



## ***Equitable and Sustainable HRM in the AI Era: The Mediating Impact of Financial Compensation on Employee Performance under Fair and Standardized HR Practices.***

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### **ABSTRACT**

*This study examines the influence of Employer Fair Dealing and Employee Uniform Policy on Employee Performance, with Financial Compensation as a mediating mechanism, in the context of Green Human Resource Management (GHRM). Using PLS-SEM structural equation modeling, the findings reveal that fair dealing significantly enhances both remuneration and performance, while uniform policies indirectly impact performance through compensation. The results confirm that financial compensation serves as a critical mediator, translating fair and standardized HR practices into tangible productivity gains. The model demonstrates strong explanatory power, with  $R^2 = 0.769$  for remuneration and  $R^2 = 0.676$  for performance. Theoretically, the study extends Social Exchange Theory and Equity Theory, highlighting how AI governance within GHRM can operationalize fairness, transparency, and sustainability in HR processes. Practically, organizations can leverage AI-driven HR systems to ensure fairness and equitable compensation, reinforce policy compliance, and enhance employee outcomes, aligning workforce performance with organizational and environmental sustainability goals.*

### **Keywords:**

AI-enabled Green HRM, Employee Performance, Financial Compensation, Fairness, Sustainability.

### **How to Cite:**

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## 1. Introduction

Fairness, uniformity, and equality methods, such as impartial evaluations, equal awards, and transparent judgments, foster trust and a sense of organizational justice. Not only this is the performance and productivity of the employees enhanced through these methods, resulting in the growth and development of the organization. In the green human resource management GHRM practices, the workers feel appreciated and respected. Fair and equitable treatment motivate them to take part in voluntary pro-environmental actions, including resource conservation, green policy support, and sustainability initiatives. Social exchange theory states that when workers see justice, they are more likely to act in ways that promote the company's sustainability objectives. Fair and uniform treatment, which is accomplished by established norms like general regulations, equal rules, and consistent enforcement, without any discrimination, fosters a sense of equality, identification, and shared responsibility. This promotes the adoption of green practices throughout the entire organization by reducing the sense of partiality and discrimination in sustainability-oriented systems and uniting workers under shared standards. Such GHRM practices are reinforced by consistency and equity, for example:

- a) Green remuneration and rewards (fair and equity-based incentives for sustainable conduct)
- b) Green performance management (equitable assessment of the workers and working environment).
- c) Green company culture that prioritizes responsibility, justice, financial compensation, and ethics.

Thus, these tactics indirectly enhance sustainable outcomes through employee involvement and incentives. According to the proposed model, policies that promote uniformity and fairness are more likely to result in increased worker productivity and performance, including sustainability-related outcomes, when they are accompanied by suitable compensation. Uniformity fosters cohesiveness, fairness fosters trust, and together they develop the social infrastructure necessary for GHRM systems to operate efficiently and sustainably. In other words, this research focuses on avoiding the issues that are common in the environment where prejudiced and unprofessional decision makers are in higher managerial positions.

The study focuses on Financial Compensation as an Employee Remuneration Package; a well-crafted compensation plan serves as a key link between corporate practices and performance outcomes, as well as employee sustainability behavior. It accomplishes this by converting ideals like consistency and fairness into material incentives that influence behavior and motivation. First, by matching effort to incentives, financial compensation directly improves employee performance. Competitive pay, perks, rewards, and incentives boost dedication, productivity, and job satisfaction. Employees are more likely to adopt pro-environmental behaviors and support organizational sustainability goals when compensation is linked to sustainability goals (e.g., green performance incentives, awards for personnel and resource efficiency, or participation in growth activities). Second, in this research, financial compensation is a mediator between employee outcomes and fair dealing by employers. Although employees frequently assess fairness in tangible terms through their compensation, fair treatment fosters trust and positive opinions. Employees feel appreciated and are more inclined to respond with improved performance and sustainable work habits when fair dealing is represented in justice and transparent compensation. Third, the impact of uniform policy on performance is also mediated by compensation. Although uniform regulations encourage uniformity and equality, they cannot directly inspire workers without being pragmatic. However, these policies gain significance and acceptance when they are supported by equitable and well-organized compensation plans, which motivate staff to conform to company standards, including sustainability activities. In essence, finance or reward for work as a “remuneration



package” is a crucial mediator in sustainability-oriented HR systems since it essentially acts as the link between corporate practices (fairness, equity, and uniformity) and employee motivation, sustainable behavior, and increased performance.

