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The impact of green human resources practices on organizational sustainability:
The mediating role of job embeddedness

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ABSTRACT

BACKGROUND AND OBJECTIVES: Green human resource management has become one of the most critical components of a forward-thinking for eco-friendly companies. The majority of academics hold the opinion that in order to implement green human resource management techniques, personnel must be encouraged and motivated to be ecofriendly. This study aims at investigating the impact of Green human resources practices on organizational sustainability: The mediating role of job embeddedness in the pharmaceutical manufacturing companies in Jordan.

METHODS: The current study looks at the effects of several green human resource management strategies on organizational sustainability either directly or indirectly through job embeddedness. a quantitative approach was used. The data is collected through questionnaire from the Study sample included (404) employee in (16) Jordanian Pharmaceutical manufacturing companies. A Structural Equation Modelling is conducted to achieve study objectives.

FINDINGS: Findings confirmed, that (green work life balance, green reward) showed a significant positive effect on the organizational sustainability, while (green training, green career opportunities) didn't have direct significant effects on organizational sustainability, as well, the outcomes indicated that all green human resources practices (green work life balance, green reward, green training, green career opportunities) had direct significant effect on job embeddedness. The findings indicated that the mediator (Job embeddedness) improved the organizational sustainability. The results illustrate that green work life balance exerted positive and significant effects on organizational sustainability ($\beta = 0.41$) and Job embeddedness ($\beta = 0.27$). While No abbreviation in the abstract didn't have direct significant effects on organizational sustainability ($\beta = 0.03$; $t = 0.64$; $p > 0.01$), and significant effects on Job embeddedness ($\beta = 0.40$). Also the result indicated that green rewards has direct significant effects on organizational sustainability ($\beta = 0.24$), and Job embeddedness ($\beta = 0.26$). While GCO green career opportunities didn't has direct significant effects on organizational sustainability ($\beta = 0.04$ $t = 0.87$; $p > 0.01$) and significant effects on Job embeddedness ($\beta = 0.39$). As well as JE exerted positive and significant effects on organizational sustainability ($\beta = 0.38$). The findings imply that the mediator does increase organizational sustainability.

CONCLUSION: The study suggests that the pharmaceutical manufacturing businesses should provide their workers with green benefits and promote a green work-life balance and search for other green practices in order to prevent organizational deterioration.

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INTRODUCTION

The significance of environmental challenges and their consequences on society, make green human resources management one of the most important themes in the business world and sustainability especially in the pharmaceutical manufacturing companies (Jehan *et al.*, 2020). Many business companies focus on increasing their profits while using and consuming large amounts of natural resources, omitting to consider how their operations align with environmental sustainability (Shaban, 2019; Neisiani *et al.*, 2020). The concept of green Human Resource Management (HRM) focusing on transforming employees to be green-oriented, by applying the concept of green policies, practices, and systems in all activities including selection and recruitment, acquisition, training and development and rewards systems (Chuah *et al.*, 2021). Green HRM practices translate noble ideas, aspirations, and daily HR activities into individual behavior inside the firm (Peerzadah *et al.*, 2018), and encourage the use of green practices in HR procedures to ensure that employees' attitudes, traits, norms, and personalities are in line with the goals of reducing waste and pollution, performing in an innovative manner to achieve, and implementing the idea of environmental sustainability in their organizations (Ashraful *et al.*, 2021). Green HR is the procedure that environment-friendly concept applying the HR policies which leads to more participation from the employees, cost-effective leadership developing the organizational sustainability pathway (Tang *et al.*, 2018), since the leadership works to improve the employees' knowledge, experiences, skills and behaviors toward the concept environmental management and green human resource management (GHRM) (Das and Singh, 2016). When a firm sets targets for all members, it emphasizes on converting environmental objectives into action plans for all employees including environmental incidents, environmental responsibilities, reduction of carbon emissions, and introducing and communicating the environmental interests and policies (Ari *et al.*, 2020; Kumar *et al.*, 2020). On the other hand, employees can be given opportunities to engage in environmental management to encourage them to support pollution prevention and recognize new environmental opportunities. This can be done by giving them a clear green vision, a green learning environment,

