analysis was used to determine the degree of link between the variables studied. The correlation analysis results are shown in Table 3. The correlation coefficient between GHRM and green innovation is modest, positive, and significant (r =.421**).

The association between GHRM and employee environmental performance has a moderate, positive, and substantial "r" value (r=.368**). Green creativity and employee environmental performance have a significant, positive, and strong relationship, with a correlation coefficient of "r" (r = 0.352**).

Table 3, *Analysis*

S. No	Independent Variables	Collinearity Statistics		Items	Factor Loading	Composite Reliability (CR)	AVE	Cronbach's alpha	Correlation Matrix		
		Tolerance	VIF						1	2	3
1	G-HRM	2.520	0.396	18	0.734-0.845	0.87	0.65	0.813	1		
2	GC	3.215	0.311	6	0.723-0.767	0.79	0.57	0.753	.421**	1	

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3	EEP	2.915	0.343	6	0.793-0.982	0.93	0.69	0.792	.368**	.352**	1
4	**Total**			**30**			**0.812**			

Regression helps to demonstrate the relationship between cause and effect between variables. The coefficient of determination is determined by the R square, which runs between 0 and one. Regression analysis examines the relationship and change between variables when the independent factors change. Table 4 shows the link between the dependent variable, Employees' Environmental Performance, and the independent variable i.e. GHRM.

This relationship has a r^2 value of 0.135, accounting for 13% of the variance. Table 5 shows the standardized coefficient of beta (β =.643), suggesting that a one-unit change in Green HRM corresponds in a 0.643, or 64%, change in Employees' Environmental Performance. We use the Baron and Kenny approach to test mediation.

Table 4, *Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.368[a]	.135	.134	.234	.135	76.432	1	143	.000
2	.421[a]	.177	.175	.58753	177	30.149	1	191	.000
3	.352a	.124	.122	.58384	.124	29.284	1	187	.000
4	.395a	.156	.150	.57963	.156	17.333	2	194	.000

Table 5, Coefficients [a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	T	Sig.
1	(Constant)	.301	.148		2.432	.041
2	G-HRM	.676	.032	.643	12.81	.000
1	(Constant)	1.320	.127		11.159	.041
2	EEP	.378	.062	.463	5.206	.000
1	(Constant)	1.375	.146		9.250	.001
2	Green Creativity	.373	.062	.360	5.318	.000
1	(Constant)	1.256	.149		8.835	.000
2	G-HRM	.197	.087	.235	2.346	.018
3	Green Creativity	.168	.081	.214	2.155	.044

5. Conclusion and recommendations

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The synergistic effects of experimenting the idea of GHRM and green creativity are important for improving the occupational performance of employees in the courier services industry (Nguyen & Nguyen, 2025). The development of a sustainability-oriented organizational culture that nurtures innovation and supports sustainable practices can significantly curb organizations' environmental footprint and help ensure long-term sustainability (Alemu 2025). This holistic strategy not only contributes to the improvement of the environment but also boosts the dedication and functioning of employees and staff. Finally, the study underscores the crucial role of the 'green creativity' in the relationship between GHRM practices and employees' environmental performance in service sector, and it also brings attention on how GHRM practices influence the development of green creativity in employees. The results highlight the need to inculcate innovative and 'green' mindset in employees to bring HRM sustainability practices successfully into environmental results. Thus, the organizations that want to improve the environmental performances of their employees can avail the opportunity of introducing GHRM principles along with a positive workplace culture of green creativity (Tanveer, ud Din, Khan, Almurad, & Hasnin, 2025).

This study, with its empirical result and theoretical explanation, allows it to support the growing amount of literature focusing on the impact of GHRM on the performance of the employees and the intervening role of green creativity. Organizations should aim to incorporate more environmental aspects in HRM systems, with the ultimate purpose of improving not only the corporate level CSR but also of positively influencing employee level environmental outcomes (Papademetriou, Anastasiadou, Belias, & Ragazou, 2025). Moreover, the findings of this study can serve as a basis for future research about GHRM practices in varying industries and organization.

Overall, this research has a comprehensive exploration of how GHRM practices are interrelated with green creativity and how employees' environmental performance is. It leads the way in theory and practice by showcasing the role of HR practices in innovation and promoting environmental responsibility. Further studies are needed to better understand these relationships based on different mediating or moderating mechanisms and boundary conditions with a view to generalizing across various organizational environments (Malik, Hayat Mughal, Azam, Cao, Wan, Zhu, & Thurasamy, 2021).

The objective of this study was to explore the correlation between the GHRM practices and employees' environmental performance. The results reveal that GHRM practices positively impact the employees' environmental performances and green innovation (Rana and Arya, 2024). In the literature, the following key aspects of the GHRM were identified: Green rewards system, green training and development, green recruitment and selection process, and green performance management system.

