

Investigating the Impact of Green Human Resource Management Practices on Job Performance: Unveiling the Detrimental Effects of Workplace Ostracism

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<https://doi.org/10.62345/jads.2025.14.3.89>

Abstract

The theoretical framework has been developed by exploring the social exchange theory. It examines the relationship between Green Human Resource Management (GHRM) and employee job performance, considering the mediating role of employee work engagement and the moderating role of workplace ostracism in the moderated mediation model. A survey has been conducted in the banking sector of Pakistan. Data has been collected through the distribution of online questionnaires and physically by using references from different employees. A 7-point Likert scale has been used, and measures have been adapted from reliable sources. Demographic data were analysed using SPSS, while Smart PLS was applied for measuring models and testing hypotheses. The results show a significant and positive relationship between GHRM and employee job performance, mediated by employee work engagement. The adverse moderation effect was noted in the relationship between GHRM and employee work engagement, as well as in the mediation of this relationship. The results are contributing to the implementation of social exchange theory in the banking sector of Pakistan. The study also suggests the implementation of GHRM practices in organisations and mitigates the impact of workplace ostracism.

Keywords: Green Human Resource Management, Employee Work Engagement, Employee Job Performance, Workplace Ostracism, Banks in Pakistan.

Introduction

Maintenance of environmental sustainability and making companies green have become the top priorities in this century. It has become a new alternative to traditional human resource management practices. By demonstrating the organisation's environmental behaviour, employees can play an essential role in making their organisation green (Lülfes & Hahn, 2013). The best practical tool for making the organisation green is the implementation of green human resource management practices, which has become the major spotlight of research (Jabbour et al., 2019). While studying traditional human resource management practices, scholars are now focusing on green initiatives within organisations (Jabbour & de Sousa Jabbour, 2016). Climatic changes are a significant challenge worldwide; hence, every organisation is implementing green practices. The banking sector is playing a crucial role in the economy of Pakistan. It is the area or the base from where the economy transacts and evolves. However, despite these enormities, the sector is

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plagued with several problems. This includes the absence of Green Human Resource Management (GHRM) practices and workplace annoyance in the form of ostracism. Most banks in Pakistan are struggling to hire top talent and, as a result, have limited investment in recruitment, training, organisational development programs, and employee engagement to improve performance. This leads to very high turnover, which, in turn, results in a shortage of professionals, thereby preventing the organisation from growing and being competitive. Thus, when GHRM practices are absent and combined with workplace ostracism, it becomes a significant challenge for Pakistan's banking sector, negatively affecting employee performance and well-being. This highlights the need for banking, regulators, and other stakeholders to collaborate, prioritising talent management just as they do with inclusive cultures that foster psychological safety. This would enable the banking sector to implement these strategies and bring salutary and resilient change within the organisations, which would further push economic growth and prosperity in Pakistan. This subject has become a new area of research because it can be explored through employee behaviour (Paillé et al., 2014). Green HRM is one of the proactive environmental practices adopted by the organisation, impacting the natural environment (Ren et al., 2018). Green HRM offers a distinct approach to ecological management through organisational policy and employee performance, with most research testing its impact on employees (Hameed et al., 2020). Previously, the effect of green human resource management practices has been examined in terms of environmental gains (Ren & Jackson, 2020). Few studies focus on the influence of green human resource management practices on financial gains through employee performance (Ren & Jackson, 2020). Therefore, this study has targeted the specified issue by examining the influence of green HRM practices on employee job performance, with employee work engagement as a mediator. A positive employer brand can be created for the organisation through green HRM practices, leading to many outcomes, such as improved job performance and increased work engagement among employees. Emotions and cognition related to work should be understood as psychological and physical conditions that encourage employees' behaviours and attitudes to achieve personal and organisational goals (Keyko et al., 2016). Employees' attitudes and behaviour can be positively traced when there is emotional attachment and a target of possession, which results in higher levels of engagement and identification (Schaufeli et al., 2018).

The GHRM practices can convey a vision of green initiatives, promote sustainable development, and strengthen employee perception and feelings of psychological ownership (Chang, Wang, & Lin, 2020), which further leads to employee engagement and, consequently, good performance. In the previous study, the impact of green HRM on employee work engagement, with the mediating role of psychological ownership, was examined and found to have a significant and positive relationship (Baykal & Bayraktar, 2022). The future recommendation is to explore the impact on other countries by considering variables like job performance. Hence, job performance has been selected as the dependent variable, with employee work engagement mediating its effect.

