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SUSTAINABLE STRATEGIES: UNVEILING THE NEXUS OF GREEN HRM, GREEN KNOWLEDGE SHARING, AND ECO-INNOVATION IN AFGHAN SMES

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ABSTRACT

This study aims to investigate the impact of Green Human Resource Management (GHRM) on promoting employees' Eco-Innovative Behaviour (EIB) in Small and Medium Enterprises (SMEs) in Afghanistan. Additionally, this work aims to examine the underlying mechanisms using Green Knowledge Sharing (GKS) as a mediating path between GHRM-EIB. This study utilises the Conservation of Resources (COR) theory to develop hypotheses that investigate the direct and indirect impacts of GHRM on EIB. The study investigates the influence of GHRM practices on EIB using a cross-sectional approach, with particular attention on the significant significance of GKS. Data accumulated from a sample of 168 employees working in SMEs in Afghanistan through non-probability sampling technique. The findings confirmed a clear and statistically significant relationship between GHRM and EIB. Furthermore, the study confirms GKS as a crucial intermediary mechanism, implying that knowledge exchange plays a key role in converting GHRM initiatives into EIB. The outcomes not only provide empirical knowledge to the limited body of research in this field, but also have practical implications for SMEs seeking to promote sustainable workplace practices and develop a culture of environmental responsibility. The paper discusses recommendations for future research and tactics that organizations may use to improve EIB through the implementation of GHRM practices and knowledge-sharing initiatives.

Keywords: Green Human Resource Management, Green Knowledge Sharing, Eco-Innovative Behavior, Conservation of Resources Theory, SMEs

INTRODUCTION

SMEs are seen as a catalyst for economic growth and development. They are the fusion of inventive and enterprising endeavors that expand efficiency and foster vigorous rivalry (Alkhoraif et al., 2019). Moreover, SMEs are known to be more flexible and better equipped to adapt to market uncertainties (Álvarez Jaramillo et al., 2019). Thus, SMEs play a crucial role in driving economic growth and creating job opportunities. In order to mitigate the harmful effects of their operations on the environment, the industry is actively working towards incorporating the principles of environmental sustainability and innovation into

their management and coordination practices (Abbas et al., 2020). Green product innovation is a potent method of integrating innovation with sustainability, which can lead to increased growth rates for enterprises and enhance the overall quality of life for society (Afsar et al., 2019; Hanaysha et al., 2022).

Previously, firms have perceived environmental strategy as inconsistent with their objectives of growth, competitiveness, and profitability (Haider et al., 2017; Wiesner et al., 2018). Although economic development is commonly allied with innovation, it is also deeply connected to environmental degradation (Kot, 2018). However, due to the increasing consciousness of consumers about environmental concerns and the growing societal and governmental demands on companies to reduce their impact on the environment (Del Giudice et al., 2017), businesses are required to integrate social and environmental factors into their product development procedures. This imperative is seen as crucial for attaining both strategic objectives and economic success (Afridi & Haider, 2018; Obrenovic et al., 2020). To tackle these obstacles, the concept of "eco-innovation" has surfaced as a means of addressing these challenges. Despite the prevalent use of the terms "innovation" and "sustainability" in contemporary dialogue, there is still a lack of clarity around how companies are actually implementing these concepts in their operations and plans (Afridi, Shahjehan, et al., 2023; Sotarauta & Suvinen, 2019). Understanding the drivers and motivations that drive corporations to adopt environmental practices is crucial, particularly when the OECD notion goes beyond simply intending to help the environment. Businesses should adopt a proactive stance and actively contribute to a sustainable future by embracing eco-innovation. Eco-innovation, due to its emphasis on dismissing environmental harm, necessarily possesses a narrower scope compared to innovation. However, it can yield positive outcomes by balancing environmental considerations with critical success factors like "style", "design", and "performance" (Xavier et al., 2017). In order to truly promote sustainable development, eco-innovations must not only take into account environmental factors, but also incorporate social and economic aspects in both their acceptance and implementation processes (Xuecheng et al., 2022). Although companies are increasingly adopting sustainability practices, it remains unclear whether they are doing so strategically or just for show (Roscoe et al., 2019). Therefore, it's essential to understand how and why companies integrate environmental sustainability into their innovation initiatives. This leads to the question of how to motivate employees to engage in eco-innovation. What motivates employees to act in environmentally responsible ways and how can companies ensure they are fully engaged in these efforts?

