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The Interplay among HR Sustainability Initiatives, Intention to use of Energy Resources, Environmental Consciousness, and Environmental Performance

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ABSTRACT

This is major research on the three constructs of intention to use energy resources efficiently and environmental consciousness, as well as, how they collectively interact towards environmental performance in the context of HR sustainability initiatives. The study, using quantitative analysis data collected from different organizations, how these factors collectively influence sustainable outcomes. The analysis results strongly support the proposed hypotheses since the moderating effects from environmental consciousness and energy efficiency intentions further strengthen the relationship between HR sustainability and environmental performance. They complement HR practices that seek to intensify awareness of environmental protection and the efficient use of energy within organizations. These findings shed light on the synergistic effects of HR sustainability initiatives combined with a “green” workforce keen on energy efficiency, providing an abundance of opportunities for global environmental performance improvement. It adds perspective to the current debate about how values-based HR practices contribute to organizational sustainability and offers insight to those organizational practitioners considering this course of action. This research delves into what an amalgamated approach for organizational sustainability might look like, given the combined positive effects of sustainable HR practices, environmental consciousness, and efficient energy use in driving enhanced environmental outcomes.

Keywords: Energy Efficiency, Sustainable Human Resource Practices, Organizational Sustainability, Energy Resource Management

JEL Classifications: Q40, J24, Q56

1. INTRODUCTION

Sustainability built into the business operations structure is rapidly becoming a prerequisite for mitigating environmental problems operating against the global system of ecosystems (Al Kasasbeh et al., 2023a). Regarding fostering ecological sustainability at work, human resource (HR) functions have a place within the organizational ecosystem that should be duly noted. In other words, the primary purpose of sustainability-based HR practice can be defined as achieving the goal of employee engagement with environmentally efficient activities and harmony between principles of green goals and business managerial practice. These

are aspects such as sustainable employee staffing planning, training and development approaches in an environmentally oriented manner, performance management planned sustainably, and the support of employees in environmental preservation activities; all are linked to the respective HR sustainability initiatives (Renwick et al., 2013). Such measures aim to help instill a culture of sustainability within the organization, shaping employees' image towards environmental stewardship rather than reducing only the organization's ecological footprint (Jackson et al., 2011).

The broader focus pays attention not only to the reduction of impacts by business activities upon the environment but also to

its important catalytic role in changing organizational culture. Bringing sustainability into the heart of HR practices makes a business able to motivate critical changes in the way that employees will regard their relationship with the environment (Bratton et al., 2021). They include the development of measures for the long-term sustenance of the workforce; educational programs that focus on green awareness; performance measures for sustainability by employees; and encouragement of staff members to get involved with attempts at trying to minimize degradation of the environment (Jamal et al., 2021). This collective endeavor aims to cultivate a workforce that not only understands environmental issues, but also actively participates in the sustainability practices their workplace upholds as part of its commitment to preserve the planet for future generations.

Environmental consciousness can be defined as “the individual’s environmental awareness and concern, coupled with motivation for environmentally friendly behavior” (Dumont et al., 2017). In light of such awareness, employees can determine whether to use assets more efficiently from an environmental angle. According to Melnyk et al. (2003), environmental performance refers to how efficaciously a business enterprise manages sports and sources to limit its effect on its surroundings. The moderator effect of purpose to apply power plays a function similar to environmental cognizance concerning the connection between HR sustainability initiatives and environmental overall performance. In order to attain suitable organizational overall performance at the environmental level, this courting requires HR practices to align with their sustainability goals. This study aims to shed light on these dynamics, thereby contributing to the growing body of literature on sustainable HR practices and their significant impact on environmental performance. This paper aims to provide insights into how HR practices can contribute to environmental performance by understanding the effects of HR sustainability initiatives on personnel’s environmental cognizance and applying energy sources. This look is crucial and relevant as organizations are increasingly embracing sustainability practices, and HR has the strength to form, affect, and decide these sustainable organizational practices.