It is also recommended that GHRM practices improves employee job satisfaction and this ultimately has positive influence on the practice of environmental responsibility in organisations. Nevertheless, research shows that environmental advocacy might be more heavily influenced by other aspects of GHRM than the green recruitment and selection practices (Al-Sabi, Al-Abbamneh, Al Qsssem, Afaneh, & Elshaer, 2024). All in all, the findings are impressive and much heavily embody the significance of practicing the use of the GHRM in order to foster the environmental performance of employees.

In addition, this study explored the impact of GHRM practices on employees' green creativity. According to the literature, GPOs is a mediator between GHP and GInnovat (Sarwar & Shahzad, 2024). It can also be inferred from empirical evidence that HRM practices have a positive significant impact on green creativity and innovation results (Ahmad, Ullah, & Khan, 2022). Moreover, environmental-specific servant leadership has

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been recognized as a strong moderator that intensifies the link between GHRM and the individual and collective green innovation (Butt, Rehmani, Irshad, & Anwer, 2025). The results indicate that it is crucial to implement GHRM practices to promote the green creativity of employees.

However, based on these insights this study also highlights the synergic relationship between GHRM practices and green initiatives to support green creativity (H3). Policy makers are urged to prioritize green HR strategies and HR managers should find organizational HR practices to support environmental goals and increase their green creativity (Zaidi, Aslam, Mahmood, Ahmad & Tasaddque, 2025). Moreover, organizations should acknowledge, reward and retain staff who have high Green creative values and continually train the staff with Green practices.

Finally, it is concluded that the strong support of organizations for green creativity, the commitment of their leadership, and their GHRM practices can positively support the employees' environmental performance. (Ahmad et al., 2022). These findings highlight the role sustainability focused practice can play within businesses as focused management strategies rather than separate initiatives in order to create long-term environmental (and organizational) gains.

Categorically, H4 claims that when GHRM processes are combined with green processes, green creativity of employees is achieved. HR managers are thus prompted to ensure the HR systems include environmental goals, linking the organization's objectives with its sustainability strategies. Training, recognition, and retention of ECEs is a critical requirement for maintaining the continuous green innovation (Sharif & Malik, 2025). Finally, for organizations to foster green creativity, structured HR support and leadership commitment goes a long way towards improving employees' environmental performance, underscoring the importance of making environmental sustainability a part of their strategic agenda.

5.1. Theoretical Implications

The study makes its contribution to the existing body of knowledge by laying the ground for empirical evidence on the effectiveness of practices of the GHRM application in improving the environmental performance of employees, specifically in the service sector. It enhances knowledge of the relationship between specific aspects of GHRM practices (green recruitment, training and development, performance management, and reward systems) and employee environment behavior and results.

One of the most important theoretical contributions of this study was that the green creativity was validated as a mediating variable between the relationship between GHRM practices and employees' environmental performance. The study empirically illustrates this intervening process, contributing to the theory and importance of cognitive and behavioral innovation processes to understand how HRM practices lead to sustainability outcomes. Overall, this result supports the idea that HRM systems benefit not only to the respondent in terms of output, but also are operationalized through creative interaction with issues relating to the environment.

Additionally, this research is important for sustainability and HRM literature, since it provides linking and integration of two of these concepts – GHRM and green creativity – within the same concept. Through this integration, the theoretical benefits of implementing structured HR practices and employee-driven innovations to achieve environmental sustainability from both dimensions can be explored. It also reinforces the idea that successful organizational achievement depends, in addition to formal management structures and systems, also on the informal behaviors of employees like creativity and initiative.

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Theory wise, the study reinforces and develops established theories in the field of sustainability and HRM practice, as it shows that environment-related HR practices are correlated with innovative thinking which subsequently contributes to an improvement in environmental performance. It thus offers a deeper understanding of how human capital management can enable organizations to contribute to sustainable development goals.

But there were a few drawbacks to be noted. The study is of a cross-sectional design which restricts causal relationship between variables. Furthermore, the lack of generalizability of the findings could be due to the use of a particular population in the service industry. The use of self-report data could also lead to common method bias.

Considering these shortcomings, the study still provides a valuable contribution to theory by expanding knowledge about the interconnections and interactions that exists between GHRM, green creativity, and employee's environmental performance. Future studies might take a longitudinal or a multi-informant design to further develop and clarify the outline model by accounting for more mediating and/or moderating variables. These will contribute to the resilience and usefulness of HRM theories that focus on sustainability in a variety of organizational settings.