Scholars and practitioners have been increasingly focused on enhancing employees' EIB in an increasingly challenging environment, which includes green idea production, promotion, and implementation (Ben Amara & Chen, 2022; Peiró-Signes & Segarra-Oña, 2018). While some recent studies have explored the predictors of EIB (Luu, 2021; Tuan, 2021; Xavier et al., 2017), the full spectrum of the predictors of EIB are still not fully explored. Previous research has examined EIB in relation to environmental CSR (Rongbin et al., 2022), ethical leadership (Xuecheng & Iqbal, 2022), and POS (Abbas et al., 2020; Zhang et al., 2021). While, few studies have explored the role of GHRM in fostering EIB (Ansari et al., 2022), the role of GHRM practices in the context of SMEs in general and particularly in terms of SMEs within Afghanistan is equal to naught. Hence, the objective of this study is to investigate how organizational GHRM practices contribute to their EIB. By exploring the connection between GHRM and EIB, this study can shed light on how firms can cultivate a culture of green

innovation and support employees in generating and implementing environmentally sustainable ideas.

The domain of GHRM and its impact on employee EIB remains a largely unexplored area. To shed light on the underlying mechanism that leads GHRM to employees' EIB, we draw on the assumptions of CORs theory (Hobfoll, 2011). Specifically, we propose that GKS can serve as a potential mediator that bridges the connection between perceived GHRM and EIB. The COR theory states that individuals and organizations endeavor to obtain, retain, and safeguard valuable resources to fulfill their requirements and alleviate stress. In the context of organizational behavior, COR theory offers insights into how resource acquisition, loss, and protection influence various outcomes. When discussing the mediating role of GKS within the COR theory framework, we are looking at how GKS acts as a mechanism through which resources are conserved, acquired, and leveraged. Knowledge sharing within the COR theory context can be understood as a form of social resource that employees exchange to enhance their own resource portfolios.

This study contributes to the existing stream of knowledge by shedding light on GHRM in the domain of SMEs withing Afghanistan. This research adds depth to the understanding of how GHRM strategies impact and foster eco-friendly behaviors among employees, particularly within the specific organizational landscape of SMEs in Afghanistan. By addressing this context-specific gap, the study provides insights that can inform both theory and practice in the realm of sustainable HRM within emerging economies, contributing to a more thorough comprehension of the dynamics between GHRM and EIB. Moreover, this study will contribute to the theoretical advancement of GHRM research. By exploring the role of GHRM in the specific context of SMEs in Afghanistan, the study may contribute new dimensions to existing theoretical frameworks. This could involve extending or refining aspects of GHRM theory to better capture the intricacies of sustainable HR practices within the constraints and opportunities faced by SMEs in the Afghan business environment. The study's findings may thus enrich the theoretical understanding of how GHRM adds to eco-innovation, particularly in diverse and emerging market contexts.

LITERATURE REVIEW

Hypotheses Development

With the growing emphasis on environmental sustainability, HRM professionals need to broaden their conventional methods to integrate green management approaches that enhance their core HRM functions(Tang et al., 2018; Yusoff et al., 2020). These GHRM practices, as defined by several scholars, include "green recruitment and hiring", "green training", "green performance appraisal", and "green rewards" (see e.g, K. Khan et al., 2022; Mwita, 2019; Rubel et al., 2021a; Shafaei et al., 2020). An area of focus in this paradigm is employee EIB, which pertains to the creation and execution of inventive ideas that have positive environmental effects on products, services, processes, and practices (Reid & Miedzinski, 2008). The importance of innovative work behaviour in building and sustaining an organization's long-term competitive advantage has been recognised as a crucial component (Javed et al., 2019; Shah et al., 2020), and HRM practices have been recognized as key drivers of innovative outcomes (Eva et al., 2019; Liu et al., 2019; Noopur & Dhar, 2019). Employees' EIB, or innovative work behaviour, can be characterised as their endeavours to produce, promote, and implement environmentally friendly ideas by incorporating environmental management concepts.