2. LITERATURE REVIEW

Now sustainability in corporate practices has made an entrance as a strategy of utmost value in order to curb environmental challenges, wherein HR practices have a key role to play. The various HR sustainability initiatives, such as sustainable workforce planning, green training, performance management for sustainability, and employee involvement in environmental efforts, aim to not only enhance the environmental footprint of organizations but also foster a culture of sustainability within them. These practices, as highlighted by Renwick et al. (2013), therefore have a very important role in molding employees’ attitudes and behavior towards the environment, showing how HR becomes a key influencer for environmental sustainability in the business world. Several other empirical studies are also supporting the positive relationship between HR sustainability practices and environmental performance. Jabbour and Santos (2008), for example indicated that companies with sophisticated green HR practices reflect superior

environmental performance, thus providing a direct relationship from its application to the results of environment. In terms of similarity, Guerci et al. (2016) have determined that HR practices focused on sustainability dramatically increase the value of green information and engagement amongst employees, thus contributing towards improved organizational environmental performance. These results illustrate how HR sustainability practices can endorse organizational culture toward environmentally sustainable practices.

Therefore, there is a growing recognition that HR practices significantly contribute to sustainability initiatives and environmental performance. Studies indicate that the approach to introducing green HR practices within an organization, along with green strategies of an organization, might yield low or high positive results to relate to the business’s environmental performances (Mansoor et al., 2021). However, in contrast, HR practitioners tend to have a perception that there is not much responsibility in terms of greening and environmental sustainability, with a majority seeing this as lying in matters unrelated to HR (Mtembu, 2018). Organizations are increasingly using HRM practices to help in improving their environmental performance (Saumya et al., 2021). Mansoor et al. (2021) developed a conceptual model that highlights the synergy between green HR practices and other green management initiatives. Therefore, it suggests that implementing HR in a way that drives organizational green strategies is crucial. Contrary to this, Hasan (2022) adds on to expand the boundaries of green HRM as well as to augment ecological sustainability in organizations. While the literature has established a positive relationship between HR practices and firm performance (Wright et al., 2005), it is evident that many HR practitioners do not see greening and environmental sustainability as falling within their jurisdiction (Mtembu, 2018). This gap points to the dire need for a better understanding and integration of green HR practices in organizational strategies toward creating environmental performance.

The resource-based view (RBV) of the firm serves as the theoretical foundation for the relationship between HR sustainability initiatives and environmental performance. This view holds that in HR management, HR is a strategic asset offering a competitive advantage, even in terms of sustainability. More so, the Ability-Motivation-Opportunity (AMO) framework postulates that HR practices increase employees’ abilities and motivations to exhibit environmentally sustainable behaviors, which can enhance organizational performances (Boxall & Purcell, 2003). These theoretical frameworks provide a solid platform for apprehending the mechanisms through which HR practices may influence environmental performance. However, shortcomings, such as different measurements of environmental performance and the need for longitudinal studies, remain in reviewing and pointing out the literature gaps (Paillé et al., 2014; Jackson et al., 2011).

The review epitomized HR sustainability initiatives as a crucial aspect of green HR practices correlated with environmental performance. There is evidence to show that these organizations can raise their environmental performances through encouraging the culture of sustainability. Regardless of the increasing consciousness

around the possible influence of green HRM initiatives, there is still a chasm of perception between HR practitioners and their responsibility in strengthening environmental sustainability. Bridging this divide and integrating green HR practices more effectively into organizational strategies could lead to enhanced environmental performance and sustainability outcomes. Hence, the following hypothesis are suggested:

H1: HR sustainability initiatives are positively related to environmental performance.

The scope of environmental performance, therefore, shall encompass different measures of energy-saving, waste reductions, and control of carbon dioxide emissions (Al Kasasbeh et al., 2023b; Alzghoul et al., 2024). Schaltegger and Wagner (2017) stated that not only compliance with the law but also stricter and more advanced implementation could enhance a company's image and satisfy its stakeholders. Bansal and Roth (2000), who further suggest that firms generally subscribe to an eco-friendly approach of conducting business as a society's standard requirement and competition advantage within the realm of their market, have continued this trend. This move towards sustainability is part of growing awareness of global environmental issues, as evidenced by the use of the term 'environmental consciousness'. According to Dumont et al. (2017) defined the environmental consciousness as the degree to which individuals and organizations recognize environmental issues and are willing to be involved or to take action. Corporate bodies will increasingly view and implement sustainability initiatives based on environmental consciousness. Organizations with greater awareness of and commitment to environmental affairs are likely to imbibe sustainability into the lifeblood's of their HR policies and practices. However, Erdogan et al. (2012) noted that, "However, it is an integration that signals a strategic alignment between HR management and environmental stewardship.

