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ACHIEVING SUSTAINABLE PERFORMANCE THROUGH GREEN INITIATIVES IN OMAN'S MINISTRY OF EDUCATION: THE ROLE OF GREEN HIRING, GREEN TRAINING, AND GREEN INNOVATION

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ABSTRACT:

This study examines the impact of green human resource management practices in terms of green hiring and training on sustainable performance as measured by Triple Bottom Lines (TBLs) that is environmental, economic, and social performance. Furthermore, it explores the mediating role of green innovation in this relationship. The data was collected using a random sampling technique through a tailor-made questionnaire as part of the quantitative research design. 315 questionnaires were collected via the Ministry of Education's correspondence system for this specific objective. The data has been analyzed using Structural Equation Modeling (SEM) with Smart PLS to examine the connections among green practices, green innovation, and sustainable performance. Findings show that both green hiring and green training have a significant influence on the Ministry of Education's sustainable performance. Moreover, the findings show substantial influence exerted by Green Innovation towards Sustainable Performance thus acting as an intervening variable between two independent variables that is Green Hiring and Training on Sustainable Performance for the Ministry of Education. By integrating such activities as recruitment and development processes based on eco-friendly approaches such as "green hiring" or "green training", organizations improve their likelihood of delivering sustainability-driven innovations. This paper is one of the few studies examining how these two facets affected sustainable performance in terms of mediation by green innovation. It has provided valuable insights to be used both academically and practically in line with the objectives outlined above.

Keywords: Green Human Resource Management, Green Hiring, Green Training, green innovation, sustainable performance

1. INTRODUCTION

Regarding global environmental challenges, organizations perceive green practices as crucial in enhancing environmental, financial, and social performance referred to as the Triple Bottom Line (TBL). This escalating world anxiety about the environmental damage caused by human doings and unsustainable utilization of natural resources has resulted in a significant focus on embracing sustainable practices by various sectors due to initiatives from international bodies, governments, and businesses. Green Human Resource Management (GHRM) is the merging of human resource management with environmental management aiming at establishing environmentally conscious, resource and socially responsible workplaces (Saeed et al., 2019; Tang, Chen, Jiang, Paillé, & Jia, 2018). With rising environmental anxieties, organizations are feeling compelled to go for sustainable practices that have ecological, financial, and social accountability. The idea is to improve an organization's environmental and social performance by integrating environmental management systems and sustainable practices into operating processes thus creating more economic gains (Bennett & James, 2017). The areas of implementation embrace every It is imperative that both the public sector and the private sector acknowledge the significance aspect of the green ideology with specific attention on human resources and innovation that are needed for the successful meeting of these challenges (Dost, alqudah, 2023; Li, Bao, Naseem, Sarfraz, & Mohsin, 2021; Roscoe, Subramanian, Jabbour, & Chong, 2019).

If an organization decides to adopt green hiring (GH) and green training (GT) policies, it could substantially improve its sustainable performance through the implementation of Green Human Resource Management (GHRM) strategies. These actions are seen not only as having a large environmental but also the primary goal of the supply chain in service firms is to lower the costs linked to delivering clients high-quality services (alqudah, 2023). Those industries have globally recognized that there is a favorable association between environmentally aware management and the financial performance of an organization (Bartolacci, Caputo, & Soverchia, 2020; Mashala, 2018). There is still a lack of research, especially in understanding the impact on the public sector. The bulk of the study was conducted in the private sector, namely in the manufacturing industry, with just a small portion conducted in the public sector (Al Hattali, Husin, & Mahmood; Alja'ar, 2022). The Ministry of Education in Oman also recognizes the importance of green innovation for sustainable performance. This includes generating and implementing environmentally sound methods, as well as technologies that use renewable energy sources and adopt waste minimization techniques. According to Al Doghan, Abdelwahed, Soomro, and Ali Alayis (2022) green innovation also has two positive outcomes; it conserves the surroundings while improving the organization's performance. The method comes through cost-cutting as well as guiding employees toward environmental awareness. Green innovation can be described as improving the environment and developing processes, products, services, organizations, technologies, and marketing strategies. The aim is to minimize the harmful effects of different activities on the environment thereby generating environmental advantages (Elzek, Gaafar, & Abdelsamie, 2021b). This study examines green innovation and its impact on sustainability performance.