Multiple research have investigated the function of GHRM in facilitating employees sustainable behavior. For instance, Ansari et al. (2021) demonstrate the beneficial influence of GHRM on fostering employees' environmentally

conscious behaviour. Nisar et al. (2021)) reported that the sustainable performance is significantly impacted by GHRM, specifically through the mechanism of PEB. Furthermore, Naz et al. (2022) demonstrated that GHRM plays a beneficial role in improving environmental performance and promoting PEB. Ahmad et al. (2022)) also found that GHRM has a positive influence on green creativity, with PEB partially mediating this association. Furthermore, ethical leadership significantly moderates the relationship between GHRM and Green Creativity. The link between GHRM and EIB is a significant field of research, as there is a suggestion that GHRM can have a favourable impact on EIB. Employees with a heightened comprehension and consciousness of environmental matters are more likely to produce inventive concepts related to environmental management, so assisting in the work of the EIB (Saeed et al., 2019). Furthermore, training and coaching initiatives that prioritise environmentally friendly practices provide employees with vital skills and expertise, empowering them to improve their innovative approaches (Obaid, 2015). In addition, by implementing performance evaluations and incentives that focus on environmental objectives, employee behaviours are aligned with the organization's ecological aims. This alignment results in a heightened dedication to the environment among employees (Paulet et al., 2021; Tang et al., 2018), which ultimately encourages EIB. Moreover, prior studies have shown that employees are more likely to display innovative work behaviours when the organisation exhibits a strong dedication to GHRM principles (Eva et al., 2019; Noopur & Dhar, 2019). Finally, Song et al. (2021) found that GHRM practices positively influenced green innovation at the organizational level, indicating that GHRM could significantly impact their EIB.

In addition, the COR theory offers a valuable foundation for formulating a hypothesis regarding the correlation between GHRM and EIB. The statement suggests that individuals are driven to safeguard and retain existing resources, such as time, energy, and effort, while also seeking to obtain more resources to sustain their overall welfare (Hobfoll, 1989, 2011). However, it may be contended that the implementation of GHRM practices, which offer employees useful resources, might serve as a catalyst for motivating employees to participate in EIB. To clarify, the implementation of GHRM practices can offer employees valuable resources such as knowledge, training, and feedback. Consequently, this can result in an enhancement of their perception regarding the acquisition of resources. The impression of acquiring resources can inspire employees to engage in EIB in order to safeguard and enhance their resources. Furthermore, Social exchange theory also reinforces the notion by asserting that employees are more inclined to participate in discretionary acts, such as EIB, when they perceive an organization's dedication to environmental management (Cook & Emerson, 1987). Thus, by drawing from both theoretical principles and empirical evidence, we arrive at the formulation of the following hypothesis:

H1: GHRM has a positive role in fostering employees EIB in SMEs within Afghanistan

The influence of GHRM is a pivotal factor that determines the patterns of environmental consciousness and sustainable behaviours inside organisations. GHRM is integrating environmental factors into human resource practices with the aim of fostering environmentally conscious behaviours among employees (Ahmad et al., 2022). In contrast, GKS focuses on the sharing of environmentally significant information and knowledge among staff members, promoting a culture of education and cooperation in pursuit of sustainability objectives (Lakhera & Sharma, 2020).

GHRM practices have a significant impact on creating a work environment that motivates employees to actively participate in knowledge

sharing. Efforts like as environmental training programmes, dissemination of green aims, and integration of sustainability goals in performance evaluations cultivate a culture in which employees are incentivized to contribute their expertise on environmental practices (Darvishmotevali & Altinay, 2022; Riva et al., 2021). These activities foster a sense of responsibility and ownership among employees about environmental issues, hence enhancing their readiness to contribute their expertise towards the shared objective of sustainable practices. Research has indicated that organisations that adopt GHRM policies have a tendency to foster a culture of environmental awareness, which subsequently has a favourable impact on employees' behaviours (Faisal & Naushad, 2020). Employees who believe that the organisation prioritises and encourages environmental stewardship are more inclined to participate in knowledge sharing regarding green initiatives (Ghahtarani et al., 2020; Lakhera & Sharma, 2020). Furthermore, the implementation of GHRM policies can immediately improve employees' talents and comprehension of sustainable practices, so stimulating GKS (Yin et al., 2020). Sessions focused on training individuals in environmentally sustainable procedures and advanced technologies. Not only does this training provide employees with the essential knowledge, but it also enables them to effectively disseminate this knowledge to their colleagues (Azeem et al., 2021). This aligns with the concept that employees who possess extensive knowledge of environmentally friendly practices are more inclined to share their skills and ideas, thereby fostering a culture of ongoing learning and enhancement. In addition, when viewed through the framework of COR theory, which highlights individuals' efforts to avoid losing resources and enhance resource acquisition to reduce stress (Hobfoll, 2011). The involvement of GHRM in GKS is consistent with this viewpoint. Organisations foster a culture of environmental awareness through GHRM practices, creating an atmosphere that promotes the sharing of knowledge and enhances resources. Employees who believe that their organisation places importance on sustainability are more inclined to participate in GKS. Thus, based on the above theoretical and empirical discussion the following is assumed.