Despite the good practices in the organisation, a single negative practice, whether by the employer or colleagues, can adversely affect the employee and organisational performance. Workplace ostracism is one of the said practices. Ostracism in an organisation means to be neglected or ignored by the management or co-workers, which can influence behaviour in return (Gerber & Wheeler, 2009). Ostracism can occur in social settings, as observed in organisations. Employee psychological stress can be increased due to ostracism, leading to health problems and deviant behaviours that can be a hurdle in organisational performance (Howard et al., 2020). This study underpins social exchange theory, which elaborates on relationship reciprocity. Employees who perceive positivity from the organisation can be more engaged in work and perform well.

On the other hand, the perception of ostracism in the workplace leads employees to show less engagement and performance. In previous research, the impact of workplace ostracism on employee job performance was examined, with self-efficacy as a mediator and job level as a moderator, revealing a significant negative relationship among the variables (De Clercq et al., 2019). In another study, the relationship between workplace ostracism and employee work engagement was examined, considering the mediating role of felt obligation and the moderating role of collectivism, which revealed significant negative relationships (Xu et al., 2020). Hence, workplace ostracism can negatively moderate the mediation of employee work engagement in the relationship between green human resource management practices and employee job performance in this study.

This study has a few sections, including a literature review of green HRM practices, employee work engagement, employee job performance, and workplace ostracism. The following section elaborates on the hypothesis development and theoretical framework. The methodology, along with the results and findings, has been described in the next section. The last section is about the conclusion and discussion supporting the results.

Theoretical Foundations

Social exchange theory is among the most influential concepts in interpreting organisational behaviour (Cropanzano & Mitchell, 2005). Complex social interactions have been developed to generate helpful behaviour and actions among two parties (employees and employers) (Blau, 1968). These foundations have been explained by social exchange theory, which involves norms and rules that can be reciprocated and negotiated (Cropanzano & Mitchell, 2005). Second is the exchange of resources, which can be beneficial economically and socioemotionally (Foa & Foa, 1974). The third one is caring about others, which helps generate interpersonal relations useful for the organisation (Cropanzano et al., 2001). When there is a positive perception of green HRM practices, employees will engage in tasks and, in return, show good performance.

There are some studies in which the relationship of GHRM has been studied in the light of SET. The survey conducted by Malik et al. (2021) revealed the relationship between corporate social responsibility and GHRM with sustainable performance, with the mediating role of organisational citizenship behaviour towards the environment (OCBE). Findings show that OCBE mediates the relationship between GHRM and Sustainable performance, supported by SET, as employees reciprocate green practices by delivering their best performance (Malik et al., 2021). There are different pathways in the development of GHRM, with SE being the central one through which GHRM has a significant impact on job satisfaction and environmental performance (Ari et al., 2020). The study revealed a positive relationship between GHRM and employee perception of organisational support, which enhances employee engagement and job performance (Ari et al., 2020).

The relationship between GHRM and employee engagement has also been highlighted by the SET, spotlighting the concept of reciprocal exchanges between employees and organisations. One critical study examines the mediating role of green work engagement between GHRM practices and employee green behaviour in higher education organisations (Aboramadan, 2022). The study confirms that employees engage in reciprocating GHRM practices, which result in higher engagement as demonstrated by SET. In another study, the mediating role of work engagement and resilience has been checked in the relationship between GHRM and commitment in the hotel industry. The findings of the study support the SET, showing that in the presence of GHRM within

the organisation, employees are more engaged through an increase in resilience (Arasli et al., 2020).

On the other hand, if there is ostracism in the organisation, employees will be demotivated and show less engagement and performance. Ignoring or excluding employees, also known as ostracism in the organisation, can significantly impact their engagement and job performance through the lens of social exchange theory. SET suggests that the relationships within the organisation are shaped by resource exchange, including emotional and social support (Scott et al., 2013). There is a clear indication in the research that WO directly influences employee engagement. Employees perceive themselves as facing ostracism at the workplace and show lower engagement levels because they feel less valued and less connected with their organisational roles (Kwan et al., 2018). The main reason is that such negative experiences undermine the social exchanges fostering motivation and a sense of belonging, leading to diminished engagement levels (Xu et al., 2020).

Moreover, ostracised workers demonstrate decreased productivity and efficiency. Zhao et al. (2020) argue that task performance could be impaired by ostracism, which disrupts the normal flow of information and cooperation among team members. Ostracism also undermines the contributions of individuals in the team and organisational goals due to a reduction in motivation and psychological safety (Paşamehmetoğlu et al., 2022). The literature supports the application of SET in the context of GHRM, employee engagement, job performance, and the detrimental impact of workplace ostracism on outcomes. This suggests that fostering an inclusive and supportive culture in the organisation should be achieved by implementing GHRM to enhance engagement and performance and mitigate the impact of ostracism.