5.2. Practical Implications

The study has a meaningful application to organizations in service sector on the topic of effective practices of GHRM. The results indicated the organizations need to create and enforce well-defined environmental friendly policies in HRM as supporting towards their sustainability goals. This could anything from green recruitment and selection practices, eco-friendly training and development initiatives, green performance appraisal systems and incentive programs to motivate the employees to adopt and continue pro-ecological behaviors.

The importance of building an organizational environment that creates the supportive atmosphere for the effectiveness of the practices of GHRM is also emphasized based on the study. Fostering a positive and sustainability-driven company culture is key to driving employee engagement in environmental efforts. Therefore, it is crucial for organizations to give attention to building a green workplace culture to raise environmental awareness, responsibility, and foster a commitment to engage in sustainable activities regularly.

Additionally, there should be efforts to link GHRM programs up with the values, structures and culture of every organization that's specific to it. GHRM strategies need to be tailored as per the size, resources and diversity of workforce that is present in organizations, so that the strategies can be implemented effectively and employees accept them. This alignment can boost worker engagement with sustainability efforts and have a positive impact on general environmental performance.

The results also indicate that it is important for organizations to facilitate platforms and collaborative areas to allow workers to openly disseminate green proposals, innovations and best practices. This kind of programs can improve knowledge transfer and create employee ownership and participation. This type of collaboration can foster peer influence that supports sustainable behaviors and reinforces shared action towards environmental sustainability.

In addition, there is a need to acknowledge and incentivize those companies that are working proactively on environmental issues and are green in their approach/creativity. Promoting sustainable choices can have a great positive impact on employee motivation, helping to ensure that sustainability is a key priority in the organization.

In general, these action implications suggest solutions to service sector organizations that want to further step towards a better environmental performance by combining GHRM principles and green creativity. Through this translation, organizations can successfully

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encourage sustainability, improve employee engagement, and benefit in an environmental and organizational context.

5.3. Limitations

The study results require several limitations to be noted when interpreting the results. *First*, the attributes of the sample could have affected the findings, especially if the sample was limited to just a small number of service sector organizations or these data were not representative of important organizational or demographic differences. Consequently, the results may not represent the full-range of practices and behaviors in the service industry. *Secondly*, self-reported information might mean that bias may be present in the data. There is the possibility that respondents may have answered social-desirable responses especially when asked about environmentally responsible behaviors and organizational practices, potentially impacting the findings. *Third*, study results might be subject to limited applicability to other service industry contexts. The results may not be applicable to other settings or industry due to variation in organizational size, geographical location, cultural context and subsector characteristics of the group.

Besides, given the cross-sectional feature of the study, it was not possible to determine the causal relationships among the variables (GHRM, green creativity and employees' environmental performance). Longitudinal data would help answer these questions with more confidence from a temporal perspective.

Last, turnover of employees may not be fully taken into account in the study. If GHRM practices are not continuous, they are not effective. If employees are constantly changing, then the continuity is affected, and GHRM will not be effectively carried out. If the employees are constantly turning over, then in the long term, carrying out green initiatives and creative environmental solutions is influenced.

Future studies can tackle these limitations by investigating contextual variables such as how they could potentially impact the relationship between GHRM, green creativity and environmental performance. Specifically, the impact of employee turnover on the sustainability and impact of green initiatives over time could also be examined in more detail in order to gain a deeper understanding of the long-term organizational environmental performance.

5.4. Future Directions

Further study should be conducted using a longitudinal approach in research design to explore the impacts of GHRM practices and green creativity to employees' environmental performance over the long term. This would give a better understanding of why these relationships work – or don't – in the long-term and the effectiveness of green efforts over time, in organizations.

Further studies are warranted as well, expanding the research to other industries beyond the service sector. Comparative research across various industries such as manufacturing, healthcare, education, and logistics would also indicate if the relationships between GHRM, green creativity, and environmental performance is different across the industry of each organization; this analysis would increase the generalizability of the results.

Experimental or intervention-based designs might also be considered in assessing the effectiveness of specific practices in GHRM for supporting green creativity and how it contributes to the environmental performance of employees. These studies would yield more solid causal evidence and practical information for organizations extending to implementing focused sustainability actions.

Furthermore, the influence of new digital technologies on GHRM and green creativity, and on environmental performance, is an interesting line for future study. Technologies will play an important role in shaping the sustainable design and implementation of HR

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practices and the promotion of sustainable behaviors of workers in an organization, including technologies like Artificial Intelligence, Big Data Analytics, Digital HR systems. Thus we can conclude that future research should build on these research gaps and new avenues of contextual and methodological research to help develop a complex and detailed understanding of the linkage between the three constructs – GHRM practices, green creativity, and environmental performance of employees in service and non-service industries.

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