new communication channels, green practices, and encouraging green involvement (Renwick *et al.*, 2013). By implementing GHRM, service companies, particularly those in the pharmaceutical manufacturing industry, can experience positive results that improve their competitive advantage, efficiency and financial benefits, as well as the creativity and innovation of their employees. These benefits extend beyond just protecting the environment (Abbasi *et al.*, 2016). Job embeddedness is crucial and related to sustainability, which is the set of factors that affect an employee's decision to stay on the job (Zhao *et al.*, 2016). These factors include work-related issues like relationships with coworkers, individual skills, and job requirements, as well as outside-of-work issues like personal, family, and community responsibilities (Holtom *et al.*, 2006). GHRM practices are adopted and used in order to enhance and develop the green behavior of the employees, and to achieve successful environmental management inside the organization (Mousa and Othman, 2020), to attain this goal, it will be necessary to integrate green practices into human resource management roles. This will help firms' environmental management systems provide successful environmental performance (Ren *et al.*, 2018; Mehdipour *et al.*, 2017), therefore, this study is aimed to investigate the impact of green human resources management's practices on organizational sustainability: The mediating role of job embeddedness in the pharmaceutical manufacturing firms in Jordan 2022. Fig. 1, theoretical framework shows the relationship between green HR practices and organizational sustainability with the mediating role of Job embeddedness.

GHR practices occur when a company employs various organizational sustainability approaches, procedures, policies, and plans (Dutta, 2012). HR has the duty and obligation to educate and inform the workforce about organizational sustainability. Combining HR policies and practices offers a number of benefits, including increased employee engagement, cost savings, and performance effectiveness (Swarnalatha, 2020). Nowadays, almost everyone agrees that green HRM practices in any firm may increase organizational sustainability by adopted Job embeddedness (Lülfes and Hahn, 2013). Although there is a body of literature on green HR, (Peerzadah *et al.*, 2018) co-evaluated this existing and emerging literature on GHR with the overarching

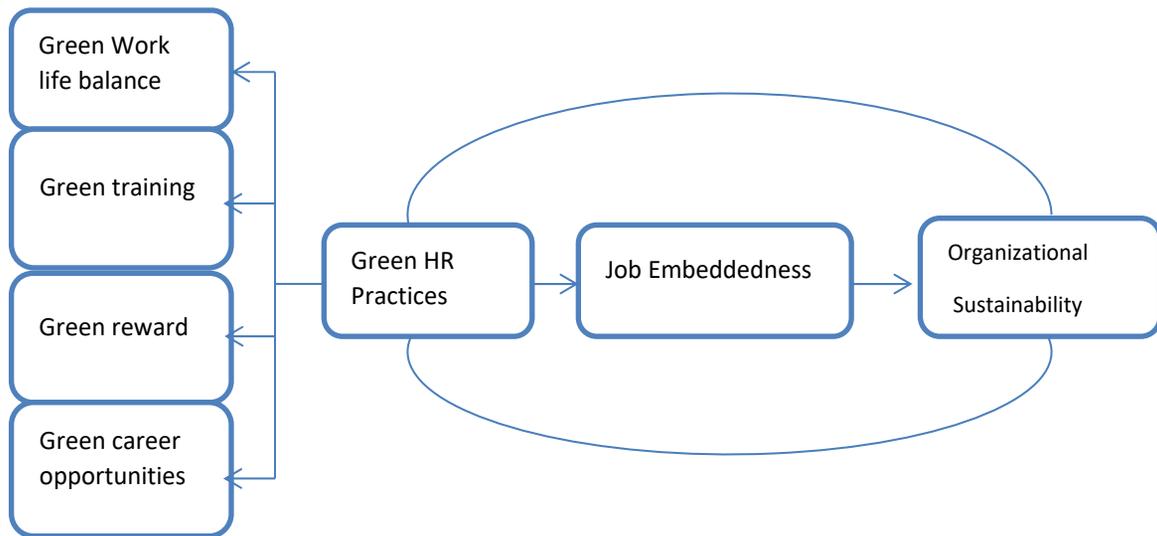


Fig. 1. Research model

conclusion that the impact of green HR practices on an organization has not yet been fully dissected. No doubt this particular submission has left the empirical research door open for further research opportunities on green HR practices. Another notable research void noted by [Rahimnia et al. \(2019\)](#) that mediator relationships between green HR practices and their outcomes are being studied with the suggestion that some organizational practices should be considered. [Malik et al., \(2020\)](#) also confirmed that several empirical studies have examined the relevance of green human resources practices to organizational results like, financial and organizational performance. Yet, there is still a gap in the practice and literature of green human resources practices and the effects of Job embeddedness styles. This research plans to bridge the gaps in literature and practice by including the concept of Job embeddedness as a potential mediating factor. Green Work Life Balance (GWLB) is a crucial part in the work to build social sustainability by creating changes in organizations in terms of enhancing employee's commitment to their surrounding environment and community in which they carry their activities and work procedures to ensure workers' future well-being, and lessen social and economic inequalities ([Gálvez et al., 2020](#)). Researchers believe that achieving a proper work-life balance is a difficult task experienced by the employees depending on work flexibility measures ([Gregory and](#)