Theoretical Framework and Hypothesis Development

Green Human Resource Management and Employee Job Performance

In this chapter, the literature on the relationship between GHRM and employee job performance will be discussed in the light of various empirical and theoretical analyses. One of the contemporary organisational strategies that emerged is GHRM practices focusing on environmental sustainability in operations, enhancing employee well-being and job performance. There is a multifaceted relationship between GHRM and employee job performance, with the different interrelated factors contributing to its dynamics. For example, in the study of Chuah et al. (2021), the influence of GHRM has been checked on green lifestyles and job performance, showing the significant relationships with both variables.

GHRM practices are about environmentally friendly policies, energy conservation measures, waste reduction strategies, and sustainability in supply chain management. When employees perceive the organisation's commitment to sustainability, their job satisfaction and organisational commitment can be enhanced. The study by Khan et al. (2022) emphasised the relationship between GHRM practices and employee job performance, highlighting commitment and engagement as the main drivers. The findings show a significant relationship. These positive perceptions by the employees foster purpose and pride within the organisation, leading to higher engagement and motivation in their tasks, which contributes to job performance. Training and development focusing on the GHRM practices are also helpful in generating awareness and building competencies with environmental sustainability. Employees become more innovative in finding innovative ways of reducing energy consumption, minimising waste, and enhancing operational efficiency and productivity. There is an empirical analysis and findings on the relationship between GHRM and employee green behaviour fostering environmental performance

(Chaudhary, 2020). Other studies also emphasise the relationships between GHRM practices, such as compensation and performance appraisals, which positively impact pro-environmental behaviours and employee job performance (Saeed et al., 2019). In the study, Alghamdi (2021) suggested that eco-conscious processes significantly mediate the relationship between GHRM and employee job performance. When there is a strong implementation of GHRM in the organisation, employee performance can be enhanced, which also strengthens organisational sustainability (Amjad et al., 2021). The relationship between GHRM practices and employee job performance is reciprocal, mutually reinforced by cultivating a culture of empowerment and responsibility and creating a conducive environment. Hence, the following hypothesis can be generated:-

H1: GHRM practices significantly and positively impact the employee's job performance.

Mediation of Employee Work Engagement

Employee engagement has gained prominence as a key determinant of organisational success through various facets of employee performance. The emotional and intellectual commitment of employees toward their tasks and organisations is called employee engagement. Engaged employees are more passionate about their jobs, exerting discretionary efforts aligned with the organisational goals. There are different factors like HR practices, organisational cultures, and job design that can influence employee engagement. Motivation from good human resource management practices enhances the relationship (Amir et al., 2022) between individuals and organisations and is one of the critical antecedents of employee work engagement (Okolie, 2022). The identification of employees with their organisation increases when individuals work in organisations that implement responsible practices (Yang et al., 2021), such as green HRM practices.

Employee engagement can serve the critical mediating role in the relationship between GHRM and employee job performance. Engaged employees more embrace green initiatives embedded in environmental sustainability practices. A sense of emotional connection with employees' tasks motivates them to participate in green initiatives and adopt environmentally friendly behaviours. However, employees are more adaptive to organisational change when GHRM practices are implemented. Different studies are providing empirical evidence supporting the mediating role of employee engagement in the relationship between GHRM and employee job performance.

In the study, Aboramadan (2022) investigated the impact of GHRM on employee green behaviour with the mediating role of green work engagement. Findings show the GHRM can enhance employee green performance through increased work engagement. The mediating impact of work engagement and job satisfaction to highlight the relationship between GHRM and environmental performance has been investigated (Adeel et al., 2022). The findings elaborate that employee outcomes, such as engagement, mediate the impact of GHRM practices on organisational sustainability. Gomes et al. (2023) have investigated and revealed the relationship between GHRM on employee commitment and work engagement with the moderating role of employees' environmental consciousness. The results uncover the mediating role of work engagement in the relationship between GHRM and performance outcomes. The study on sustainable HRM practices and their mediation between work engagement and teamwork performance has been highlighted by Navajas-Romero et al. (2022), uncovering the significant mediating role of both factors in improving organisational outcomes. The studies collectively emphasise and support the mediating role of employee work engagement in the relationship between GHRM and employee work engagement. Therefore, it can be hypothesised that:-

H2: Employee work engagement significantly mediates the relationship between GHRM practices and employee job performance.