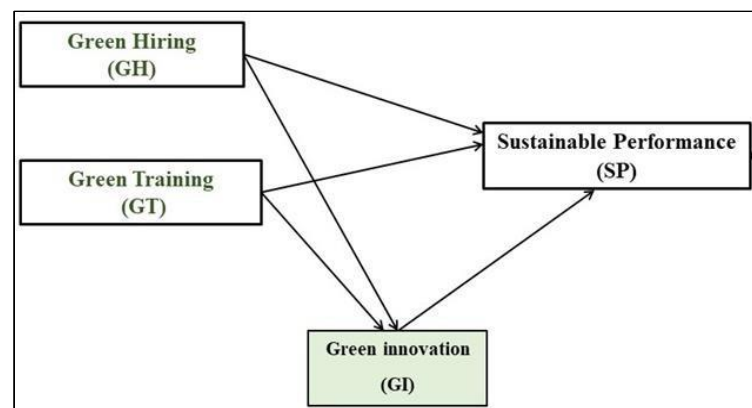
Oman's Ministry of Education prioritizes the implementation of eco-friendly practices as part of its 2040 Vision for Green Hiring, Green Training, and Green Innovation. It is a unique way of implementing GHRM and GI in public sector institutions within a developing country. The paper explores GH, GT, and their effect on the sustainable performance of the Ministry with GI as an intervening variable that explains this phenomenon. The study will investigate how these ecological activities influence Triple Bottom Line (TBL) comprising environmental, social, and economic aspects of sustainability (Çop, Olorunsola, & Alola, 2021). This study

explores the effects of green hiring (GH), green training (GT), and green innovation (GI) on sustainable performance (SP) through environmental, social, and economic performance.

2. LITERATURE REVIEW

2.1. Theoretical Background

This study examines the link between GHRM and performance at the Ministry of Education in the Sultanate of Oman using the resource-based view perspective (RBV). Based on the strategic HRM and strategy literature, acknowledges human capital as a crucial factor that impacts organizational success (J. B. Barney, 2001). The RBV framework assesses how firms use strategic resources that are valuable, rare, and hard to replicate to achieve a competitive edge (J. Barney, Wright, & Ketchen Jr, 2001; Hameed et al., 2022). Moreover, the study suggests that GHRM practices play a crucial role in fostering and incentivizing employee behaviors that are in line with the organization's sustainable competitive advantage (Hameed et al., 2022). Researchers have expanded the RBV theory to include sustainability by emphasizing the efficient use of limited and unique resources for long-term success. RBV focuses on internal resources like physical and intangible assets including human capital, organizational skills, information, and technology capital, as the basis for strategic advantage and sustained performance (J. B. Barney, 2001). This study highlights the significance of GHRM activities, such as green hiring and green training, in promoting green innovation and supporting sustainable performance. It emphasizes the necessity of environmentally conscious GHRM practices in reaching sustainability objectives. The next sections will provide hypotheses based on the RBV for empirical validation. Figure 1 represents the conceptual framework of the study.



2.2. Hypotheses Development

2.2.1. Green Hiring, Green Training, and Sustainable Performance

There is an increasing recognition that the environmental effects of human resource management procedures should be considered at every stage. GHRM practices help organizations establish and maintain an environmental management system, which in turn aids in attaining superior environmental performance (Gilal, Ashraf, Gilal, Gilal, & Channa, 2019; Yong, Yusliza, & Fawehinmi, 2019). GHRM provides efficient organizational expansion and enhanced environmental sustainability. The importance of sustainability for organizational management is evident in its environmental advantages, impact on employee retention, and increased attractiveness of the company as a whole. Recent research highlights the collective influence of GHRM practices on organizational performance, proposing that when GHRM policies work together, they may significantly affect both organizational performance and the environment (Renwick, Redman, & Maguire, 2019). The RBV may be used to differentiate

resources utilized by organizations, impacting economic performance and efficiency. Implementing GHRM techniques gradually enhances environmental performance, hence enhancing the overall effectiveness of enterprises (Gul et al., 2021; Hameed et al., 2022). Furthermore, several research have recognized different GHRM practices and indications. Yong et al. (2019) identified green hiring, green training, green performance evaluation, and green rewards as the most acknowledged GHRM strategies.