[Milner, 2009](#)). Firms that intend to support work-life balance must understand the essential elements of social sustainability, including making improvements in worker's working conditions, to ensure the future of the community and the organization, considering work-life balance as an issue relates to personal dignity in the work environment, and should be viewed as more than just way to coordinate work and family time, ([Gálvez et al., 2020](#)). Teleworking has a significant impact on work-life balance by decreasing a number of issues related to the working environment, enhancing job satisfaction, and increasing employee involvement with the objectives of their businesses. Teleworking is defined as an employee practices that is decentralized, undertaking outside of the company, which depends on the use of ICT ([Akpa, 2022](#)). A novel paradigm called "green work-life balance" has been developed to strengthen interactions between work and personal life and promote environmentally sustainable behavior in both contexts, providing advantages for the environment, businesses, and people. Also, it is anticipated that teleworking and its adoption, will address many issues with work-life balance, boosting employee engagement with their firms and job retention ([Vasa and Thatta, 2018](#)). Green work-life balance depends on initiatives made by HR with the objective to create sound occupational environment by combining both sustainability and operational efficiency to create comfortable

workforce to be more efficient and productive at their work to improve the organizational environment (Akpa, 2022).

H1: GWLB directly influence on organizational sustainability.

H1a: GWLB influence on employees Job embeddednes.

H1b: GWLB influence on organizational sustainability through Job embeddedness.

Green Training (GT), the objectives of introducing green training are to make the employees able to use their skills and competencies according to green standards and criteria (Bansal and Roth, 2000), and to make them experts and acknowledge about the importance of the environmental protection practices, to give them the managerial skills to appropriately deal with their routine daily activities and practices, since training and development programs and workshops play the role in developing the required skills and knowledge of the employee leading to achieve the organizational sustainability goals (Jabbour, 2016). ecological training of the employees create a culture in the organization in which the employees feel that they are accountable for environmental results and consequences, since training improves the employee's attitudes and awareness about the organization's environmental management initiatives (Jackson et al., 2011). Also, the green training process is an ongoing process and is not limited to new employees, but includes all employees' at all administrative levels. This is to keep them constantly updated with the latest methods that contribute to the green performance process (Jabbour, 2016).

H2: GT directly influence on organizational sustainability.

H2a: GT influence on employees Job embeddednes.

H2b: GT influence on organizational sustainability through Job embeddednes.

Green reward (GR) is a system that offers both monetary and non-monetary incentives to employees in order to retain them and motivate them to work toward accomplishing environmental objectives. One of the key purposes of "green HRM" is to compensate workers in a way that encourages and motivates them to work toward environmental objectives. (Zibarras and coan, 2015). Employees may

feel motivated by nonfinancial rewards through green pay and rewards, such as recognition and praise from their managers (Jackson et al., 2011). Rewards can be powerful means for achieving harmony between the employee's performance and the firm's goals through combining both monetary and nonmonetary rewards as an effective way in motivating employees (Renwick et al., 2013). Organizations that implement green incentive policies typically tie employee remuneration to the environmental behavior they engage in and the results of that conduct, which encourages workers to work environmentally friendly and engage in pro-environment actions. (Arulrajah et al., 2015).

H3: GR directly influence on organizational sustainability.

H3a: GR influence on employees Job embeddednes.

H3b: GR influence on organizational sustainability through Job embeddednes.