H2: GHRM has an influential role in motivating employees of SMEs for GKS.

Mediating Role of Green Knowledge Sharing

The function of GKS in facilitating the conversion of environmental insights obtained from GHRM methods into tangible EIB becomes apparent. Knowledge sharing acts as a channel for spreading environmentally friendly practices, technological expertise, and creative solutions. Employees that possess expertise in environmentally-friendly procedures and technology, as acquired through GHRM interventions, are better prepared to participate in EIB (Ghahtarani et al., 2020; Khan et al., 2022). In addition, GKS cultivates a cooperative atmosphere that promotes the development of ideas and the exploration of new concepts, hence boosting EIB (Rubel et al., 2021b). The sharing of knowledge through GKS fosters a collaborative impact, resulting in the joint development and execution of inventive eco-friendly approaches (Lin & Chen, 2017). Employees involved in GKS contribute both their personal expertise and collaborate to enhance and optimise environmentally friendly solutions, hence promoting the advancement of EIB.

The mediation pathway highlights the crucial role of GKS in converting GHRM initiatives into achievable EIB outcomes. GKS serves as the mechanism via which environmental consciousness, fostered by GHRM, is transformed into tangible environmentally friendly advancements, in accordance with the resource-based perspective of organisational theory (Ghahtarani et al., 2020; Khan et al., 2022; Tripathi et al., 2020). In addition, GKS

serves as a method for obtaining and preserving resources (Rubel et al., 2021b). GHRM fosters an environmentally conscious organizational climate that encourages employees to engage in GKS. Employees who believe that their organization values and supports environmental sustainability are more likely to share their eco-knowledge (Yin et al., 2020). This aligns with COR theory's emphasis on acquiring and conserving resources to reduce stress and enhance well-being. Therefore, it is posited that the implementation of GHRM practices is anticipated to stimulate employees to disseminate environmentally sustainable knowledge among their peers and colleagues. Grounded in the COR theory and supported by empirical studies, the ensuing hypothesis is posited as follows.

H3; Green Knowledge Sharing significantly mediates the relationship between GHRM and EIB.

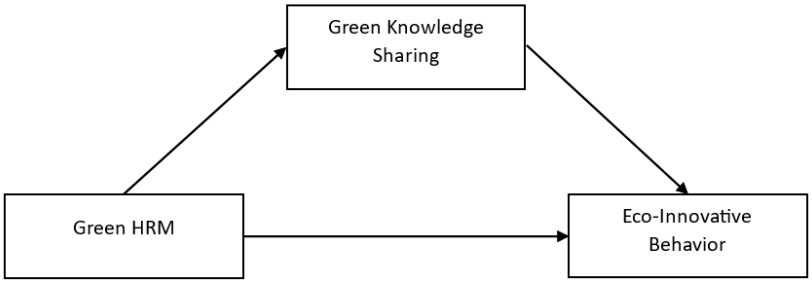

Figure no.1: Conceptual Framework

METHODOLOGY

Participants: The participants in this empirical study consisted of SMEs operating in Afghanistan. The selection of SMEs was based on a combination of purposive and random sampling techniques. A purposive sampling approach was utilized to ensure a representative mix of industries, considering sectors such as manufacturing, services, and technology. Additionally, a convenience sampling method was employed to select employees of SMEs within each sector.

Unfortunately, the total number of employees working in these SMEs has not been determined by any ministry in Afghanistan, making it difficult to establish a precise sampling frame. Consequently, the study will utilize a non-probability sampling technique, with the Z score used to determine an appropriate sample size. The Z score is a reliable way to calculate a sample size when the population size is unknown, by assuming a normal deviation set at a 95% confidence interval (1.96), a response rate of 50% (0.5), and a confidence interval of 0.05 (Lakens, 2022; Mensah, 2014). Based on this formula, a sample size of 384 employees would be suitable for this study.

$$n=Z2(p)(1-p)/C2$$

where n= sample size

P= percentage of response

C= confidence interval

$$n=(1.96)2(0.5)(1-.5)/(0.05)2$$

$$n=(0.96)/(.0025)$$

$$n=384$$

Procedure

The study followed a well-defined procedure to collect data from the selected SMEs. The research team initially reached out to potential participants through both digital and physical means, providing an overview of the study's objectives and seeking their voluntary participation. Upon obtaining consent, the participants were sent a comprehensive survey questionnaire via email, which was specifically designed to measure GHRM practices, EIB, and GKS. The structured questionnaires were distributed through convenience sample among the CEO and employees of various SMEs located in Laghman and Kabul provinces of Afghanistan. Out of 384 questionnaires distributed, we received 197 questionnaires. After a thorough examination of the received questionnaires, we found 29 questionnaires with missing information, which were discarded and thus we got 168 workable responses.