In addition to that, the use of Artificial Intelligence (AI) in Human Resource Management (HRM) has grown quickly as organizations aim to increase efficiency, improve the accuracy of decisions, and strengthen the strategic role of HR functions (Li, 2024; Aksoy, 2023). Recruitment, performance reviews, workforce analytics, and training can all be automated with AI-based HR solutions, enabling decisions to be made based on predictive data rather than subjective judgment (Cai, Zhang & Zhang, 2024). As businesses respond to sustainability objectives, environmental accountability, and ethical governance, Green Human Resource Management (GHRM) has grown in significance alongside this technological advancement (Jabbour & de Sousa Jabbour, 2016). Many academics contend that by standardizing sustainable HR practices, lowering bias, and boosting transparency, AI can help GHRM.

AI by itself, however, does not guarantee favorable HR results. According to research, employees' views of justice, fairness, trust, and equal treatment have a significant influence on how they respond to digital HR systems (Binns, 2018; Du, 2024). Therefore, companies implementing AI-driven HR procedures need to make sure that these tools enhance rather than diminish consistency and justice. In this situation, fair dealing and uniform policy are two important aspects that affect employee attitudes and performance. Equal and just treatment in hiring, promotion, reward, and performance evaluation decisions is referred to as "fair dealing" (Colquitt et al., 2013). Conversely, uniform policy concentrates on applying regulations, guidelines, and practices uniformly to all staff members and divisions (Armstrong & Taylor, 2020). This research indicates that when such fairness mechanisms are in place, employees show higher levels of trust, stronger commitment, and greater effort, all of which are closely linked to improved performance and productivity.

Convincingly, despite the rapid adoption of AI in HR and the growing focus on sustainable HR practices, limited empirical research has examined the combined role of AI-driven GHRM, organizational fairness, and employee performance. Much of the existing literature views AI mainly as a technological improvement, rather than as a broader change that influences fairness perceptions, equity processes, and employee outcomes (Chen, Li & Zhao, 2023). This study seeks to fill this gap by analyzing how employer fair dealing and uniform policy, even by applying AI-enabled GHRM systems, affect employee performance. Based on Social Exchange Theory (Blau, 1964) and Organizational Justice Theory (Greenberg, 1990), the study suggests that employees respond to fair, transparent, and consistent treatment by improving their performance. When AI systems support fairness and consistency, they strengthen the psychological relationship between employees and employers, leading to higher commitment and productivity. In this way, the study contributes to theory by extending GHRM research into the AI adoption context and offers practical guidance for organizations ethically and sustainably.

## **2. Literature Review**

### **2.1 AI-Driven Green Human Resource Management (GHRM)**

To improve productivity, openness, and responsible decision-making, Green Human Resource Management (GHRM) combines environmentally friendly HR procedures with artificial intelligence technologies (Jabbour & de Sousa Jabbour, 2016). Organizations can lessen bias, simplify procedures,



and match personnel management with environmental goals by using AI applications in HR, such as automated recruiting, performance analytics, and digital monitoring of sustainability targets (Li, 2024). Previous research indicates that by implementing uniform regulations and data-driven assessments, AI-supported HR systems improve workers' perceptions of procedural fairness (Binns, 2018; Chen et al., 2023). As a result, fairness-oriented HR practices have an impact on employee outcomes inside the institutional framework provided by AI-driven GHRM.

## **2.2 Employer Fair Dealing**

Fair treatment refers to impartial and just handling of staff across all organizational interactions, such as promotions, assessments, and distribution of workload. Adams' Equity Theory (1965) suggests that when employees perceive fairness, they are motivated to maintain an equilibrium between their contributions and the rewards they receive from the organization. Studies show that fair treatment enhances employee loyalty and diminishes turnover rates (Colquitt et al., 2013). In HR systems powered by AI, fairness is essential as it ensures that algorithmic decision-making is clear and understandable, preventing feelings of bias or discrimination (Nawaz et al., 2022). Consequently, fair treatment not only builds trust but also increases employees' readiness to participate in AI-supported HR processes. Utilizing Equity Theory (Adams, 1965), fair treatment in HRM guarantees that employees perceive a fair balance between their efforts and the rewards provided. AI technologies in HR need to be created with fairness in mind, as algorithmic decisions face scrutiny over possible biases. Cai et al. (2024) explore how AI in recruitment elevates fairness concerns. The analysis of AI-HRM practices by Aksoy (2023) underscores the need for openness in talent management. Therefore, fair treatment by employers within AI-driven frameworks becomes a crucial element in boosting employee performance.