Green Career Opportunities (GCO) It indicates the extent to which job opportunities and appointments are compatible with the desires and goals of employees within their organizations, as employees who participate in environmental performance within organizations are often interested in opportunities that support them and lead them to career development within the organizations in which they work (Karadas and Karatepe, 2019). Company leadership must offer the right chances that are appealing and inspiring to employees who have knowledge of environmental management, ecological commitment, and ecofriendly behaviors in order to recruit and retain highly qualified and talented workers (Ren et al., 2018). One of the key components of green human resource management practices is offering workers green opportunities, since this opportunity will affect the human resource system's overall and on employees' behavior and performance at the business level (Al-Ghazali and Afsar, 2021). Ability- motivation – opportunity theory focuses on the employees' abilities, motivation and opportunities contribution to better performance, so providing the right opportunities cannot be underestimated (Boselie and Boon, 2005). In this regard, leaders should give employees the support they need through a variety of opportunities to be active participants in this process to help the organizations achieve their ecological goals and increase

their green competitiveness; since employees are the main implementers of GHRM measures; they are able to spot opportunities for new ideas (Tang *et al.*, 2018).

H4: GCO directly influence on organizational sustainability.

H4a: GCO influence on employees Job embeddedness.

H4b: GWLB influence on organizational sustainability through Job embeddedness.

Job Embeddedness (JE) was developed using turnover models with the fundamental goal of improving understanding and research of voluntary turnover via examination of the numerous reasons why workers choose to remain with their companies (Yang *et al.*, 2011). The view of employees toward the attractiveness of quitting their jobs is thought to influence whether or not they ultimately decide to remain with the company. According to Ghosh and Gurunathan, (2015) job embeddedness is the communal factors and motivations keeping the employee from quitting their work. Since the concept of job embeddedness encompasses a wide range of factors that can affect an employee's decision to remain or leave, depending on his or her experiences while carrying out his or her tasks and duties, experiences, responsibilities, and relationships with coworkers, managers, and supervisors. Making the employee embedded within the organization encourage him to remain with the company, the employee gets more integrated there and has a lower potential to depart. According to Yang *et al.*, (2011), Employees decide whether to quit or stay based on their actions and the decision-making process. It is a truth that when workers are dissatisfied with their positions for a variety of reasons, they will begin to consider looking for alternative positions elsewhere. They will compare these positions with their current positions to determine which is the most advantageous and appealing to them. (Mitchell *et al.*, 2001). When an individual discovers that his future objectives, professional aspirations, and personal plans match well with the work and with the company's culture and rules, he will remain in his position and his organization and exhibit low levels of turnover intention and behavior. Ng and Feldman (2007), have shown the necessity and value of a thorough understanding of employee embeddedness due to its influence on work outcomes like desire to

leave the company, since workers' performance may be anticipated by job embeddedness Halbesleben and Wheeler (2008) proven that individuals who are more deeply ingrained in their jobs have a significant influence on the self-esteem of the business and task performance. Job embeddedness is regarded as an essential and significant technique for employee retention in the field of human resource management. It has been noticed by Rahimnia *et al.* (2019) that a high perceived job security by organizational and community embeddedness practices has been found to reduce the pursue to search for alternative jobs.

H5: Job embeddedness has significant direct impact on organizational Sustainability.

To achieve the objectives of the study and verify these hypotheses, The current study has been carried out on pharmaceutical companies in Jordan in 2023.

MATERIALS AND METHODS

Research design and data collection

The study used a descriptive analytical approach, which is a technique the researcher uses to study a specific phenomenon as it actually happens. Using this approach, the researcher accurately describes the phenomenon without exaggerating or understating it, while also defining and outlining its causes and the extent to which it is associated with other phenomena (Bryman and Bell, 2011). Describes the degree to which of pharmaceutical industrial companies' use of green human resources practices. It is analytical as well, looking at how green human resources practices affect organizational sustainability among employees of pharmaceutical manufacturing firms in Jordan, the study sample was collected using a probabilistic method, so each worker in the population of study was identified and had an equal opportunity of being participating in the sample. This sampling approach is known as the simple random sampling technique, the data was collected via questionnaire, which prepared for this purpose. The adapted research instruments were originally in English, and since most Jordanian employees use the Arabic language to perform their duties, the researchers translated the tools from English into Arabic with the help of professional translators, who used a back-translation technique. To confirm the correctness of the translation with respect to linguistic and cultural cues, a pre-test with 20 workers showed that the tools were clear and free of ambiguity. To lessen the impact of Common

Method Bias (CMB), as was noted by Podsakoff, MacKenzie, and Podsakoff (2012), respondents were instructed not to reveal their identities. In order to improve the employees' impression of anonymity, an online survey was employed. HR representatives sent the questionnaire link via email and other channels, including WhatsApp groups. To achieve the goals of this study, the research model is made up of three different components that have been operationalized and modified from earlier studies. The next paragraphs include descriptions of the constructs, sources, and scales.