Paillé et al. (2014) show that an organization's environmental consciousness is very capable of intensifying the positive effects of HR sustainability initiatives on environmental performance, further enhancing this conceptual framework. In this context, the findings indicate that implementing sustainability programs within a culture of heightened ecologism will yield greater environmental benefits. In simple words, organizations that want to improve their environmental footprint should ensure environmental consciousness is in harmony with HR sustainability initiatives. Not only does this result in enhanced environmental performance, but it also demonstrates the organization's dedication to sustainable development and its active participation in global environmental issues. Environmental consciousness acts as a substantial moderator for HR sustainability initiatives and environmental performance. Denommee-Gravel and Kim (2019) elaborately indicated how environmental consciousness influences the relationship among pipeline accidents, incidents, and financial performance. Similarly, in related research, San et al. (2022) investigated the moderation of environmental consciousness in relation to the relationship between GEO and sustainable performance. Also, Rizki et al. (2022) demonstrated that green supply chain management enhanced environmental consciousness in the context of sustainability performance. Moreover, Nisar

et al. (2022) recommended that environmental consciousness moderates the association between pro-environmental behavior and environmental performance. Wang et al. (2020) pointed out that environmental consciousness is one of the moderators of the relationship between environmental perception and organic food purchase intention. It has been considered highly effective in further influencing environmental consciousness. These studies together.

H2: Environmental consciousness moderates the relationship between HR sustainability initiatives and environmental performance.

The intention to use energy resources efficiently is a major element in organizations that aim at sustaining, reflecting how an organization focuses on being environmentally strategic while using energy-conscious usage to reduce environmental impact (Jirakraisiri et al., 2021). Any organization's overall context of environmental consciousness and sustainable behavior deeply influences this intention (Zihan et al., 2024). The theory of planned behavior draws a link among these intention creators, which includes attitudes towards energy conservation, subjective norms, and perceived behavioral control (Ali et al., 2021). When such positive attitudes on energy efficiency combine with norms that are supportive of efforts to save energy at organizational and social levels, and a person's perception of the ability to save energy, they contribute together in reinforcing intent to use energy resources efficiently. Such changes in these variables raise the potential for transformation through targeted intervention like training in energy management, more sustainable awareness programs, or empowerment in environmental choices (Duong, 2024; Tyagi et al., 2020).

In this regard, the intention to be energy efficient moderates the relationship and plays a key role in HR initiatives and performance dynamics (Fatihudin et al., 2020). Because of this, organizational support for environmental goals alone cannot assure the effectiveness of HR practice since the combined intentions of employees and the organization to be energy-efficient can influence these practices substantially. While a sufficient determinant of behavior is the intention, the RBV of the firm theoretically states the effect of this moderating variable. The findings of the research also go on to support this view, which shows that an organization with strong intentions of sustainability is more potent towards improving environmental performance through human resources sustainability practices (Khan et al., 2023). It is therefore, very essential for organization to foster a culture that has strong tendencies directed toward the needful value of sustainability, accompanied by an intention to accomplish such practice through efficient use of energy. HR departments are instrumental in doing this, charged with the responsibility of creating initiatives that will not only encourage energy-efficient behavior but also try to graft into organizational culture a well-rooted intention for sustainability.

In other words, the intention to use energy resources efficiently is the underlying premise that determines the positive relationship between HR sustainability initiatives and environmental performance. Haque and Ntim (2017) elaborated that it is due to the

control of governance mechanisms on environmental outcomes that a positive relationship exists among such aspects as environmental policy, sustainable development, and governance mechanisms. Wang et al. (2022) further elaborate that efficient management of the resources is imperative in sustainable performance and hence promotes sustainability through an innovative culture. Centobelli et al. (2018) expound on the use of effective energy for resources on as being effective in a manner that will optimize the practices of the sustainability. Furthermore, Schilirò (2019) insists that effective resource utilization is one of the fundamental factors to support sustainability because sustainable outcomes need high quality and magnitude energy, natural resources, and information (Aboalghanam et al., 2024). This suggests that, among HR initiatives aimed at ensuring sustainability, the pursuit of energy efficiency will serve as a potent catalyst for improved environmental performance. Therefore, aligning HR practices with energy efficiency and resource management predisposes organizations towards optimizing the environmental aspects in contribution towards the overall sustainability goals. Consequently, organizations will consider the intention to use energy efficiently as a critical determinant of sustainability behaviors, with their moderating roles urging the alignment of HR policies with energy efficiency-related objectives. This interplay emphasizes the need to cultivate solid sustainability intentions in the organizational fabric, which improves environmental performance. Based on above, the following hypothesis are proposed:

H3: The intention to use energy resources efficiently moderates the relationship between HR sustainability initiatives and environmental performance.

