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# Impact Of Green Performance Evaluation On Sustainable Performance In Developing Countries Like Pakistan

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## Abstract

Pakistan is facing severe threats associated with industrial pollution caused by discharging of toxic chemicals, chemical and heavy metal substances and radioactivity. However, in last few years, awareness regarding consequences of industrial wastages has been increased. Society and imposition of environment law are now demanding security against environment hazards from manufacturing industries. Many research studies have dyed new concept of green performance evaluation and sustainable performance. The green performance evaluation means evaluating employees' environmental performance in their job area, and offering explanations and remarks on performance of employees in order to help them to develop and maintain their performance. The green performance evaluation not only promises pollution-free environment but help the organizations to win employee loyalty. The basic theme of this article is to investigate the impact of green performance evaluation on sustainable performance. In this regard, data was collected from manufacturing factor and analyzed to examine the hypothesized relationships wherein the results provide significant information in relationships and reaching the conclusion and suggest certain recommendations.

**Keywords:** Green Performance Evaluation, Sustainable Performance & Manufacturing Sector.

## INTRODUCTION

The green phenomena have been widely researched in different contexts with different research outcomes. However, the main focus of research regarding the green phenomena have been thus focused on manufacturing sector. The manufacturing sector is considered the important factor contributing to country economy and increasing pollution and environmental concerns ([Malik, Mughal, YAzam, Cao, Wan & Zhu, 2021](#)). The organizations are concerned about environmental an issue that is why they want to hire those intellectual,

those hardworking, talented employees and should have awareness about the environmental issues and how to reduce them is very vital for organizations (Yusliza, Yong, Tanveer, Faezah & Muhammad, 2020). The manufacturing industry or sector is more responsible for increasing pollution. That is why it is important for promoting the concept of sustainable performance. Sustainable performance is also called the triple bottom line principle. Pakistan every year contributes 0.4% of the carbon towards world pollution (Shahzad, Kumar, Zakaria & Hurr, 2017), and this percentage is increasing gradually. Stakeholders such as employees, employers, creditors, suppliers, communities and societies have shown great concern about increasing the environmental issues in Pakistan and the whole World (Malik, Cao, Mughal, Kundi, Mughal & Ramayah, 2020). Manufacturing sector is considered the most important factor contributing to the country's economy and increasing pollution and environmental concerns.

Previously, the business organizations considered the whole world as the commodity or good. In addition, business organizations also believed that their business has a limited effect upon the environment. As a result, the depletion of resources and environmental issues were raised due to their negligible behavior and attitude (Malik, Mughal, Azam, Wan & Zhu, 2021). This problem, environmental issue has forced business organizations to pay attention to these environmental issues. Jabbour, Santos and Nagano (2010) green evaluation refers towards the "evaluating and documenting workers' environmental performance in their workplaces, as well as offering comments on their performance to help them improve their excellent conduct." Management of environmental standards has been set by ISO 14001. Manufacturing firms have to strictly follow criteria set by ISO. Once the firms fulfilled that criteria, they have been provided with certificate from ISO. They were keeping in mind these standards and criteria for reducing the issue of the environment (Zaid, Jaaron & Bon, 2018). The firms have established their green objectives and formulated their policies towards the desired productions and outcomes. Those policies and targets are communicated to employees within organization (Zhu, Wu & Shen, 2021). The human resource department and administration of the firms monitor and evaluate the performance of employees towards reducing issues.

The entire phenomenon overwhelmed at process from efforts to outcomes that originates from green performance and culminates at the evaluation/assessment/appraisal (Malik, Cao, Mughal, Kundi, Mughal & Ramayah, 2020). Almost every business in the world conducts performance appraisals, utilizing a variety of methodologies and approaches. This aids company in identifying individuals' strengths and shortcomings and improve salary management and feedback of the performance (Wang, Zhang & Goh, 2018). Whereas a green performance appraisal highlights an employee's environmental sustainability, it provides feedback to management on individual's effort, and if a negative approach is discovered, management can take effective efforts to control it (Jabbour, 2011). The

performance evaluation methods give positive feedback and result in a favorable shift in the employee's mindset. Managers are responsible for both the success of their people and the environmental sustainability of their companies (Malik et al., 2020). The findings of different research studies indicated that psychological mechanism contributes to improved employee performance in different situations based upon the skills and knowledge of concerned employees (Ahmed, AlZgool & Shah, 2019). This study aimed to examine the relationships amid green performance evaluation and sustainable performance in manufacturing sector of Pakistan to contribute the knowledge.