- Green human resources practices was measured using (Ren *et al.*, 2018; Ari *et al.*, 2020; Muster and Schrader, 2011; Renwick *et al.*, 2013; Ogbu Edeh and Okwurume, 2019; Kim *et al.*, 2019; Tang *et al.*, 2018; Malik *et al.*, 2020). Twelve-item scale with sub-dimensions (Green work life balance, Green training, Green reward, Green career opportunities). Employees were asked to assess how much green HR practices were used. Responses were graded on a 5-point scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

- Organizational sustainability was measured using the (Ogbu Edeh and Okwurume, 2019; Jehan *et al.*, 2020; Roca-Puig, 2019; Malik *et al.*, 2020). Seven-item scale, the workers were asked to evaluate how sustainable their organization is. Responses were scored on a 5-point scale ranging from 1 (strongly disagree) to 5 (strongly agree).

- Job embeddedness was measured using the (Shah *et al.*, 2020; Yu *et al.*, 2020; Liu, 2018). Six-item scale Employees were asked to evaluate the extent of their Job Embeddedness in work. Responses were graded on a 5-point scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Population of the study and Sample size

Based on the suggestion of Churchill and Iacobucci (2010) in defining the unit of analysis for the research study. So the population targeted in this study was all the 23 Pharmaceutical manufacturing companies in Jordan. However, only 16 companies took part in the study. The sample of this study will be consisting of 404 employees, working in pharmaceutical companies. The population of study consisted of all workers in Pharmaceutical manufacturing companies in Jordan, which there number (10,855) employees, who work in (23) Pharmaceutical manufacturing companies, based on The Jordanian Association

of Pharmaceutical Manufacturers 2021/2022. As the appropriate sample size is (375) individual according to (Sekaran and Bougie, 2016) and to ensure obtaining the appropriate sample size (455) questionnaires were sent to the study sample. (404) of them retrieved and used for data analysis.

Analytical methods

Structural equation modeling is a quantitative research technique used to look for and understand structural relationships between variables (Devault, 2018). This technique and the following statistical tools were employed for analyzing data (Cronbach alpha, composite reliability for reliability test, factor analysis, average variance extracted for convergent validity. Heterotrait- Monotrait ratio for discriminant Validity).

RESULTS AND DISCUSSION

Demographics data

Table 1 shows the demographic characteristics of study sample. Frequency analysis was utilized to diagnose the demographic distribution of the study sample. Our analysis denote that 49.26% of the participants are female, while 50.74 % of the participants are male workers. The age ranges of the participants are as follows: 20 - 29 years old made up 18.1% of the participating, 30 - 39 years old made up 47 % of the participating workers, the largest group. Furthermore, 40 - 49 years old made up 26.2% of the participating workers, the second largest group; and finally the remaining participants belong to those 50 and above years old. The educational level of the participants is overwhelmingly high worker with bachelor's degrees made up 50.7 % of the sample. Consequently, workers with postgraduate and higher degrees made up 24% of the sample; and 12.9% of the sample are workers with associate degrees and diplomas. Organizational tenure reflects the duration by which a worker has spent in the Pharmaceutical manufacturing firms. Around 47.8% of the participating workers have worked in this sector for more than 10 years; 39.3% of the participating workers have worked for a duration that spans between 5 and 9 years; and the remaining have worked for less than 5 years.

Reliability and validity

The internal consistency reliability assesses how consistently a test's findings are obtained across

Table 1: Demographic statistics

| Variables | | Frequency | Percentage |
|-----------------------------|----------------------|-----------|------------|
| Gender | Male | 205 | 50.74% |
| | Female | 199 | 49.26% |
| Age | 20 – 29 years | 73 | 18.1% |
| | 30 - 39 years | 190 | 47.% |
| | 40 – 49 years | 106 | 26.2% |
| | 50 years and more | 35 | 8.7% |
| | High School | 50 | 12.4% |
| Educational level | Associate degree | 52 | 12.9% |
| | Bachelor’s degree | 205 | 50.7% |
| | Post graduate degree | 97 | 24.% |
| | Less than 5 year | 52 | 12.9% |
| Numbers of years in service | 5 – 9 years | 159 | 39.3% |
| | 10 years and more | 193 | 47.8% |