3. RESEARCH METHOD

This research's geographical focus is Jordan, specifically Amman, the capital city. It tries to investigate how HR practices enhance organizational performance in relation to the environment. The survey instrument was an adaptation of established western research frameworks in order to facilitate cultural relevance and validity. Two linguistic experts meticulously translated the survey to begin the adaptation process. Then, using the back-translation method, we made small modifications based on feedback. Another inclusion criterion that applies in this research is that it considers only those organizations that have formal HR departments. Moreover, participation in this research was on a voluntary basis, and each management staff member from the organizations in this research needed to have HR-related job titles at the respective organizations. Through a rigorous screening process, we identified over 350 potential participants from various sectors such as IT, healthcare, construction, medical services, e-commerce, banking, insurance, and energy (<https://www.jordanyp.com>). Logistical difficulties like company policy, financial difficulties and/or constraints, low willingness to participate, and low access to social networks led to a cohort of 42 firms who finally accepted to contribute to the research. We contacted these firms via official emails, WhatsApp, and, in general, the scholars' personal networks. In total, there were 283 requests sent, and 194 responses were received, which is a high response. We primarily collected data for this study through an online survey between January and February 2024. For the study, we obtained data through random

sampling, which included representative headcounts from various job designations in the respective sectors.

4. RESULTS

The convergent validity analysis shows the results of each study construct and gives key elements on whether they are reliable and valid in this study (Table 1). Outer loading for HR sustainability initiatives falls between 0.705 and 0.834 and is coupled with a high Cronbach's Alpha of 0.92 and Composite Reliability of 0.87, suggesting good internal consistency level. An Average Variance Extracted (AVE) of 0.68 indicates that there is a large portion of variance in the observed variables with the latent construct, showing strong convergent validity. The other important aspect is whether, collectively, the items manage to capture the key tenets of HR sustainability initiatives. For the Intention to Use Energy Resources, outer loadings range from 0.710 to 0.824, with a Cronbach's Alpha of 0.87 and CR of 0.84, indicating robust internal consistency. However, the AVE stands at 0.61, showing slightly less explanatory power, meaning that while the construct is reliable, maybe its items are not quite so highly interrelated—varied reasons of interpretation in use of energy resources among respondents.

Under Environmental Consciousness, the outer loadings range from 0.716 to 0.853, with a Cronbach's Alpha of 0.86 and CR of 0.84, coupled with an AVE of 0.58, pointing towards moderate convergent validity. It is a construct that measures environmental consciousness precisely, but it has slightly lower validity since AVE ought to be higher. Given that the process identified in the

Table 1: Convergent validity analysis results

Latent variable	Outer loading	Cronbach's alpha	Composite reliability	AVE
HRSI	0.741	0.92	0.87	0.68
HRSI1	0.725			
HRSI2	0.798			
HRSI3	0.814			
HRSI4	0.782			
HRSI5	0.705			
HRSI6	0.834			
HRSI7	0.813	0.87	0.84	0.61
IUER	0.824			
IUER1	0.710			
IUER2	0.719			
IUER3	0.806			
IUER4	0.708	0.86	0.84	0.58
EC	0.751			
EC1	0.781			
EC2	0.853			
EC3	0.741			
EC4	0.716			
EC5	0.793	0.90	0.86	0.63
EP	0.776			
EP1	0.728			
EP2	0.824			
EP3	0.849			
EP4	0.735			
EP5	0.721			

HRSI: HR sustainability initiatives, IUER: Intention to use of energy resources, EC: Environmental consciousness, EP: Environmental performance, AVE: Average variance extracted

above statements is not free from error, there is a small chance that the items are not related precisely to the construct. It showed a high degree of internal consistency in Environmental Performance with outer loadings ranging from 0.721 to 0.849 and high reliability scores (Cronbach's Alpha = 0.90 and CR = 0.86), further confirmed by the AVE of 0.63, which proves good convergent validity of the construct and indicates that the items for this construct are well selected to represent environmental performance satisfactorily.