Moderating Role of Workplace Ostracism

Organisations and businesses are strongly recognising the importance of sustainable practices not only for stewardship of the environment but also for increasing organisational performance. One of the essential strategic approaches for the organisation is GHRM, which is about integrating HR practices with environmental concerns. To engage employees in sustainable practices, integration of environmental management practices with human resource policies is essential and often referred to as GHRM. Almost all organisations are striving to achieve better performance and engagement from employees through GHRM practices to gain a competitive advantage. However, more exploration is needed regarding the impact of workplace ostracism, GHRM, employee engagement, and job performance. Workplace ostracism may act as a moderator in the relationship between GRM, job performance, and employee work engagement. A decline in work engagement and job performance can be observed due to workplace ostracism, even with the implementation of GHRM practices. This could occur because psychological needs, such as trust, belonging, and meaningfulness required for engagement, can be destroyed due to workplace ostracism.

There is a potential increase in employee work engagement through meaningful activities of GHRM focused on sustainability, which fulfil the need for employee competence, autonomy, and relatedness (Renwick et al., 2013). However, workplace ostracism can be a significant hurdle when employees feel excluded or ignored by others in the organisation (Ferris, Brown, et al., 2008), which can significantly influence the relationship. To implement GHRM practices effectively, organisations have to understand the moderating role of workplace ostracism that can diminish employee engagement. The organisation must cultivate an engaged and motivated workforce, demonstrating its commitment to sustainable goals to mitigate ostracised practices. Job satisfaction and engagement can be enhanced through GHRM practices by fostering a strong sense of purpose and pride among employees who value sustainability (Jabbour & Santos, 2008). On the other hand, practices like ostracism can decrease the level of satisfaction and commitment, detrimentally impacting engagement and productivity (Wu et al., 2012).

Some studies have explored how workplace ostracism interacts with the relationship between GHRM and employee work engagement. There is a significant reduction in the benefits of GHRM in engaging employees due to the presence of high workplace ostracism (Zheng et al., 2016). This suggests that even with well-designed HR practices, employees may not engage in tasks due to feelings of exclusion or alienation. Several other empirical studies also highlight the negative impact of workplace ostracism on the relationship between HR practices and engagement. There is a significant moderating impact of workplace ostracism in the relationship between HR practices and job satisfaction, a precursor to employee work engagement (Robinson et al., 2013). Workplace ostracism is also weakening the impact of GHRM on employee innovation, indirectly implying a subtle decrease in engagement.

The detrimental impact of workplace ostracism may weaken the indirect relationship between GHRM and employee job performance, as viewed through the lens of employee work engagement. Employees who feel ostracised may disengage from work, leading to decreased motivation and performance. Employees' psychological and emotional states can be severely impacted by workplace ostracism, leading to a decrease in engagement and performance. The study by Riaz et al. (2019) has shown the negative impact of workplace ostracism on overall performance and

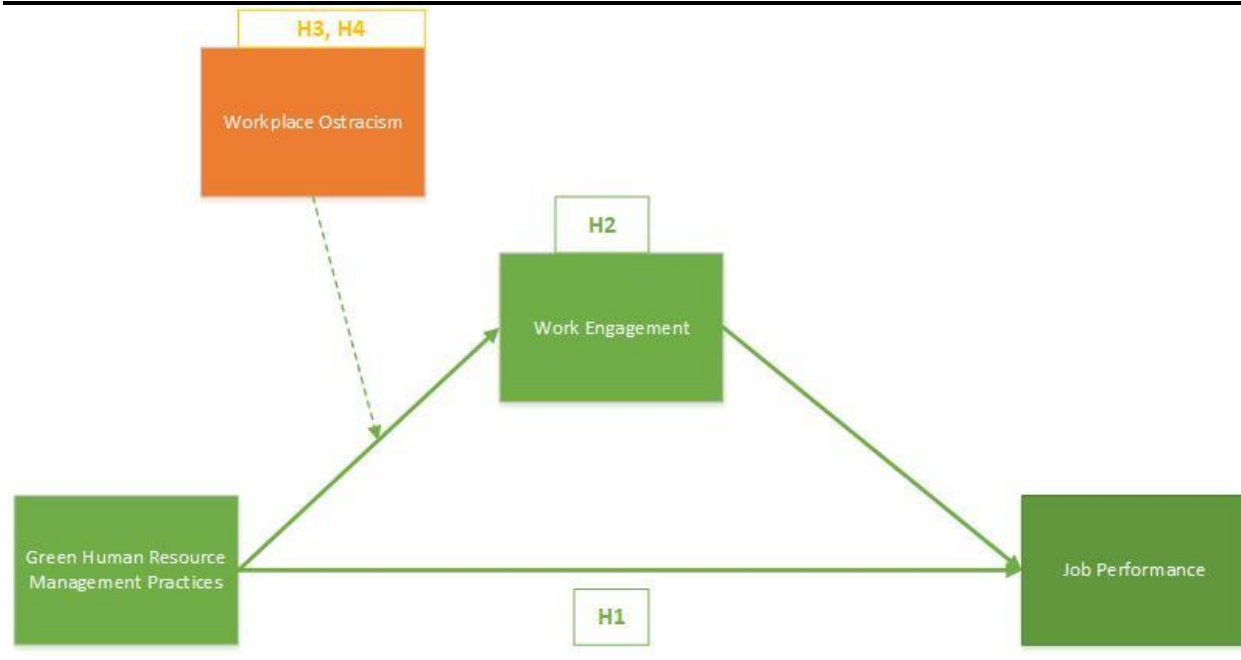
employee engagement. The moderated mediation model suggested that interventions in HRM practices, for example, GHRM, could mitigate the adverse effects of workplace ostracism.