Measures

A 9-items GHRM scale was adopted from (Guerci et al., 2016). The items included in the sample consist of "employee involvement on environmental issues,"

The scale validity was confirmed through cronbach's alpha with alpha value 0.73. We employed a six-item scale originally developed by (Scott & Bruce, 1994) to assess innovative work behavior. For the purposes of this study, the scale underwent modification by incorporating green-related terms to align with the specific objectives of the research. A sample item was "I Investigate, and secure funds needed to implement new green ideas". The cronbach's alpha value for EIB was recorded as 0.76. The scale of GKS was adopted from (Wong, 2013) with 5 items for the measurement of GKS. The cronbach's alpha score for GKS scale was recorded as 0.79.

ANALYSIS

Table 1 presents the demographic characteristics of the respondents, encompassing details such as age, gender, and educational background. The data indicates a predominant representation of male respondents, accounting for 91.6% of the sample. Furthermore, a substantial majority falls within the age bracket of 26-45 years, constituting 70% of the participants. In terms of educational attainment, the majority of respondents either held a graduate degree (38%) or had attended university (19%).

Table No.1

Demographic profile of the respondents

		N	%
Gender	Male	154	91.6%
	Female	14	8.3%
Age	18-25	31	18.45%
	26-35	76	45.23%
	36-45	43	25.5%
	46+	18	10.7%
Education	School	25	14.8%
	Secondary Education	31	18.4%
	Professional Diploma	16	9.5%
	Graduate	64	38%
	University	32	19%

Correlation

The degree of association of the study variables were examined through correlation analysis. Table 2 presents the correlation among GHRM, EIB and GKS. Table suggests that all the variables are positively correlated. For instance, the degree of association between GHRM and EIB is recorded as 0.412, found significant at $p<0.001$. Similarly, the association between GHRM and GKS is also found positive and significant (0.391, $P<0.001$).

Table No.2

Correlation

	GHRM	EIB	GKS
GHRM	1	0.412**	0.391**
EIB	0.412**	1	0.313**
GKS	0.391**	0.313**	1

Note, *=p<0.01

Hypotheses Testing

In the present investigation, the analytical framework was configured to assess parallel mediation, wherein each mediation necessitates a distinct determination of the indirect effect. Consequently, the study employed "Hayes's (2013) PROCESS" method to evaluate the mediation model. Specifically, Model-4 of the PROCESS methodology was employed for the scrutiny of parallel mediation. To assess the mediation model, the direct and mediating effects were computed at a confidence level of 95%.

Table No. 3
Model Statistics

Hypothesis	Model	Effect	SE	LLCI	ULCI
H1	GHRM→EIB	0.41**	0.032	0.53	0.63
H2	GHRM→GKS	0.42**	0.037	0.51	0.55

*=P<0.001

The findings indicate a positive and statistically significant relationship between GHRM and EIB ($\beta = 0.42$, $p < 0.001$). Therefore, the data supports Hypothesis 1 (H1) in the current study. Furthermore, the study provides support for Hypothesis 2 (H2), revealing a significant association between GHRM and GKS ($\beta = 0.42$, $p < 0.005$). The assessment of the indirect effect involved the utilization of "(Hayes, 2013) PROCESS" method and the "Sobel test". The outcomes of these analyses are detailed in Table 4.

Table No.4
Mediation Analysis

						Results of Sobel Test			
Hypothesis	Relationship variables	Effect	SE	LLCI	ULCI	Effect	SE	Z	P
H3	GHRM→GKS→EIB	0.21	0.02	0.07	0.23	0.24	0.04	3.29	<0.001

The indirect effect analyses reveal a noteworthy indirect impact of GHRM on EIB through GKS ($\beta = 0.21$, CI [0.07, 0.23]). These findings are consistently validated by the Sobel test ($z = 3.29$, $p < 0.001$). Consequently, the study's Hypothesis 3 (H3) is affirmed.