Moreover, GHRM practices are essential for attaining sustainable goals (Jabbour & Renwick, 2020). GHRM is crucial for incorporating the organization's sustainability efforts to enhance skills, motivation, values, and trust among workers to achieve and sustain the triple bottom line (people, planet, and profit) (Paulet, Holland, & Morgan, 2021). Malik et al. (2021) investigated the impact of green hiring and green training on sustainable performance and found a strong association between green training and sustainable performance. Green training enhances workers' environmental consciousness, stimulates their creativity in green innovation, and strengthens their dedication to environmental causes, resulting in enhanced environmental outcomes. Green hiring and selection suggested long-term success. El Dessouky & Alquaiti (2020), Jerónimo et al. (2020), Shoaib et al. (2022), and Shobhana et al. (2022) collectively found that GHRM practices positively impact sustainable performance and are correlated with organizational performance. Considering the above discussion, the following hypotheses are proposed to be examined in the Ministry of Education of Oman:

H1. Green hiring positively influences sustainable performance.

H2. Green training positively influences sustainable performance.

2.2.2. Green Hiring, Green Training, and Green Innovation

Green hiring and green training are essential tactics for promoting environmental sustainability in organizations by focusing on hiring people dedicated to environmental stewardship and providing employees with the necessary knowledge and skills for environmentally responsible operations. Green hiring promotes a workforce that is encouraged to participate in sustainable activities, fostering a culture that prioritizes sustainability and stimulates creative environmental management (Song, Yu, & Xu, 2021). Organizations may improve their environmental performance by focusing on applicants who have a strong understanding of environmental issues, which helps create a culture that emphasizes sustainability (Song et al., 2021). Green training programs educate workers on sustainability, waste reduction, and energy saving, enabling them to contribute to green innovation (Ahmad, 2015; Muduli et al., 2020). This method enhances the organization's environmental impact and supports its environmental objectives, fostering a workforce that can promote innovation. Green innovation, green hiring and green training boost employee environmental participation (Muduli et al., 2020). Organizations generate eco-friendly products and processes due to this culture of innovation (Lee, 2020). Senior management's support of eco-friendly innovation and risk-taking is crucial (Seeck & Diehl, 2017). Research indicates that incorporating green hiring and training techniques might favorably benefit product and process innovation (Song, Yu, & Xu, 2020). Green hiring and training enhance employee skills, motivation, and opportunity, leading to green innovation (Fang, Shi, Gao, & Li, 2022). Green hiring and training promote green innovation by helping environmentally conscientious personnel develop and stay (Singh, Del Giudice, Chierici, & Graziano, 2020). Green hiring and green training are essential components of a comprehensive green human resource management approach, leading to enhanced environmental performance and a competitive edge in the field. These practices highlight the significance of incorporating environmental factors into human resource practices to promote an innovative culture (Ahmad, 2015; Muduli et al., 2020; Song et al., 2021). This leads to propose the following hypothesis:

H3. Green hiring positively influences Green Innovation.

H4. Green training positively influences Green Innovation.

2.2.3. Green Innovation and Sustainable Performance

One of the main issues faced by organizations is sustainability, a term that has been around for some time (Bilan, Hussain, Haseeb, & Kot, 2020). Sustainability performance is the capability of businesses to fulfill the requirements of current stakeholders while safeguarding the interests of future stakeholders (Blinova, Ponomarenko, & Knysh, 2022). Adopting sustainable company strategies is essential for thriving in the current dynamic global business environment. Organizations are compelled to adjust their internal processes and plans to mitigate the adverse environmental and social impacts of their procedures in response to the significant rise in sustainability issues such as climate change threats, aiming for long-term sustainability. Enterprises focus on green operations due to increasing environmental issues to ensure sustainability. The pressure mentioned plays a crucial role in driving green innovation as a tool to achieve sustainable performance (Saudi, Obsatar Sinaga, & Zainudin, 2019).

Green innovation, according to the resource-based approach, may contribute to and lead to sustainable performance (Singh et al., 2020). This link has received little attention and requires more examination. Multiple studies have examined the correlation between innovation and sustainable performance. In general, they emphasized that innovation is a crucial factor that significantly impacts sustained success. Green approaches, like green innovation, greatly enhance GHRM practices. According to Tseng, Islam, Karia, Fauzi, & Afrin (2019), green product innovation positively affects sustainability performance. Strategic management involves making various managerial decisions that focus on ensuring the long-term prosperity of an organization. Sustainability and innovation are considered crucial elements in strategic management for gaining a competitive advantage. Asadi et al. (2020) studied how green innovation impacts sustainable performance in the Malaysian hotel industry to understand its role in enhancing performance.