GHRM practices can positively influence job performance. The inclusion of sustainable practices by organisations can enhance employee job satisfaction and performance metrics. Green work engagement is playing a significant mediating role in the relationship between green creativity, which is a product of these HRM practices, and sustainable organisational success (Abualigah et al., 2023). The literature review underscores the urgency of addressing the negative impact of workplace ostracism to maximise the positive effects of GHRM in engaging employees. The implementation of GHRM practices may not achieve higher employee engagement without an inclusive and supportive organisational culture. Hence, it can be hypothesised that:-

H3: Workplace Ostracism significantly moderates the relationship between GHRM and employee work engagement in the light of social exchange theory.

H4: Workplace Ostracism significantly moderates the mediation of employee work engagement in the relationship between GHRM practices and employee job performance.

Figure 1: Conceptual Framework



Methodology and Findings

Research Setting and Data Collection

Data has been collected through the distribution of a survey questionnaire to the bank employees working in various private and commercial banks in Pakistan. A 7-point Likert scale has been used in the questionnaire design representing 1 for strongly disagree and 7 for strongly agree. A questionnaire has been distributed by visiting different banks, using references, and through different social media platforms like WhatsApp, and Facebook. A soft copy of the questionnaire has been developed in Google Forms and the link has been distributed to the respondents. For the curation of comprehensive data collection ensuring the accuracy and depth of findings, the valuable expertise of my references has been used. Employees of different banks are using different social media groups through which broader populations have been targeted. However,

privacy and data confidentiality have been ensured by not asking for names, designations, and contact information in the questionnaire. The data has been collected from the respondents anonymously and voluntarily through a structured questionnaire. The research purpose and their rights to withdraw have been elaborated before. A convenient sampling method has been adopted in this study. The reason for choosing convenient sampling is that the population of interest was difficult to access and it's the most cost-effective method in terms of time and resources.

To deal with the biases and enhance generalizability in the study, data has been collected from different locations in Pakistan focusing on a broader range of perspectives. Using different methods (online and in-person) and transparency in data collection also reduces biases in the study. Initially total of 510 responses were received with incomplete and invalid responses which were removed resulting in the final dataset of 486 valid responses. The sample size is according to the guidelines suggesting that it can exceed the total number of items and the total number of items is 30 (Field, 2013). However, the sample size also has the rule of 10 to 30 respondents against each independent variable (Fawcett & Garity, 2008). G-power analysis can also be used for the sample size calculation and is significant by using multiple predictors. A balancing power of 0.80 has been used with a significant level of 0.05 being the sufficient power for the calculation of sample size (Faul et al., 2007). The calculated minimum sample size is 77 which justified the sample selection for this study.

Table 1: Demographics

Gender	Frequency	Percentage
Male	362	74.5 %
Female	124	25.5 %
AGE		
20-25	66	13.6 %
26-30	151	31.1 %
31-35	115	23.7 %
36-40	119	24.5 %
41-45	33	6.8 %
46-Above	2	.4 %
Experience (Years)		
0-5	117	24.1 %
6-10	147	30.2 %
11-15	91	18.7 %
16-20	110	22.6 %
21-Above	21	4.3 %
Educational Qualification		
Intermediate	115	23.7%
Bachelors	168	34.6%
Masters	139	28.6%
MS/MPHIL	59	12.1%
Others	5	1.0%

Source: Developed by the author

Frequency distribution has been displayed in Table 1. Most of the respondents are males counting 362 in number with 74.5%. Female respondents are 124 making the percentage of 25.5. The largest group falls in the age group of 26-30 age bracket showing 31.1% of the total sample size followed by 36-40 representing 24.5%. In contrast, the smallest group is the employees aged 46 and above showing only 0.4% of the total sample. When there is a discussion about work experience, most employees have experience of 6-10 years accounting for 30.2% and the second largest group is 0-5 years of experience comprising 24.1% of the total sample. Making up 4.3%, the least number of employees are from the group 21 and above years of experience. The majority of the employees hold bachelor's degrees showing 34.6% of the total sample. Moreover, the second largest group holds a master's degree comprising 28.6% of the total respondents.