## LITERATURE REVIEW

The existing research provide significant information about predictability of green phenomena in different contexts towards different outcomes. Jabbour (2010) argued that green performance evaluation means evaluating employee performance in their respective work areas and presenting remarks on their performance just to assist them for improving their conduct. administration of environmental standards has been set by ISO 14001. The production organizations have to exactly follow criteria set by ISO. Because as and when organizations fulfill criteria, they are provided with the certificate from ISO. These organizations keep in mind these standards and criteria for minimizing problems of environment (Gill, Ahmad & Kazmi, 2021). The production entities have declared their green objectives and formulated policies accordingly. These policies and targets are communed all employees (Guerci, Longoni & Luzzini, 2016). Therefore, HR-department and management of these organizations oversee and evaluate the performance of employees towards reducing issues (Malik et al., 2020). Green performance estimates an employee's environmental sustainability, it also gives feedback to management on employee effort, and if a negative attitude is found, management takes effective measure in order to control it (Jabbour, 2011). Managers are responsible for both the success of their employees and the environmental sustainability of their organizations.

Future research studies on green performance evaluation must concentrate on topics such as environmental events and responsibilities, environmental policy communication, and green information systems (Ahmad, 2015). Giving employees regular feedback on their environmental performance helps them to expand their environmental sustainability, capacity and skill (Jackson, Renwick, Jabbour & Camen, 2011). According to Malik et al. (2021) findings showed that green performance evaluation has significant and positive effect on sustainable performance. Besides, green performance evaluation positively influences sustainability (Longoni & Cagliano, 2018; Renwick, Redman & Maguire, 2013). The idea of sustainable performance was first floated in 1987, world commission on environmental development. With increase in number of industries and huge change in manufacturing segments, many environmental issues have occurred due to which organizations are taking interest in resolving these issues (Higgins & Coffey, 2016). The

sustainability is acquiring more awareness in businesses because of changes in the climate, high temperatures, demand from people, and senior management is thinking about its importance in bringing about sustainability in organizations (Chouinard, Ellison & Ridgeway, 2016). Thus, the sustainability is good for many organizations. Hence, when an organization employees think about minimizing waste and maximizing productivity, organizations must consider the sustainability from different perspectives.

The importance of incorporating sustainable performance in various business components, has been explained in previous research studies for example project management (Mavi & Standing, 2018; Chawla, Chanda, Angra & Chawla, 2018; Toledo, Farias, Castro & Silva, 2021) towards sustainable HRM (Manzoor, Bányai, Nurunnabi & Subhan, 2019; Malik, Yukun & Khan, 2020), green HRM (Mousa & Othman, 2020; Malik et al., 2021). These results of these research studies have confirmed that integrating sustainability and organizational processes is vital to gain good results. The research studies conducted by Malik et al. (2020) and Malik et al. (2021) in the manufacturing sector of Pakistan and explained most of organizations have a very little data green initiatives. And their findings indicated positive relationship between green performance evaluation and sustainable performance. Job performance has long been researched and is now a well-established subject of study, particularly in HRM, industrial and production management (Jouda, Ahmad & Dahleez, 2016). Likewise, in area of GHRM, employee green job performance is the significant and developing phenomenon. The various studies that found the substantial influence on the evaluation component and performance management focused on perceived environmental performance (Guerci, Longoni & Luzzini, 2016), as well as employee dedication to green concerns.

The studies on green performance evaluation concentrated environmental events and errands, environmental policy communication and green information systems (Ahmad, 2015). Teamwork, collaborative effort, diversity, innovative thinking and environmental protection is included in the performance appraisal rating system, which should be modified by HR to include dimensions for rating people on behavioral and technical competencies (Higgins & Coffey, 2016). Adding environmental obligations into the performance management program provides workers with detailed data on what they are expected to accomplish in terms of environmental management (Jabbour, Santos & Nagano, 2010). Giving employees regular feedback on their environmental performance helps them improve their environmental sustainability, capacity, and expertise (Jackson, Renwick, Jabbour & Camen, 2011). Shahzad, Kumar, Zakaria and Hurr (2017) was to look at the prerequisites for measuring airports' green performance. Green rules and regulations are most important and crucial criteria for green airports. Green job performance of employee is relevant and quantifiable to all employees of a firm, regardless of their employment or work history (Jackson & Seo, 2010). The existing research provides significant information

about the relationship wherein in research studies found that performance appraisal significantly associates with performance.