***Employer Fair Dealing and Employee Performance:*** Employer fair dealing refers to the fair and equitable treatment of employees in organizational decision-making, particularly in areas such as performance appraisal, reward allocation, and promotion. When employees perceive these processes as fair, their sense of psychological safety increases, which in turn encourages higher levels of performance (Colquitt et al., 2013). AI-supported HR systems can further reinforce these perceptions by reducing personal bias and subjectivity in evaluation and reward decisions (Cai et al., 2024).

*H: Employer fair dealing has a positive and significant effect on employee productivity and performance.*

## **2.3 Employer Uniform Policy**

A uniform policy signifies a consistent application of organizational regulations, standards, and benefits. Consistency aids in eradicating favoritism and encourages equality, particularly in large organizations where AI supports HR functions. Armstrong and Taylor (2020) assert that uniform HR policies create predictability, thereby enhancing employees' confidence in management decisions. In AI-enhanced HRM, consistency guarantees that all employees are assessed using the same data-driven criteria, which improves perceptions of fairness and performance results. Research indicates that consistent policies contribute to employee satisfaction and decrease workplace conflicts (Kuvaas et al., 2016). A uniform policy in HRM pertains to the consistent application of HR standards. In AI-integrated GHRM, a uniform policy ensures that AI systems utilize the same criteria for all employees, minimizing the perception of favoritism or bias. Although direct empirical research is scarce, existing literature on



AI-HRM highlights the significance of consistent policy frameworks to achieve fairness and build trust. For instance, a report on HR practices in Australia emphasized the necessity for standardized AI governance. Therefore, it is proposed that a uniform policy from employers' influences employee performance through remuneration in AI-driven settings.

***Employer Uniform Policy and Employee Performance:*** Uniform policy refers to the consistent application of rules and the use of equal decision-making standards for all employees and organizational units. Research indicates that such consistency builds trust and lowers perceptions of bias, which increases employees' willingness to put in greater effort (Armstrong & Taylor, 2020). AI tools can further support this uniformity by applying standardized criteria in processes such as recruitment, performance evaluation, and promotion decisions (Chen et al., 2023).

*H: Employer uniform policy has a positive and significant effect on employee productivity and performance*

## **2.4 Financial Compensation and Remuneration Package**

The human resource management literature generally acknowledges that a remuneration package, which includes salary, incentives, and benefits, is a crucial factor in employee motivation, performance, and organizational sustainability. According to recent research, pay systems serve as strategic instruments that help match employee behavior with organizational objectives in addition to being economic exchanges (Fulmer & Li, 2022). Empirical data consistently show a positive correlation between performance and compensation, indicating that well-designed pay systems improve commitment, productivity, and retention (Rehman et al., 2021; recent large-sample studies in China also confirm that employee compensation is positively correlated with firm performance). From a sustainability standpoint, compensation has been incorporated more and more into frameworks for Green Human Resource Management (GHRM), where fair and performance-based pay promotes both environmental and economic goals.

Employee morale, organizational performance, and long-term HRM outcomes are all greatly enhanced by equal compensation and reward systems (Hossain et al., 2025). Additionally, trying pay to long-term organizational objectives and sustainability targets improves both financial and non-financial performance, highlighting the function of pay as a tool for encouraging sustainable behavior (Al-Shaer & Zaman, 2019; Shabbir et al., 2024). As a result, there is substantial evidence in the literature that compensation packages work as a strategic and mediating tool, converting organizational policies like policy standardization and fairness into better employee performance and sustainable results. Compensation, particularly green compensation and awards, is widely acknowledged in literature as a crucial channel through which sustainability-oriented HR policies impact individual and organizational results, frequently acting as a mediating variable. Compensation schemes that are in line with environmental objectives (such as awards tied to sustainability or incentives for eco-friendly behavior) are crucial in converting HR practices into quantifiable sustainability performance within the context of Green Human Resource Management (GHRM). According to empirical data, green reward and pay



schemes greatly improve worker productivity and organizational sustainability by encouraging workers to adopt eco-friendly practices (Saleem et al., 2023).