Measurements

The remaining segments of the questionnaire are shown in Table 2. The second part of the questionnaire contains 9 items on employee work engagement adapted from (Schaufeli et al., 2002). An example of the item is "At my job, I feel strong and vigorous". The third part of the questionnaire is about GHRM practices having six items adapted from (Dumont et al., 2017). One of the items of GHRM is "My organization sets green goals for its employees". The questionnaire also addresses workplace ostracism with ten items adapted from (Ferris, Brown, et al., 2008). One of the important items of WO is "Others ignored you at work". The final part of the questionnaire is about employee job performance and items have been adapted from the study done by (Janssen & Van Yperen, 2004). An example of the item is "I (employee) consistently complete the duties specified in my job description". Adapting items are Pakistan's culture relevant representing every dimension of the variables. To ensure the suitability of the questionnaire, pilot testing has been conducted which has also been described in the results of factor loading and reliability. The items have been adapted after careful study and according to research design and objectives. A focused set of items allows the researcher to align the research objectives and hypothesis with the measurement approach (Bryman, 2016).

Table 2: Measurements

Constructs	Items	Source
GHRM	GHRM1,GHRM2,GHRM3,GHRM4,GHRM5, GHRM6	(Dumont et al., 2017)
Job Performance	JP1,JP2,JP3,JP4,JP5	Janssen and Van Yperen (2004)
Employee work engagement	WE1,WE2,WE3,WE4,WE5, WE6, WE7, WE8, WE9	(Schaufeli et al., 2002)
Workplace Ostracism	WO1,WO2,WO3,WO4,WO5	Ferris, Berry, et al. (2008)

Source: Developed by the author

Structural Equation Modeling

The study employed structural equation modeling (SEM) following the demographic analysis in this study. Both measurement and path coefficient have been included in this analysis. To avoid the problem of common method variance, anonymity and confidentiality have been assured motivating respondents to give unbiased and honest responses. Moreover, the factor loading method and SEM can also help the common method variance during data analysis (Podsakoff et

al., 2003). For the estimation of the model and hypothesis evaluation, basic PLS-SEM (Partial least square-structural Equation Modeling) has been utilized. Smart-PLS 4 has been chosen for the analysis because of its effectiveness in the assessment of reliability, validity, confirming and rejecting hypothesis. The initial step of this analysis is the measurement model aiming to check the quality of data through analysis of constructs, validity, and reliability. Discriminant validity has been analyzed using the HTMT (Heterotrait-Monotrait) model. The strength of the constructs has been analyzed using factor loading, Cronbach's Alpha, and composite reliability values. After all the relationships among variables have been scrutinized using path analysis in the structural modeling. Moreover, mediation, moderation, and moderated mediation have also been analyzed using the bootstrapping method.

Analysis of Measurement Model

Table 3: Discriminant Validity

	Constructs	1	2	3	4	5
1	JP					
2	OCB	0.647				
3	OV	0.808	0.682			
4	WO	0.660	0.724	0.793		
5	WO x OV	0.506	0.425	0.501	0.666	

Source: Developed by the author

Table 3 is about the assessment of discriminant validity based on the criteria based on previous research elaborated the threshold of 0.85 or 0.90 (). For this study, the criteria of 0.85 have been adopted and found that all values are under the threshold and considered valid for further analysis.

Factor Loading and Path Coefficient

Table 4: Factor Loading and Reliability

	Items	Factor Loading	Cronbach's Alpha	CR	AVE
GHRM	GHRM1	0.838	0.921	0.921	0.660
	GHRM2	0.787			
	GHRM3	0.767			
	GHRM4	0.826			
	GHRM5	0.798			
	GHRM6	0.855			
JP	JP1	0.765	0.900	0.901	0.645
	JP2	0.823			
	JP3	0.823			
	JP4	0.810			
	JP5	0.793			
	WE1	0.770			
WE	WE2	0.788	0.946	0.946	0.663
	WE3	0.829			
	WE4	0.846			
	WE5	0.826			
	WE6	0.800			