Table 2: Internal Reliability and convergent validity indicators

| Variables | Ca | Rho | CR | AVE |
|-------------------------------|-------|-------|-------|-------|
| Organizational Sustainability | 0.901 | 0.923 | 0.930 | 0.890 |
| Green Work life balance | 0.851 | 0.863 | 0.872 | 0.782 |
| Green Training | 0.833 | 0.842 | 0.832 | 0.734 |
| Green Reward | 0.805 | 0.812 | 0.805 | 0.681 |
| Green Career Opportunities | 0.821 | 0.835 | 0.814 | 0.711 |
| Job Embeddedness | 0.839 | 0.868 | 0.890 | 0.670 |

Note: Ca = Cronbach’s alpha; CR= composite reliability; AVE= average variance extracted

various conditions. Internal Consistency Reliability tests identify how all factors on the test relate to all other factors (Hajjar, 2018). It was examined using the widely used metrics: Cronbach’s alpha (α) and composite reliability (CR) indicators. Approved and desirable values according to these indicators is 0.70 for every construct or variable. Findings in Table 2 indicate that all the values for Cronbach’s alpha and CR are higher than the cutoff points, demonstrating that the constructs accurately capture the concepts and also show harmony and reliability (Hair et al., 2012). The average variance extracted (AVE), is commonly used to validate constructs. In statistics, AVE is a measure of the amount of variance that is captured by a construct in relation to the amount of variance due to measurement error. These conventional indices are formed by factor loadings resulting from estimated least squares or maximum likelihood regressions. The average variance extracted (AVE) exhibited by each construct is should ideally be greater than 0.50, the results shown in Table 2 indicate that all the constructs in this study have (AVE) greater than 0.50. Therefore, the current study has established and confirms the criteria for internal consistency and convergent validity (Hair et al., 2016; Henseler et al., 2009).

Discriminant validity

After the created of convergent validity, the test for discriminant was undertaken using two methods namely: the traditional (Fornell and Larcker, 1981) and the recently developed Heterotrait-Monotrait Ratio of Correlations (HTMT) criterion (Henseler et al., 2015). In the earlier method, we followed the decision criteria that stated that discriminant validity is true if the square root of the AVE value for each construct is greater than the inter-correlation with other constructs (Fornell and Larcker, 1981). According to the findings in Table 3. the square root of the AVE for each construct is higher than any other inter-construct correlation coefficient. Additionally, we applied the decision criterion that discriminant validity is valid in the latter technique if the HTMT correlation ratios are less than the benchmarks of 0.85 or 0.90. (Henseler et al., 2015). According to Table 4 findings, the HTMT correlation ratios fell short of the desired cutoff points of 0.85 and 0.90. Which are ranged from 0.092- 0.594. As a result, the current study satisfies the requirements for discriminant validity.

Evaluation of the structural model

After analyzing the data by structural equation

Table 3: Fornell-Larcker discriminant validity

| Variables | OS | GWL | GT | GR | GCO | JE |
|-----------|-------|-------|-------|-------|-------|-------|
| OS | 0.645 | | | | | |
| GWLB | 0.691 | 0.740 | | | | |
| GT | 0.525 | 0.717 | 0.781 | | | |
| GR | 0.805 | 0.812 | 0.805 | 0.887 | | |
| GCO | 0.693 | 0.813 | 0.732 | 0.847 | 0.881 | |
| JE | 0.494 | 0.231 | 0.441 | 0.55 | 0.434 | 0.855 |

Table 4: Contemporary HTMT discriminant validity diagnoses

| Variables | OS | GWL | GT | GR | GCO | JE |
|-----------|-------|-------|-------|-------|-------|----|
| OS | - | | | | | |
| GWLB | 0.177 | - | | | | |
| GT | 0.135 | 0.405 | - | | | |
| GR | 0.321 | 0.092 | 0.226 | - | | |
| GCO | 0.494 | 0.257 | 0.459 | 0.594 | - | |
| JE | 0.277 | 0.212 | 0.161 | 0.178 | 0.169 | - |