Seman et al. (2019) said that green innovation has a positive effect on environmental performance. Kraus, Rehman, & García, (2020) and Seman et al., (2019), their study assessed green innovation in terms of green product innovation, green process innovation, green managerial innovation, and green marketing innovation. Several studies have shown that green process innovation, green product innovation, and green management innovation all play a role in green innovation. Elzek, Gaafar, & Abdelsamie, (2021) investigated the significance of green innovation and its many varieties, as well as its beneficial impact on sustainability performance within the Egyptian tourist sector. Al Doghan et al. (2022) in Saudi Arabia confirmed that green innovation positively impacts the sustainable performance of small and medium-sized companies (SMEs). The following hypothesis was developed to evaluate whether green innovation positively impacts sustainable performance in the Ministry of Education of Oman:

H5. Green innovation positively influences sustainable performance.

2.2.4. Green Innovation as a Mediator

Green innovation is acknowledged as a link between Green Human Resource Management methods and sustainability. Simply said, Green Human Resource Management approaches influence green innovation, which subsequently affects corporate sustainability. Seman, (2019) observed that green innovation acted as a mediator between green supply chain management and environmental performance. The article verified that green supply chain management in Malaysia has a substantial influence on enhancing green innovation in organizations and industrial facilities, leading to environmental improvement. The research findings provide insights into the significance of green innovation in firms' endeavors to enhance their

management and performance. Rehman and colleagues (2021) found that green innovation acts as a mediator in the connection between GHRM practices and performance in selected Malaysian companies.

The research by S. K. Singh et al. (2020) showed that implementing green product and process innovation leads to enhanced environmental performance in small and medium-sized enterprises in the manufacturing sector of the United Arab Emirates. Their results confirmed their theory that green innovation is able to act as a mediator in the connection between GHRM and environmental performance. Pham et al. (2019) suggested exploring the relationship between GHRM practices and green innovation to promote sustainability the criteria used to determine Assistive Technology, and the challenges (alqudah, 2022). The research by Al Doghani et al. (2022) shows that green innovation acts as a mediator in influencing the connections between organizational environmental culture, environmental sustainability, and environmental performance. This study proposed the following hypothesis:

H6. Green innovation mediates the relationship between green hiring and sustainable performance.

H7. Green innovation mediates the relationship between green training and sustainable performance

3. METHODOLOGY

Given a quantitative approach, this study provides researchers with a complete understanding of the implications of green hiring and training in the Ministry of Education. The questionnaire for this study was obtained from different previous studies and modified to suit the objectives of the current research. An English form was created whereby Arabic translations were provided by scholars to make it easy for the respondents to comprehend it. Custom questionnaires were made through the use of a random sampling technique. Through the Ministry's correspondence system link was sent to future respondents to join the survey. The sample population consisted of 315 employees. All users within the Ministry of Education in Oman can send and receive messages using applications that are part of their daily routine life. For final analysis, complete responses as well as accurate questionnaires were available.

Model evaluation in this research used Smart PLS 4. Then hypothesis testing was done so that we could appraise hypothesis extensions. The Partial Least Squares method is most suitable when models contain multiple constructs that have diverse orders. It is also useful for small sample sizes employed in smart PLS-SEM. Calculation of all parameter calculations is made easier with smart PLSSEM. Furthermore, methodological features of PLS-SEM have enhanced the researcher's potentiality to understand complex interconnections across various attitudinal and behavioral theories and thus uncover or predicting hidden phenomena (J. Hair & Alamer, 2022; Petter & Hadavi, 2021).

3.1. Sample Description

Table 1 shows the demographic profile of respondents. The frequency table summarizes four demographic factors from a 315-person sample. Gender representation favors females (54.90%, 173 responses) over males (45.10%, 142 respondents). Bachelor's degrees are most common (47.30%, 149 respondents), followed by master's degrees (34.60%, 109 respondents). Diploma and PhD holders are rare, with 5.70% (18 respondents) and 12.40% (39 respondents). Long-term employment experience is favored, with 68.60% (216 respondents) having more than 16 years of experience. Other respondents had 1–5 years (4.10%, 13 respondents), 6–10 years (5.70%, 18 respondents), and 11–15 years (21.60%, 68 respondents) experience. The

majority of respondents are Executive Employees (68.90%, 217 respondents), while the rest are Heads of Department (14.60%, 46 respondents), Deputy Department Managers (8.60%, 27 respondents), and those in higher managerial roles like Director of the Department, Deputy General Manager, and General Manager (less than 8%).

Table 1. Demographic Profile of Respondents.