	WE7	0.861			
	WE8	0.778			
	WE9	0.823			
	WO1	0.636			
	WO2	0.774			
WO	WO3	0.827	0.933	0.933	0.612
	WO4	0.851			
	WO5	0.795			
	WO6	0.800			
	WO7	0.830			
	WO8	0.870			
	WO10	0.615			

Source: Developed by the author

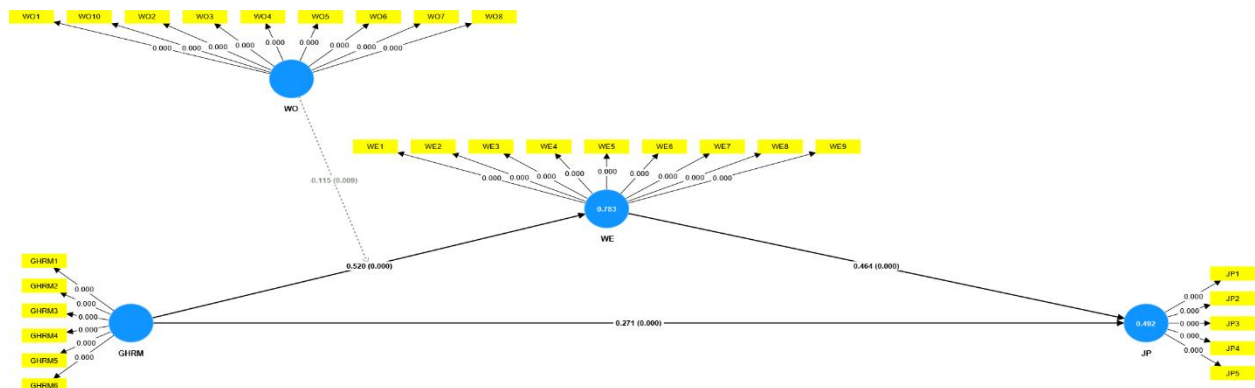
Assessing the factor loading of each item and determining the overall reliability of each variable is one of the crucial aspects of the measurement model. The measurement of reliability and validity is the most robust procedure in the field of business and social sciences research. Internal consistency reliability and indicator reliability are the two basic procedures for checking reliability (Ringle et al., 2018). Internal consistent reliability has been checked in this study. Validity has been checked through convergent validity, Discriminant validity, and cross-loadings. In this study, convergent validity and discriminant validity have been used with the ideal loading of more than 0.5 and 0.7 respectively. However, there are some values in the factor loading more than 0.6, and this shows the substantial relationship between latent and observed variables. In factor loading the value below 0.6 cannot represent the underlying factors and contributes to the weaker reliability of factor structure (Hair, 2009). Therefore item of WO (WO9) has been removed having the factor loading of 0.44. Table 4 shows that overall reliability exceeds 0.7 and AVE surpasses 0.5 recommending data for further analysis (Hair Jr et al., 2021).

Analysis of Structural Model

Table 5: Summary of Results

Hypothesis	Standard Beta	t-Stats	p-Value	R ²	F ²	Results
GHRM -> JP _(H1)	0.271	4.813	0.000	0.490	0.050	Supported
GHRM -> WE -> JP (H2)	0.242	6.638	0.000			Supported
WO x GHRM -> WE (H3)	-0.115	2.624	0.009			Supported
WOxGHRM->WE->JP(H4)	-0.053	2.473	0.013			Supported

Source: Developed by the author

Figure 2: Path Coefficient and Factor Loading

Source: Developed by the author

Figure 2 and Table 5 show the results of structural equation modelling. The study examined the four hypotheses drawn from the literature review. The first hypothesis is about the relationship between GHRM practices and employee job performance. The results show a significant relationship with the Beta value of 0.271, t-statistic of 4.813, and a p-value less than 0.05. Consequently, an R-square value of 0.490 and an F-square of 0.050 support the first hypothesis. The second hypothesis looked into the mediation of employee work engagement in the relationship between GHRM practices and employee job performance. The results show significant and partial mediation, with a Beta value of 0.242, a t-statistic of 6.638, and a p-value less than 0.05. The third hypothesis is about the moderation of workplace ostracism in the relationship between GHRM practices and employee work engagement. The results revealed a significant negative moderation in the relationship, with a Beta value of -0.115, a t-statistic of 2.624, and a p-value less than 0.05. The fourth hypothesis elaborated on how workplace ostracism moderates the mediation of employee work engagement in the relationship between GHRM practices and employee job performance. The results show negative moderation with a Beta value of -0.053, a t-statistic of 2.473, and a p-value less than 0.0, supporting the hypothesis. The results are somewhat aligned with the findings of the study conducted by Rehman et al. (2021), which observed negative moderation of workplace ostracism in the relationship between workplace spirituality, organisational commitment, and organisational citizenship behaviour within the mediated moderation model. The results align with the study conducted by Choi (2020), which observed the negative impact of workplace ostracism on positive outcomes.