Furthermore, research based on the Ability–Motivation–Opportunity (AMO) theory highlights that compensation serves as a motivator, encouraging workers to take part in sustainability projects when incentives are connected to environmental goals (Hameed et al., 2025). This motivational role enables compensation to serve as a transmission channel, translating corporate policies, including consistency, justice, and green HR practices, into employee-level outcomes like engagement, performance, and green behavior. According to a current empirical study, compensation-related practices within GHRM have a considerable impact on employee performance, frequently indirectly through mediators like motivation and job satisfaction (Nazeer & Ahmed, 2025). The idea that mechanisms like compensation are crucial in this indirect pathway is further supported by the larger GHRM literature, which shows that employee-related factors (such as motivation, sustainability orientation, and engagement) frequently mediate the relationship between HR practices and sustainability outcomes (Adeel et al., 2022; recent hospitality-sector studies also confirm mediation through motivation and sustainability). Therefore, compensation packages work as a strategic mediator, bridging organizational practices (like fair dealing and uniform policies) and intended outcomes (like improved employee performance and long-term sustainability), especially when they are in line with sustainability goals.

A growing body of literature emphasizes that remuneration packages play a critical mediating role in linking organizational practices with both employee performance and sustainability outcomes. Empirical studies show that compensation systems significantly enhance employee productivity by motivating greater effort, commitment, and goal alignment; for instance, recent evidence confirms that employee compensation is positively associated with organizational performance (e.g., performance gains observed across firms with structured pay systems). Beyond direct effects, remuneration also functions as a key mediating mechanism. For example, Widiastuti et al. (2019) found that remuneration strengthens the relationship between employee commitment and performance, indicating that employees perform better when organizational support is translated into tangible financial rewards. Similarly, studies in sustainability-oriented contexts highlight that organizational practices (such as fairness, supervision, or HR policies) often influence sustainable employee performance indirectly through mediating variables, reinforcing the importance of mechanisms like compensation in translating practices into outcomes. Moreover, research on organizational justice and sustainability demonstrates that employee-oriented practices require an intermediate mechanism (e.g., commitment or rewards) to effectively enhance sustainable behavior. In this regard, remuneration packages serve as a practical and motivational bridge, converting employer fair dealing and uniform policies into improved employee performance and sustainability by reinforcing perceptions of equity, increasing satisfaction, and encouraging long-term pro-organizational and pro-environmental behaviors.

Employer Fair Dealing refers to the perception of equitable treatment, transparency, and ethical behavior by management, which has been shown to enhance employee trust, motivation, and performance outcomes (Colquitt, 2001; Colquitt et al., 2013). Uniform Policy, encompassing standardized HR procedures and consistent treatment of employees, ensures fairness, reduces ambiguity, and supports organizational compliance (Armstrong & Taylor, 2023). Both practices are theorized to



influence employee outcomes indirectly through Financial Compensation and Remuneration Packages, as equitable and transparent reward systems strengthen the link between HR policies and employee productivity (Gerhart & Fang, 2015; Kuvaas et al., 2017). Drawing on Social Exchange Theory and Equity Theory, employees reciprocate fair treatment and standardized policies with higher engagement and performance when supported by appropriate compensation. In this context, this study also hypothesizes:

*H: Employee Fair Dealing has a positive and significant effect on Employee Financial Compensation and Remuneration Package*

*H: Employee Uniform Policy has a positive and significant effect on Employee Financial Compensation and Remuneration Package*

*H: Employee Financial Compensation and Remuneration Package has a positive and significant effect on Employee Productivity and Performance*

### **Mediating (Indirect) Relationships**

*H: Financial Compensation/Remuneration Package mediates the relationship between Employee Fair Dealing and Employee Productivity and Performance.*

*H: Financial Compensation/Remuneration Package mediates the relationship between Employee Uniform Policy and Employee Productivity and Performance.*