Demographic Profile		Frequency	Percentage %
Gender	Male	142	45.1 %
	Female	173	54.9 %
Education degree	Diploma	18	5.7 %
	Bachelor degree	149	47.3 %
	Master	109	34.6 %
	PHD	39	12.4 %
Job Experience	1-5 Years	13	4.1 %
	6-10 Years	18	5.7 %
	11-15 Years	68	21.6 %
	More than 16 years	216	68.6%
Position	General Manager	5	1.6 %
	Deputy General Manager	6	1.9 %
	Director of the Department	14	4.4 %
	Deputy Department Manager	27	8.6 %
	Head of the Department	46	14.6 %
	Executive Employees	217	68.9 %
Total		315	100%

Source: Researcher's data.

3.2. Measures

The study utilized measures derived from previous studies to ensure their reliability and validity. Each measure was assessed on a 5-point Likert scale, with ratings assigned as follows: 5 for strongly disagree, 4 for disagree, 3 for neutral, 2 for agree, and 1 for strongly agree. The dependent variable was sustainable performance, which was examined in three dimensions: environmental, economic, and social. The items were taken from previous research by (de Camargo Fiorini, Chiappetta Jabbour, Lopes de Sousa Jabbour, & Ramsden, 2022; Imran, Alraja, & Khashab, 2021; Kanan et al., 2023; Lai, Wang, Hung, & Pai, 2021; Malik et al., 2021; Mousa & Othman, 2020; Sebhatu, 2009; Singh et al., 2020). Independent variable: the green hiring and green training were also taken from previous studies conducted utilizing the partial least squares structural equation modelling (Arif & Hasan, 2013; alqudah, 2023 Jerónimo, Henriques, de Lacerda, da Silva, & Vieira, 2020; Malik et al., 2021; Sobaih, Hasanein, & Elshaer, 2020; Veluchamy, Srikumar, & Mk, 2021). Green innovation serves as a mediating variable in this study. Green innovation was assessed using measures derived from research conducted by (El Dessouky & Alquaiti, 2020; Kraus, Rehman, & García, 2020; Pham et al., 2019; Seman et al., 2019; Shobhana et al., 2022).

3.3. Model Measurement

This study is quantitative, and data was gathered using a survey questionnaire. The study examined green hiring, green training, green innovation, and sustainable performance. The external model's construct reliability and validity were assessed using the Smart PLS technique (Table 2). 46 (out of originally 49) indicators in the study exhibit a factor loading above 0.7.

All variables in the table have Cronbach Alpha values above the recommended threshold of 0.60 (Hair Jr et al., 2019). The composite dependability values varied from 0.874 to 0.970; all above the recommended threshold of 0.60 by Hair Jr et al. (2019) and the proposed value of 0.70 by Vinzi, Chin, Henseler, and Wang (2010). Based on these data, it can be inferred that all the research hypotheses investigated in this study are valid and reliable. Table 2 shows that all variables have a loading of 0.70 and a CR of 0.70 or above. An AVE score over 0.50 indicates adequate convergent validity and internal consistency of questions (Chin, 1998). The evaluation of the inner model presents satisfactory results across various constructs like green hiring, green training, green innovation, and sustainable performance, with all measures showing good reliability and validity. Green hiring and green training demonstrated strong internal consistency, with Composite Reliability (CR) scores well above 0.8. Green innovation, segmented into product, process, and managerial innovations, also reported high factor loadings and CR scores, particularly notable in managerial innovation with a CR of 0.95. Green marketing innovation, though slightly weaker, still maintained acceptable levels, with the lowest Average Variance Extracted (AVE) at 0.666. Sustainable performance, categorized into environmental, economic, and social aspects, indicated excellent internal consistency and robust model validity, especially highlighted by the social performance's impressive AVE of 0.82 and a CR of 0.97. Overall, the model robustly reflects high reliability and validity in measuring green initiatives and sustainable performance within organizations.

Table 2. Inner model evaluation.

Variables	Constructs	Factor loading	AVE	CR	α
Green hiring	GH2	0.733	0.636	0.874	0.806
	GH3	0.724			
	GH4	0.831			
	GH5	0.888			
Green training	GT1	0.884	0.780	0.914	0.858
	GT2	0.911			
	GT4	0.852			
Green Innovation			0.659	0.966	0.963
Green product innovation	GPI1	0.869	0.759	0.940	0.920
	GPI2	0.830			
	GPI3	0.914			
	GPI4	0.901			
	GPI5	0.839			
Green process innovation	GPrI1	0.713	0.722	0.939	0.922
	GPrI2	0.881			
	GPrI3	0.835			
	GPrI4	0.912			
	GPrI5	0.868			
	GPrI6	0.876			
Green managerial innovation	GManI2	0.862	0.826	0.950	0.929
	GManI3	0.902			
	GManI4	0.935			
	GManI5	0.916			

Table 2. (Continued).