Conclusion

The findings elaborated on the comprehensive linkage between GHRM practices and employee job performance, considering the mediating role of employee work engagement and the moderating role of workplace ostracism within a moderated mediation model. The significant and positive impact of GHRM on employee job performance demonstrates that environmental policies benefit not only the environment but also bank employees' job performance. In an environmentally conscious organisation, these practices can increase organisational commitment and satisfaction, leading to engagement and job performance. In the previous study, GHRM practices enhanced employee loyalty and morale, which are key factors influencing job performance (Renwick et al.,

2013). These practices are an essential part of corporate social responsibility and can positively influence employee behaviours (Dumont et al., 2017).

The result shows the partial mediation of employee work engagement, suggesting that GHRM practices contribute to enhancing work engagement, which positively impacts job performance. In harnessing employee potential and improving performance outcomes, motivational aspects of GHRM play a crucial role. The findings of this hypothesis align with the Job Demands-Resources model, which elaborates that job resources like GHRM can boost employee engagement and hence job performance (Demerouti & Bakker, 2011).

One of the accepted hypotheses is about the moderating role of workplace ostracism in the relationship between GHRM practices and employee work engagement. Workplace ostracism weakens the positive relationship between GHRM and employee work engagement. These results suggest that the benefits of GHRM can be destroyed in a working environment when employees feel excluded or isolated. The results corroborate the research by Ferris, Brown, et al. (2008), which shows that workplace ostracism leads to decreased job satisfaction and increased employee turnover. Ostracism in organisations acts as a stressor that impedes the favourable climate created by GHRM practices. The complex interaction in this study involves a moderated mediation model, where workplace ostracism significantly and negatively moderates the mediation of employee work engagement in the relationship between GHRM practices and employee job performance. This indicates that ostracism not only affects the benefits of GHRM practices but also negatively impacts the overall mediation of work engagement between GHRM and job performance. The detrimental effects of negative social dynamics on the benefits of positive HR practices have been highlighted in these results. The results support the complexity of organisational dynamics, where both social relationships and HR practices determine psychological outcomes like employee job performance (Wang & Xu, 2017).

Theoretical Implications

The findings of the research validate the principles of social exchange theory in the context of the banking sector of Pakistan. The reciprocity in the social exchange theory has been highlighted in the relationships between GHRM practices and employee job performance within the organisation. Significant and partial mediation of employee work engagement is demonstrated, contributing to the underlying mechanism through GHRM practices that influence job performance. The theoretical insights are deeply embedded in the role of employee attitude and behaviours in the relationship between GHRM and positive outcomes. The boundary conditions influencing the effectiveness and benefits of GHRM practices include the significant negative moderating impact of workplace ostracism. The scope of social exchange theory can be highlighted by the negative moderation of workplace ostracism on employee responses to organisational initiatives.

Practical Implications

Banks in Pakistan can leverage the GHRM practices as a strategic tool to enhance employee job performance. Banks must invest in initiatives that promote environmental sustainability alongside traditional HRM functions, providing tangible benefits in terms of effectiveness, performance, and productivity. The importance of fostering a work environment that encourages emotional commitment has been recognised through the mediating role of employee work engagement in this research. Banks have to prioritise initiatives that enhance employee engagement to improve the positive impact of GHRM practices on employee job performance. Organisations need to address the interpersonal dynamics in the cultivation of a supportive and inclusive culture within the

organisation due to the negative moderating impact of workplace ostracism. Promoting diversity, providing conflict resolution mechanisms, and fostering open communication can help mitigate the adverse impact of workplace ostracism on employee work engagement and performance.

Managerial Implications

Managers have to align GHRM practices with the broader organisational goals, valuing and ensuring effectiveness and coherence. Not only are organisational reputations enhanced by the implementation of GHRM practices, but employee performance is also improved through motivation. Managers must prioritise initiatives that promote employee well-being and engagement, recognising the mediating role in the relationship between GHRM practices and employee performance. Therefore, managers must provide opportunities for skill development, autonomy, and recognition, which can foster a positive working environment conducive to optimal performance. The most important issue that managers should address is workplace ostracism, along with fostering a culture of respect and inclusion. This may require policies and practices during implementation that promote transparency, fairness, and interpersonal support, enhance employee engagement, and reduce the negative impact of ostracism on job performance.

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