Table 5: Direct effects

| Hypothesis | Predictor(s) | β | SE | t-value | p-value |
|------------|--------------|---------|------|---------|---------|
| H1 | GWLB > OS | 0.41 | 0.04 | 5.97 | 0.00 |
| H1a | GWLB > JE | 0.27 | 0.08 | 3.42 | 0.00 |
| H2 | GT > OS | 0.03 | 0.04 | 0.64 | 0.53 |
| H2a | GT > JE | 0.40 | 0.06 | 6.30 | 0.00 |
| H3 | GR > OS | 0.24 | 0.04 | 5.73 | 0.00 |
| H3a | GR > JE | 0.26 | 0.06 | 4.31 | 0.00 |
| H4 | GCO > OS | 0.04 | 0.04 | 0.87 | 0.38 |
| H4a | GCO > JE | 0.39 | 0.08 | 4.83 | 0.00 |
| H5 | JE > OS | 0.38 | 0.08 | 4.81 | 0.00 |

Information: F statistics = 39.77; R squared = 0.57; Significance = 0.01; SE= standard error

modeling (SEM) the results are shown in [Tables 5](#). that GWLB exerted positive and significant effects on organizational sustainability ($\beta = 0.41$; $t = 5.97$; $p < 0.01$) and Job embeddedness ($\beta = 0.27$; $t = 3.42$; $p < 0.01$). These findings support hypotheses H1 and H1a. While GT didn't has direct significant effects on organizational sustainability ($\beta = 0.03$; $t = 0.64$; $p > 0.01$), and significant effects on Job embeddedness ($\beta = 0.40$; $t = 6.30$; $p < 0.01$) these findings conflict hypotheses H2 and support H2a. Also the result indicated that GR has direct significant effects on organizational sustainability ($\beta = 0.24$; $t = 5.73$; $p < 0.01$), and Job embeddedness ($\beta = 0.26$; $t = 4.31$; $p < 0.01$). These findings support hypotheses H3 and H3a. While GCO didn't has direct significant effects on organizational sustainability ($\beta = 0.04$; $t = 0.87$; $p > 0.01$) these findings conflict hypotheses H4, and significant effects on Job embeddedness ($\beta = 0.39$; $t = 4.83$; $p < 0.01$) these findings support hypotheses H4a. As well as JE exerted positive and significant effects

on organizational sustainability ($\beta = 0.38$; $t = 4.81$; $p < 0.01$), these findings support hypotheses H5.

Indirect effect

In [Table 6](#) the indirect impact was examine by using Job embeddedness as a mediating variable. The author determined the indirect effect through the method of bootstrapping by SmartPLS by using a single mediator. The finding in [Table 6](#) demonstrated that all the relationship mediated significantly. $GWLB > JE > OS$ has path co-efficient ($\beta = 0.42$; $P = 0.00$). As well $GT > JE > OS$, ($\beta = 0.38$; $P = 0.00$) has significant relationship. Also, $GR > JE > OS$ ($\beta = -0.40$; $P = 0.00$) has indirect effect significant. $GCO > JE > OS$ has ($\beta = 0.22$; $p = 0.00$) mediations and significant indirect effect. These findings support hypotheses H1b, H2b, H3b, H4b.

- This result is in line with a research ([Acpa, 2022](#)). Who stressed that "green work-life balance" improves work-life relations and encourages

Table 6: In direct effects

| Hypothesis | Predictor (s) | B | SE | t-value | p-value |
|------------|---------------|------|------|---------|---------|
| H1b | GWLB > JE>OS | 0.42 | 0.08 | 9.77 | 0.00 |
| H2b | GT > JE>OS | 0.38 | 0.06 | 6.30 | 0.00 |
| H3b | GR > JE>OS | 0.40 | 0.06 | 4.31 | 0.00 |
| H4b | GCO > JE>OS | 0.22 | 0.08 | 4.81 | 0.00 |

ecologically sustainable behavior in both settings, benefiting the environment, companies, and people. Additionally, it supports the findings of the (Rahimnia et al., 2019) research that practices that increase corporate and community embeddedness have been shown to decrease the desire to look for alternative employment opportunities. While green training (GT), the result of this study is not consistent with (Jehan et al., 2020) who stated that green training has a positive impact on sustainability. In terms of green rewards, the findings of this research are in line with those of (Malik et al., 2020; Jehan et al., 2020; Arulrajah et al., 2015), which affirmed that green incentives have a beneficial impact on sustainability and functional embeddedness. While the results related to green job opportunities, which were not statistically significant, do not agree with (Al-Ghazali and Afsar, 2021). Those who indicated that this opportunity affects employees' behavior and performance at the business level. This study is also consistent with (Darpan et al., 2020; Choudhury, 2020) they asserted that organizational embeddedness and organizational attractiveness sequentially mediated the association between GHRM and intentions to stay in work.