Variables	Constructs	Factor loading	AVE	CR	α
Green marketing innovation	GMarI1	0.721	0.666	0.888	0.896
	GMarI2	0.927			
	GMarI3	0.765			
	GMarI4	0.836			
Sustainable Performance			0.702	0.971	0.967
Environmental performance	EP1	0.871	0.774	0.953	0.941
	EP2	0.881			
	EP3	0.910			
	EP4	0.902			
	EP5	0.871			
	EP6	0.841			
Economic performance	EcP1	0.815	0.761	0.957	0.947
	EcP2	0.801			
	EcP3	0.897			
	EcP4	0.862			
	EcP5	0.897			
	EcP6	0.908			
	EcP7	0.921			
Social performance	SPe1	0.887	0.820	0.970	0.963
	SPe2	0.924			
	SPe3	0.910			
	SPe4	0.929			
	SPe5	0.928			
	SPe6	0.866			
	SPe7	0.892			

Note: AVE: Average variance extracted; CR: Composite reliability and α : Cronbach's alpha.

3.4. Discriminant Validity

The Fornell-Larcker criteria are satisfied if the square root of the Average Variance Extracted (AVE) for a specific construct exceeds the correlations of that construct with other constructs in the model. Table 3 shows that the diagonal elements (0.797 for Green Hiring, 0.883 for Green Training, 0.850 for Green Innovation, and 0.906 for Sustainable Performance) are greater than the off-diagonal elements in their corresponding rows and columns, meeting the Fornell-Larcker criterion (Fornell & Larcker, 1981).

The Heterotrait-Monotrait ratio of correlations (HTMT) indicates appropriate discriminant validity when the result is below 0.85 (or 0.90 in less strict studies). The HTMT values for the constructs (GH, GT, GI, SP) are all below the threshold, suggesting that these constructs are sufficiently distinct from each other in this sample (Sarstedt, Hair Jr, Cheah, Becker, & Ringle, 2019). Both the Fornell-Larcker criteria and HTMT ratios indicate that the constructs show strong discriminant validity, demonstrating that they are empirically different. The findings are crucial for the study as they demonstrate that the components examined exhibit reliability, internal consistency (as shown by Cronbach's alpha and CR in Table 2), distinct dimensions, and no overlap.

Table 3. Discriminant validity.

Fornell–Larcker criterion					Heterotrait–monotrait (HTMT) ratios				
	GH	GT	GI	SP		GH	GT	GI	SP
GH	0.797				GH				
GT	0.668	0.883			GT	0.820			
GI	0.609	0.700	0.812		GI	0.750	0.780		
SP	0.564	0.630	0.653	0.838	SP	0.700	0.730	0.680	

Note: GH: green hiring; GT: green training; GI: green innovation and SP: sustainable performance.

3.5. Model Assessment

This study tests the hypothesis by bootstrapping with 5,000 iterations and sample replacement as described by Hair et al. (2016). Table 4 shows that green hiring has a noteworthy beneficial effect on sustainable performance ($\beta = 0.099$, $t = 1.775$, $p\text{-value} = 0.038$). Green training is positively and significantly correlated with sustainable performance ($\beta = 0.219$, $t\text{-value} = 3.166$, $p = 0.001$). Green hiring is positively correlated with green innovation, as shown by a β coefficient of 0.229, a t -value of 4.036, and a p -value of 0.000. Hypothesis 4 suggests that green training has a significant positive impact on green innovation, as shown by a high β coefficient of 0.626, a t -value of 11.995, and a p -value of 0.000. Hypothesis 5 suggests that green innovation has a positive impact on sustainable performance, supported by a β coefficient of 0.573, a t -value of 8.073, and a p -value of 0.000. The results of the hypothesis testing affirm that all hypotheses from H1 to H5 are supported, indicating significant relationships within the model.

Table 4. Hypothesis testing

Hypothesis		Path Coefficient β	t value	P values	Decision ($p < 0.05$)
H1	GH \rightarrow SP	0.099	1.775	0.038	Supported
H2	GT \rightarrow SP	0.219	3.166	0.001	Supported
H3	GH \rightarrow GI	0.229	4.036	0.000	Supported
H4	GT \rightarrow GI	0.626	11.995	0.000	Supported
H5	GI \rightarrow SP	0.573	8.073	0.000	Supported

Note: GH: green hiring; GT: green training; GI: green innovation and SP: sustainable performance.