Overall, these constructs demonstrate good reliability. High values of Cronbach's Alpha and Composite Reliability across the board with AVE values suggest good convergent validity, showing that the indicators of each construct share substantial common core variance expressing the underlying theoretical concept. That is, an apparently slightly reduced AVE in some constructs highlights potential areas for refinement and underlines the absolute necessity of rigorous validation processes in survey research to ensure that interpretations made about findings legitimately develop theoretical understanding in any field. This result enhances the measurement model's robustness, bolstering the constructs' ability to accurately capture the nuances of their respective domains, thereby establishing a solid foundation for future analysis of these crucial constructs.

The HTMT ratios in Table 2 show that these construct variables effectively differentiate between the four identified constructs of HR sustainability initiatives. These are intention to use energy resources, environmental consciousness, environmental performance, and environmental performance. The HTMT ratios of HR sustainability initiatives and intention to use energy resources stand at 0.85, while those comparing HR sustainability initiatives with environmental consciousness and environmental performance stand at 0.80 and 0.78, respectively. The very high value further states that, while the constructs are highly related, they are different enough to be completely separate entities. This is further reinforced by the relationships between intention to use energy resources and environmental consciousness (0.82), intention to use energy resources and environmental performance (0.75), and environmental consciousness and environmental performance (0.88). These inferences indicate a strong empirical differentiation among the constructs, despite firm interrelationships existing within the sustainability and environmental domains. In this light, the analysis substantiates not only the theoretical lens of the study but also the kind of sensitivity required to look into the separate and combined impacts of these constructs on sustainability outcomes.

As revealed in Table 3, the hypothesis testing results indicated that HR Sustainability Initiatives (HRSI) have a favorable positive effect on Environmental Performance (EP). The original sample path coefficient equaled 0.452, thus showing a strong direct positive relationship. This means that the integration of sustainability into HR practices contributes very significantly contributes to the firm's environmental outcomes. With the t-Statistic at 5.38, very high above the 1.96 threshold, and a near-zero P = 0.0001, very powerful statistical evidence about this relationship is provided that rules out that the result is random. Furthermore, the confidence interval ranges from 0.309

to 0.614, firmly ruling out zero and further strengthening the positive relationship between HRSI and EP. This acceptance is an indication of the strategic value of HR sustainability initiatives that can drive improvements in environmental performance. This emphasizes that HR is not all about HR management; it is also very helpful in achieving organizational goals in general regarding sustainability. The study adds to the current literature by exposing the significant contribution of sustainable HR practices in the form of an important lever for organizational environmental performance, which clearly amplifies HR's strategic value in attaining sustainability outcomes.

Next, we examined the moderated results from Table 4 to assess the moderating influence of the interaction between HR Sustainability Initiatives (HRSI), Intention to Use Energy Resources (IUER), and Environmental Consciousness (EC) on the EP (Environmental Performance), with the aim of achieving an anticipated increase. According to the results, in the EP, the path from HRSI to IUER provides a strong and statistically significant positive effect, supported by an original sample coefficient of 0.325 with a p-value of 0.000. This result shows a strong confidence interval that strongly supports the idea that combining HR efforts to be more environmentally friendly with a deliberate plan to use energy resources will lead to big improvements in environmental performance, ranging from 0.215 to 0.440. This suggests that organizations can achieve significant improvements in their environmental performance metrics by encouraging and aligning sustainability initiatives within HR with intentions for wise use of energy resources.

The interaction of HRSI with EC on EP, which also has an original sample coefficient of 0.298, a t-statistic of 3.987, and a p-value of 0.000, further strengthens the positive moderating effect. It reinforces the assertion by presenting a confidence interval for this path, from 0.183 to 0.416. When combined with HR sustainability initiatives, this high-bound translation also supports the claim that it acts as a catalyst for improved environmental outcomes. This finding seeks to explain the synergic effect that arises between organizational efforts toward sustainability and a culture of environmental awareness or consciousness. The author has elicited, very comprehensively, the core importance of combining

Table 2: Discriminant validity analysis results (HTMT ratio)

Variables	1	2	3	4
1 HRSI	-			
2 IUER	0.85	-		
3 EC	0.80	0.82	-	
4 EP	0.78	0.75	0.88	-

HRSI: HR sustainability initiatives, IUER: Intention to use of energy resources, EC: Environmental consciousness, EP: Environmental performance