DISCUSSION

This study was aimed at investigating the role of GHRM in fostering EIB directly and indirectly through GKS in SMEs of Afghanistan. The study utilizes the assumption of COR theory and develops direct and indirect hypotheses. Empirical data were collected through convenience sampling technique from the employees of the SMEs located in Laghman and Kabul provinces. The empirical result endorsed the study assumption by getting the positive and significant impact of GHRM in fostering EIB directly and indirectly through GKS.

The observed positive and significant impact of GHRM practices on Employees' EIB in Afghan SMEs holds considerable significance. This result underscores the effectiveness of GHRM initiatives in cultivating a workplace culture that encourages environmentally sustainable practices. This finding strengthens the understanding that organisational HR practices play a significant role in influencing employee engagement with ecological initiatives, as supported by previous research (Afridi, Khan, et al., 2021; Afridi, Shahjehan, et al., 2021; Afridi, Ali, et al., 2023; Khan et al., 2022). These studies have consistently highlighted the positive correlation between GHRM and environmentally friendly behaviours. From a COR theory (Hobfoll, 2011) perspective, GHRM activities can be seen as valuable assets offered by the organisation, resulting in heightened employee dedication to EIB. This outcome suggests that adopting GHRM practices is not only socially responsible but also strategically beneficial for SMEs aiming to cultivate a culture of eco-innovation.

Moreover, the discovery of a positive and substantial mediating effect of GKS on the relationship between GHRM and Employees' EIB in Afghan SMEs

provides a valuable understanding of the processes by which GHRM practices influence employee behaviour. This discovery implies that the beneficial impact of GHRM on EIB is partially achieved by promoting the exchange of information and ideas about environmentally sustainable methods. This result is consistent with prior research that emphasises the mediating function of information exchange in different organisational settings (Afridi, Shahjehan, et al., 2023; Inayat et al., 2022; Khan et al., 2022; Tripathi et al., 2020). Through the lens of the COR theory, GKS can be seen as a mediating mechanism that enables employees to acquire valuable resources. Within this particular framework, GHRM practices function as valuable assets that, when distributed among employees, aid in the retention and accumulation of knowledge pertaining to environmentally conscious practices. The role of GKS in mediating emphasises the significance of efficient communication and knowledge distribution in converting HRM initiatives into tangible EIB. The positive mediating impact emphasises the importance for organisations to not only adopt green HR practices but also cultivate a culture of collaborative learning and information exchange to enhance their influence on sustainable behaviours within SMEs in Afghanistan.

CONTRIBUTION

This study provides valuable insights into the comprehension of GHRM, GKS and Employees' EIB within the particular setting of SMEs in Afghanistan. The empirical findings address a significant deficiency in current research, providing practical consequences for leaders in organisations. The study enhances our comprehension of the mechanisms by which sustainable HR practices impact employee behaviour by verifying the mediating function of GKS in the link between GHRM and EIB. This insight is particularly valuable for practitioners, emphasizing not only the implementation of GHRM practices but also the fostering of a culture that encourages knowledge sharing on environmentally sustainable practices. The study enriches theoretical perspectives by applying the COR theory, providing a conceptual framework for interpreting the conservation and accumulation of valuable resources, such as eco-friendly knowledge. Furthermore, the findings underscore the strategic importance of integrating GHRM practices within SMEs, contributing to the broader discourse on the intersection of sustainability and organizational management. Lastly, this study establishes a foundation for future research endeavors, suggesting avenues for exploring additional factors and contexts, and delving deeper into specific GHRM practices that drive employees' EIB.

LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

While this study makes valuable contributions, it is not without limitations. Firstly, the adoption of a cross-sectional design restricts the ability to infer causal relationships or capture dynamic changes over time. Thus, future researcher may also work on longitudinal design to get more insight into the data over time. Second, this research is conducted on limited SMEs that were located only in 2 provinces, plus the sample size was also low. This limits the generalizability of the study findings; thus, future researcher may extend this study into more provinces of Afghanistan. Thirdly, this study focuses on the mediating mechanism through only one mediator such as, GKS, however, other cognitive variables such as, decision-making style, emotional intelligence, cognitive dissonance etc. Furthermore, along with mediating mechanisms, future researcher may also examine the role of moderators, such as green organizational support, Generative leadership, etc. Fourthly, the study was constrained by the relatively low number of female participants, limiting the attainment of diverse perspectives from both genders. Consequently, future researchers are encouraged to address this limitation to obtain a more comprehensive understanding.

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