3.6. Mediation Analysis

Mediation analysis was performed to assess the mediating role of green innovation in the relationship between green hiring, green training, and sustainable performance. Table 5 revealed a significant indirect effect of green hiring on sustainable performance through green innovation (H6: $\beta = 0.131$, $t = 3.438$, $p\text{-value} = 0.000$). The total effect (H6: $\beta = 0.230$, $t = 3.670$, $p\text{-value} = 0.000$), with the inclusion of the mediator the effect of green hiring on sustainable performance was still significant ($\beta = 0.099$, $t = 1.775$, $p\text{-value} = 0.038$). This shows a complementary partial mediating role of green innovation between green hiring and sustainable performance. Hence, H6 was supported.

Similarly, table 5 shows a significant indirect effect of green training on sustainable performance through green innovation (H6: $\beta = 0.358$, $t = 6.708$, $p\text{-value} = 0.000$). The total effect (H7: $\beta = 0.578$, $t = 9.772$, $p\text{-value} = 0.000$), with the inclusion of the mediator the effect of green training on sustainable performance was still significant ($\beta = 0.219$, $t = 3.166$, $p\text{-value}$

= 0.001). This shows a complementary partial mediating role of green innovation between green training and sustainable performance. Hence, H7 was supported too.

Table 5. Mediation analysis

Hypothesis	Indirect effect			Total effect			Direct effect			Percentile bootstrap 95% confidence interval		Result
	Path	T-Value	p-Value	Path	T-Value	p-Value	Path	T-Value	p-Value	Lower	Upper	
H6	0.131	3.438	0.000	0.230	3.670	0.000	0.099	1.775	0.038	0.076	0.200	Supported
H7	0.358	6.708	0.000	0.578	9.772	0.000	0.219	3.166	0.001	0.275	0.454	Supported

3.7. R square and Predictive Relevance Q²

Table 6 displays R-square and adjusted R-square values for two constructs, green innovation, and sustainable performance, in a structural equation model. The Green Innovation model has an R-square of 0.664 and an adjusted R-square of 0.661, suggesting that it accounts for more than 66% of the variation. The Sustainable Performance model has an R-square of 0.700 and an adjusted R-square of 0.697, indicating that the model accounts for about 70% of its variation. The high values demonstrate that the model explains both constructs well, and the little changes between the R-square and modified R-square values reflect the model's resilience to the number of variables (Hair Jnr, Black, Babin, & Anderson, 2010).

Moreover, The table displays the Q² predict values for green innovation and sustainable performance in SEM analysis. Green Innovation's Q² prediction of 0.658 and Sustainable Performance's Q² prediction of 0.586 shows that the model accurately predicts 65.8% and 58.6% of the variance in these variables, respectively, indicating excellent predictive relevance. Values greater than 0.5 are deemed significant in Structural Equation Modeling (SEM), confirming the model's predictive precision (Sarstedt, Ringle, & Hair, 2021).

Table 6. Predictive accuracy.

	R- square	R- square adjusted	Q ² predict
Green Innovation	0.664	0.661	0.658
Sustainable Performance	0.700	0.697	0.586

Note: R² Coefficient of Determination and Q² Predictive Relevance

4. DISCUSSION AND CONCLUSION

This study thoroughly analyzes how green human resource management (GHRM) methods, such as green hiring (GH) and green training (GT), impact sustainable performance and promote green innovation (GI) in organizations. The study results show that green hiring (GH) and green training (GT) have a substantial influence on sustainable performance via green innovation, which is in line with the resource-based view (RBV) theory. The RBV hypothesis proposes that an organization's competitive advantage and better performance stem from effectively using valuable, rare, inimitable, and non-substitutable resources and talents (J. Barney, 1991). GH and GT are recognized as crucial assets that boost an organization's capacity

to innovate and operate sustainably, which is vital for achieving a competitive advantage in today's eco-conscious market.

Green innovation is highlighted as a strategic capability within the RBV theory, as demonstrated by the positive effects of GH and GT on green innovation and subsequently on sustainable performance. Investments in GH and GT allow the organization to create distinctive and valued processes or products that align with environmental regulations and market demands. Innovation skills developed via strategic human resource practices are crucial for gaining a competitive advantage, in line with RBV's emphasis on distinctive organizational capabilities (J. Barney, 1991). Where other studies have demonstrated the existence of a mediation of green innovation on the relationship between green hiring and green training. (Rakin, Yousuf, & Rubel, 2020; Rehman et al., 2021; Sobaih et al., 2020).