According to study green performance evaluation has an insignificant influence on sustainable performance (Yong, Yusliza, Ramayah & Fawehinmi, 2019b). The researchers reported some linkage between sustainability and green performance evaluation. While according to the study by Jabbour (2011) showed that there is significant impact of green performance assessment on sustainability. Similarly, (Malik et al., 2021) findings showed that green performance evaluation has significant and positive effect on sustainable performance. Besides, GPE positively influences sustainability (Longoni & Cagliano, 2018; Renwick, Redman & Maguire, 2013). Thus, engaging employees in the green program and acknowledge their role may be accomplished through the use of workplace perks from carbon credit offsetting to free bicycles (Yong, Yusliza, Ramayah, Jabbour, Sehnem & Mani, 2020). The use of incentives and recognition based on environmental sustainability has a beneficial influence on employee willingness to try out green projects (Gill, Ahmad & Kazmi, 2021). To successfully and efficiently implement the corporate green strategies and policies, a rising number of studies have proposed that businesses should embrace the green practices. The research aimed to examine association and impact between green performance evaluation and sustainable performance as hypothesized to examine the particular relationships in particular context.

### **Research Hypotheses**

- H1: There is positive and significant association between green performance evaluation and sustainable performance
- H2: The green performance evaluation has positive and significant influence upon sustainable performance

### **RESEARCH METHODOLOGY**

The nature of present study is qualitative by using survey approach research design supported by positivism philosophical approach that believes in deduction approach and testing of theory development for developing scientific knowledge using scientific tools and techniques. The data collected was cross-sectional in nature and was collected from the manufacturing sector as this sector is more overwhelmed towards research phenomena under investigation in this study. The information related to these firms were taken from small and medium enterprises development authority of Pakistan, Pakistan stock exchange, state bank of Pakistan, securities and exchange commission of Pakistan (Malik et al., 2020). The convenience sampling technique is the non-probability technique used in this study. 246 questionnaires were distributed, wherein six were incomplete and were not included in the data analysis, and 16 respondents did not reply to the questionnaires. Therefore, the response rate was 91%, which included 224 questionnaires that were correctly completed.

This instrument was adopted, [Yong et al. \(2019\)](#) has validated this questionnaire wherein ten items were used for each variables examining the different statements to measure the responses of the respondents concerning the green performance evaluation and sustainable performance. In this linking, 7-point Likert scale was used to record the responses of respondents while correlation and regression were used to analyze the data, find the answers and reaching the conclusion.

## RESULTS & DISCUSSION

This research study was based on a quantitative approach, and cross-sectional data was collected using deductive method. The structured questionnaires were used to gather data, and SPSS was used to analyze the data to examine the desired relationships among research variables helps in reaching the anticipated outcomes. The descriptive results provide the information to describe the demographic variables through frequencies while inferential analysis provide information about relationships among research variables supported through the results of previous studies on the issues under considerations.

### Descriptive Results

The descriptive results provide the information through frequencies” tabulations regarding the demographic characteristics of the respondents those who participated in the present research and provided their valuable views about the research variables as measured through different statistical procedures.

Table 1 Age & Gender Frequencies

		Frequency	Percent	Valid Percent	Cumulative Percent
Age	20-30	84	37.5	37.5	37.5
	31-40	49	21.9	21.9	59.4
	41-50	14	6.3	6.3	65.6
	51-60	77	34.4	34.4	100.0
	Total	224	100.0	100.0	
Gender	Male	164	73.2	73.2	73.2
	Female	60	26.8	26.8	100.0
	Total	224	100.0	100.0	

Table 2 Designation & Experience Frequencies

		Frequency	Percent	Valid Percent	Cumulative Percent
DSG	Manager	45	20.1	20.1	20.1
	Senior manager	72	32.1	32.1	52.2

	General manager	59	26.3	26.3	78.6
	Managing director/CEO	48	21.4	21.4	100.0
	Total	224	100.0	100.0	
EXP	1-10	152	67.9	67.9	67.9
	11-20	52	23.2	23.2	91.1
	21-30	20	8.9	8.9	100.0
	Total	224	100.0	100.0	

Table 3 Business & Sector Frequencies

		Frequency	Percent	Valid Percent	Cumulative Percent
BT	Manufacturing	131	58.5	58.5	58.5
	Services	93	41.5	41.5	100.0
	Total	224	100.0	100.0	
Sector	Public	164	73.2	73.2	73.2
	Private	60	26.8	26.8	100.0
	Total	224	100.0	100.0	

### Inferential Results

The inferential analysis provides information about the relationships among research variables as obtained through different statistical procedures to chase hypothesized relationships among research variables and produce the desired outcomes in order to contribute the existing research on the issues under considerations.