CONCLUSION

This study was aimed to investigate the impact of green human resources management's practices on organizational sustainability: The mediating role of job embeddedness in the pharmaceutical manufacturing firms in Jordan 2022. The study examined the connection between GHR practices (Green work life balance, Green training, Green Reward, and Green career opportunities) and organizational sustainability. Primary data collected from study sample, has been used to obtain the outcomes. The study used SEM to assess the relationship across green Human resource practices and organizational sustainability. The mediator variable "job Embeddedness" between green HR practices and organizational sustainability is analyzed. In light of the findings GWLB, GR shows a significant

positive effect on the organizational sustainability, as well GWLB has the highest significant effect on organizational sustainability. This findings show that implementing and expanding these practices has positively impact on the organizational sustainability. It means that increase of these practices lead to more organizational sustainability. While GT, GCO didn't have direct significant effects on organizational sustainability. As well, the outcomes indicated that all practices GWLB, GR, GT, GCO have direct significant effect on job embeddedness, as well GT has the highest significant impact on Job embeddedness. The current study analyzed the indirect relationship between GHR practices and OS by using JE as mediator variable. The findings suggest that the mediator does improve the organizational sustainability. This empirical investigation draws numerous noteworthy theoretical implications. This empirical study also contributes to the body of literature by offering researchers the chance to adopt effective and efficient managerial resources for reducing the negative effects of environmental issues with workable solutions that will help them make better decisions about the most appropriate managerial resources. The importance of green practices grows yearly. Due to the market's intense competition. One of the most important ways to stay one step ahead of the competition is to ensure that organizations are built with flexibility and intelligence, greening, identifying problems early and responding quickly with new innovations. This indicates that the notion of green practices continues to be a hot topic that calls for additional scholarly research that will encompass a variety of different organizational resources for its progress and sustainability. Managers are advised to create an enabling organizational structure that will increase employee job embeddedness because it will not only promote the competitive advantage of the organization but will also have positive impacts on employees' growth and their tendency to survive and remain with the organization. Managers are to direct organizational policies towards

the sustenance of GHR practices (GWL, GR) in situations where there are low level of organizational sustainability. This study revalidates the significance of job embeddedness in boosting the effectiveness of organizational sustainability, by ensuring that employees irrespective of their qualifications and practices have access to the competitive advantage and sustenance of organizational sustainability via job embeddedness. One of the key limitations of this study was the use of a self-reported instrument for data collection. Self-reported data are typically prejudiced when recounting their own experiences, since individuals often avoid mentioning their unwanted practices or some people usually try to embellish some of their practices, which would affect the results of data analysis. Also the study sample was selected from a single industry (pharmaceutical industry) and from one nation, so it is important to take care when applying study findings to different industries and other nations. As the practices of individuals differ from one sector to another and from one society to another, especially since the current study focused on the pharmaceutical industry sector, which is often concerned with the environment and green practices more than some other sectors, due to the specificity of this sector and the practices that affect the environment. Future research should take into account strategies for collecting longitudinal data, which is a series of repeated observations made over an extended period of time on the same people to help assess change or field experiment. Also the future direction of this study should adopt the comparative analysis of data from different sectors or countries in order to ascertain what a particular country is doing better or peculiar to a specific sector compared to others. Use other constructs in green human resources practices literature such as green participation in the decision making, green empowerment, green teamwork and green staff selection.

AUTHOR CONTRIBUTIONS

B. Kh. Almagharbeh carried out the idea development, methodology, software, review of literature, and manuscript preparation. N.A. Alalean corrected data, prepared the first draft, wrote, reviewed, and edited it, as well as checked software, and validated it.

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CONFLICTS OF INTEREST

The authors declare that there is not any conflict of interests regarding the publication of this manuscript. In addition, the ethical issues, including plagiarism, informed consent, misconduct, data fabrication and/or falsification, double publication and/or submission, and redundancy has been completely observed by the authors.

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ABBREVIATIONS

| | |
|-------------|---------------------------------|
| <i>GCO</i> | Green career opportunities |
| <i>GHR</i> | Green human resource |
| <i>GHRM</i> | Green human resource management |
| <i>GR</i> | Green reward |
| <i>GT</i> | Green training |
| <i>GWL</i> | Green work life balance |
| <i>HTMT</i> | Heterotrait-Monotrait Ratio |

JE Job embeddedness
OS Organizational sustainability

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