The mediation study highlights the Resource-Based View (RBV) theory by demonstrating green innovation as a mediator between Green Human Resources, Green Technology, and sustainable performance. This link demonstrates the transformation of resources (GH and GT) into a sustainable competitive advantage via green innovation. The statement suggests that inventive talents might operate as a mediator between HR practices and organizational performance. It highlights the need to connect HR practices with environmental objectives to improve sustainability performance (Wright, Dunford, & Snell, 2001). The strong R-square values in the structural equation modeling (SEM) study indicate that the model effectively explains the variation in green innovation and sustainable performance. The effectiveness of focusing on GH, GT, and green innovation coincides with RBV's emphasis on efficiently using resources to optimize performance, as shown by Hair et al. (2010) and Sarstedt et al. (2021). The connections among GH, GT, green innovation, and sustainable performance highlight the need to identify certain HR practices as strategic resources that enhance an inventive capacity, resulting in a sustainable competitive advantage. This highlights the important impact of green human resources practices on improving an organization's sustainability performance, in line with the wider discussion on strategic management and sustainability. The results emphasize the need for organizations to combine environmental objectives with HR strategies to achieve long-term success.

This study significantly advances our understanding of GHRM represented by green hiring and green training by exploring the impact of green hiring and training on sustainable performance within Oman's Ministry of Education, with green innovation (GI) serving as a crucial mediating factor. It contributes to the Resource-Based View (RBV) by demonstrating how strategically implemented green hiring and training can enhance GI and thus improve sustainability (Renwick, Redman, & Maguire, 2013). The study highlights the importance of integrating GHRM and GI practices to promote sustainability, especially in the context of Oman's Vision 2040, offering insights into how these practices can drive environmental, economic, and social benefits. By underscoring the role of qualified and motivated personnel in fostering green performance and presenting a new link between green hiring, green training, and sustainable outcomes in developing countries (Chaudhary, 2020; Pham, Thanh, Tučková, & Thuy, 2020), the study enriches global discussions on the strategic interplay between human resources and innovation for sustainability.

This study highlights the pivotal role of GHRM practices such as green hiring and green training in enhancing sustainable performance and fostering green innovation within public sector organizations. By integrating these practices, organizations can better align with environmental goals, boost their competitive edge, and nurture a culture of environmental management. The study shows that green innovation, especially in eco-friendly products and services, not only strengthens an organization's reputation but also contributes significantly to environmental conservation. It offers a strategic blueprint for integrating GHRM with environmental strategies, emphasizing the importance of employee involvement and the

adoption of an environmental management approach that syncs with HR and operational activities. Managers are advised to focus on internal practices and ongoing investment in human capital and innovation to effectively implement green initiatives and enhance business sustainability over the long term. Customer satisfaction and customer relationships are important components (alqudah, 2023). This approach is aimed at improving the Triple Bottom Line of sustainability, underlining the strategic importance of environmental management in achieving competitive advantage, environmental stewardship, and sustainable innovation. This study, focusing on the employees of the Ministry of Education in Oman, may not directly apply to the private sector, suggesting future research include diverse sectors and a broader range of GHRM practices to deepen understanding of their impact on sustainability. It also overlooked the individual environmental attitudes and values of employees. Students with vision problems face many difficulties in learning (alqudah, 2022), which could modulate the effectiveness of GHRM practices in promoting green innovation. Future research should adopt a more holistic approach, incorporating both internal and external variables, and expand to include perspectives from both internal and external stakeholders to better gauge the overall impact of green innovations on organizational sustainability across different public sectors. This could provide valuable insights into enhancing the sustainability of public sector operations through green innovations.

Author contribution statement

Dua Al Maki: conceptualized, designed, and wrote the first draft of the article, collecting, analyzing, and interpreting data. Nasrudin Baidi: participated in the conception and design, drafted the article, edited it critically for intellectual content, and gave final approval of the version to be published. Both authors agree to be responsible for all aspects of the work.

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Ethical considerations

The Ministry of Education in Oman gave written permission for data collection. Therefore, the approval letter reference number is 2823956620. All Ministry of Education campus employees received an online questionnaire via the ministry's online interaction network after gaining permission. Employees were not coerced to participate in this research during data collection. Every study step handled data discreetly and anonymously. Thus, participants' identities and positions were kept private.

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