**H1: There is positive and significant association between green performance evaluation and sustainable performance.**

Table 4 Correlation Analysis

Correlation Analysis (Association)		Green Performance Evaluation
Sustainable Performance	Pearson Correlation	.451**
	Sig. (2-tailed)	.000
	N	224

The association between the green performance evaluation and sustainable performance was hypothesized through H1, wherein correlation procedure offered significant information about existence of association. The results revealed that there is positive and significant association of green performance evaluation with sustainable performance (R=

.451 & P = .000). These results thus confirmed the required association as evident in the previous research studies regarding green practices. The results of research have been supported through previous study conducted by [Jabbour \(2011\)](#), highlight significant impact of green performance evaluation on sustainable performance. The findings of the study of ([Jouda, Ahmad & Dahleez, 2016](#)) explain performance evaluation of the employees is positively associated with performance and therefore significantly validated through existing research. Thus, from results, the hypothesis is consequently accepted and substantiated. Similarly, the significant information has been produced by [Jackson, Renwick, Jabbour and Camen \(2011\)](#), about the state-of-the-art and future directions for the green human resource management.

**H2: The green performance evaluation has positive and significant influence upon sustainable performance.**

Table 5 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.282a	.280	.276	.57322
a. Predictors: Green Performance Evaluation				

Table 6 ANOVA

Model	Sum of Squares	DF	Mean Square	F	SIG.	
1	Regression	6.317	1	6.317	19.226	.000b
	Residual	72.945	222	.329		
	Total	79.263	223			
a. Dependent Variable: Sustainable Performance						
b. Predictors: Green Performance Evaluation						

Table 7 Coefficients of Regression

Model		Unstandardized $\beta$		Standardized $\beta$	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.745	.164		16.698	.000
	Green Performance Evaluation	.219	.050	.282	4.385	.000
a. Dependent Variable: Sustainable Performance						

The results of regression provide significant information about the impact of green performance evaluation and sustainable performance as hypothesized from the second hypothesis. From the table model summary, it is evident that R = .282 and R<sup>2</sup> = 0.280. ANOVA



test helps to compare more than two groups at the same time to see whether there's a connection between them. The statistics used to test hypotheses are also shown in the ANOVA table. The researcher consequently accepted the hypothesis, F statistics permits the analysis of several groups of data to identify the variability among samples. The researcher consequently accepted the hypothesis,  $F=19.226$   $p < 0.001$ , since factor of green performance evaluation significantly and positively influences the sustainable performance. Thus accepted hypothesis (H2). From table above, predictor GPE ( $\beta= .219$ ,  $t = 4.385$ ,  $p\text{-value} < 0.001$ ). It demonstrated that green performance evaluation has an influence on sustainable performance. The previous studies revealed the significant influence of the green practices on performance in different contexts with diverse outcomes (Malik, Cao, Mughal, Kundi, Mughal & Ramayah, 2020; Malik, Mughal, Azam, Wan & Zhu, 2021; Mousa & Othman, 2020; Yusliza, Yong, Tanveer, Faezah & Muhammad, 2020; Zaid, Jaaron & Bon, 2018; Gill, Ahmad & Kazmi, 2021). Thus, the results have been supported through results of previous research studies.

## **CONCLUSION**

The research revealed that that green performance evaluation is progression wherein particular employee take part in green attitude, procedures and actions that may produce excellent results for a longer time period. Green performance evaluation is technique for evaluating performance in form of how efficiently employees grow and develop towards a greener environment. Green performance evaluation is connected with systematic and rational thinking, as the employees are already knowing about green environmental attitude. Almost in every organization in the world carries out performance evaluations by using different methods and techniques. The employees' green environmental performance is evaluated in green performance evaluation. In this regard, many organizations have established environmental objectives and evaluated their contributions in environmental planning, control and sustainability. Green performance evaluation positively influences sustainability. The framework of issue on measuring the impact of green performance evaluation on the sustainable performance of the employees in developing countries like Pakistan. The present study thus provides significant information about the association and predictability of sustainable performance through green performance evaluation in the manufacturing sector Pakistan thereby providing certain recommendations to the policy-makers for revisiting their policies about green practices with certain recommendations for future researchers regarding the research phenomena.

## **Recommendations**

- ✓ The green practices are significant for various desired outcomes in different situation and contexts that are vital in obtaining the anticipated development leading towards

desired sustainable development. Thus, manufacturing sector is required to ensure the effective green practices in letters and spirit.

- ✓ The green performance evaluation has significant link with the sustainable performance in different contexts therefore, the industrial sector along with service sector are required to implement the green practices in effective manners to produce the desired outcomes towards organizational vision.
- ✓ The green performance evaluation is significant for the organizations in managing their vision and mission towards desired competitiveness and sustainability. Thus, concerned organizations are required to put their emphasis upon the green practices in the effective manner to produce desired outcomes.
- ✓ The sustainable performance is effective for the organizations that inspires the concerned organization to encourage their employees for attaining the desired outcomes. Thus, the organizations, especially, manufacturing organizations are required to ensure the green practices to attain desired success.

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