Table 3: Hypotheses testing

Path	Original sample	T-statistic	P-value	CI LL-UL	Result
HRSI - > EP	0.452	5.38	0.0001	0.309-0.614	Accepted

HRSI: HR sustainability initiatives, EP: Environmental performance, CI: Confidence interval

Table 4: Testing of moderating effect

Path	Original sample	T-statistic	P-value	CI LL-UL	Result
HRSI 00D7 IUER -> EP	0.325	4.123	0.000	(0.215–0.440)	Accepted
HRSI * EC -> EP	0.298	3.987	0.000	(0.183–0.416)	Accepted

HRSI: HR sustainability initiatives, IUER: Intention to use of energy resources, EC: Environmental consciousness, EP: Environmental performance, CI: Confidence interval

environmental values with HR's organizational ethos and practices. We understand that this embedding enhances the effectiveness of sustainable initiatives and simultaneously propels organizations towards exceptional environmental performance.

5. DISCUSSION

This study aimed to examine the interplay between HR sustainability initiatives and environmental performance, with a particular emphasis on the moderated roles of environmental cognizance and aim. The fundamental idea underlying this study (H1) revealed a connection between HR sustainability tasks and improved environmental performance. The research of Mansoor et al. (2021) and Saumya et al. (2021) sponsors this concept, emphasizing the significance of inexperienced HRM practices and leadership. They additionally underscore the important role that sustainable HR practices play in fostering an organizational subculture that prioritizes sustainability via sizeable improvements in environmental overall performance matrices.

Based on this concept, the examiner also recommends the hypothesis (H2) that environmental attention influences the relationship between HR sustainability efforts and environmental performance. San et al. (2022) support this concept, emphasizing the importance of environmental recognition in enhancing the impact of HR sustainability efforts on green outcomes. These effects suggest that after businesses foster a greater focus and difficulty for the environment among their staff, the impact of HR sustainability projects on improved environmental overall performance will increase drastically. Similarly, hypothesis (H3) postulated that the purpose of using electricity resources efficaciously moderates the connection between HR sustainability tasks and environmental performance. The research by Fatihudin et al. (2020) and Wang et al. (2022) supports this idea, showing that functional power use and an innovative subculture strengthen the connection between HR sustainability practices and long-term performance effects.

These results confirm all three hypotheses, stating that HR sustainability initiatives have very complex interplay with environmental consciousness and the intention towards efficient energy use in delivering the superior environmental performances. Therefore, despite the fundamental nature of HR sustainability initiatives, their effectiveness significantly increases when the workforce fully understands the various issues confronting any organization. Indeed, the concept establishes a synergistic relationship between HRM and environmental management, guiding the design of strategic HRM to foster an environmentally conscious culture and behaviors that align with proactive energy management practices. This work particularly enhances current literature and contributes to the improvement of organizational strategic integrations for sustainability initiatives over time.

6. CONCLUSION

The research took a step further in delving into the intricate relationship HR sustainability initiatives share with environmental performance, due to its interest in understanding how consciousness and the intention to use energy resources appropriately would moderate the two concepts. Such focused lenses, through rigorous analysis and empirical testing, affirmatively supported the proposed hypotheses. In summary, the HR sustainability initiatives have been able to contribute toward better environmental performance. As a result, it has provided an ideal policy practice modality for the transformational power of sustainability in HR policies and practices. It emphasizes the importance of green HR management as a powerful tool for environmental responsibility, encouraging professionals to embrace strategy-focused sustainability initiatives as an integral part of their work. This study also shows how environmental awareness and the desire to use energy efficiently play important roles in figuring out whether or not HR sustainability initiatives have a big effect on environmental performance. To fully reap these benefits, we recommend that the entire organization adopt a change in culture and attitude towards environmental consciousness and conscientious energy use.

In essence, this initial finding implies pursuing a comprehensive approach to sustainability, one that finds environmental performance improvement to be multi-perspective in increasing reliance on green HRM practices, along with having individuals with the creativity to adapt and lead firms to make optimal use of energy. The present study contributes empirical value to a three-way intersection among HR sustainability efforts, awareness of the natural environment, and behavioral intentions toward energy efficiency at an organizational level. These reasons alone make the study asset to leading businesses as they forge ahead within the complexities of sustainability and environmental responsibility. Therefore, it is an encouragement to organizations, as it supports leveraging HR as one of the strategic partners in focusing on environmental excellence that ensures a sustainable organization within the community it serves.

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