## **2.5 Employee Performance**

Employee Productivity and Performance are key indicators of organizational success, as they reflect the quality, efficiency, and consistency of employees' contributions toward achieving organizational objectives (Campbell, 1990). Prior research consistently shows that fairness, trust, and justice play a significant role in enhancing employee performance by creating a supportive and positive work environment (Podsakoff et al., 2009). In AI-supported HRM systems, performance management relies on real-time analytics to monitor productivity and identify areas for improvement. However, these technological tools must be accompanied by ethical employer behavior so that employees perceive performance evaluations as fair and motivating. Employee Productivity and Performance, therefore, relate to the efficiency, quality, and outcomes of employees' work. The consistent use of fair and ethical HR practices is associated with improved performance levels. While AI-driven HRM introduces advanced monitoring, feedback, and analytical capabilities that can enhance productivity, it also raises concerns regarding fairness and employee well-being. Evidence from well-being research indicates that the impact of AI on performance depends largely on employees' perceptions of fairness and transparency. A study on well-being (Sadeghi, 2024). Accordingly, this study treats Employee Productivity and Performance as outcomes influenced by employer practices, compensation, and the broader AI context.

*AI-Driven GHRM Context:* Although AI-driven GHRM is not proposed as a direct independent pathway, it represents the operational environment in which fairness and consistency are experienced by employees. By reducing uncertainty, automating environmental monitoring, and increasing transparency in decision-making, AI enhances perceptions of fairness within HRM processes (Du, 2024; Jabbour & de Sousa Jabbour, 2016).



## 2.6 Theoretical Framework

This study is anchored in complementary theoretical perspectives, Social Exchange Theory (SET) (Blau, 1964) and Organizational Justice Theory (OJT) (Greenberg, 1990), to explain how employer fairness practices affect employee performance in AI-driven Green Human Resource Management (GHRM) settings. Also, the Ability–Motivation–Opportunity (AMO) theory highlights the financial compensation basis of this research.

*Social Exchange Theory (SET):* Social Exchange Theory suggests that relationships between employees and organizations function through reciprocal exchanges involving trust, support, recognition, and effort (Blau, 1964). When employees perceive fair and consistent treatment, particularly in critical HR processes such as appraisal, rewards, and career opportunities, they feel valued and respected. This positive exchange encourages employees to reciprocate with higher effort, stronger engagement, and improved performance. In AI-driven GHRM systems, fairness perceptions are shaped not only by managerial behavior but also by how AI tools facilitate or hinder equitable treatment. AI-based processes such as automated evaluations, standardized screening, and performance tracking can strengthen fairness by reducing bias, improving transparency, and limiting uncertainty. When fairness is reinforced through technology, the social exchange relationship is enhanced, leading to greater motivation and performance.

*Organizational Justice Theory (OJT):* Organizational Justice Theory provides a multidimensional framework for understanding how fairness perceptions influence employee attitudes and behaviors (Greenberg, 1990). Two dimensions are particularly relevant to this study:

1. *Distributive and Procedural Justice (Employer Fair Dealing):* Employer Fair Dealing reflects employees' perceptions that decisions regarding appraisals, promotions, rewards, and workload allocation are fair and transparent (Colquitt et al., 2001). AI-enabled HR practices can improve procedural justice by standardizing decision criteria,

- Standardizing decision criteria
- Reducing favoritism, and
- Offering a documented rationale for outcomes.

When employees perceive fair dealing, they are more likely to trust management, accept organizational decisions, and display extra-role performance behaviors (Colquitt et al., 2013).

## 2.7 Conceptual framework

The proposed research model positions AI-driven Green HRM as the contextual foundation through which employer behaviors influence employee outcomes. Employer Fair Dealing and Employer Uniform Policy are treated as core organizational justice predictors of Employee Performance.

*Model Pathways:* The model suggests that when AI-enabled HR methods reinforce fairness and consistency, employees develop confidence in both the technology and management decisions, resulting in higher motivation, effort, and performance.

- *Employer Fair Dealing on Financial Compensation and Employee Performance*
- *Employer Uniform Policy on Financial Compensation and Employee Performance*
- *Employee Financial Compensation mediating role for Employer Fair Dealing and Employer Uniform Policy*

➤ AI-driven GHRM (influence across the system)

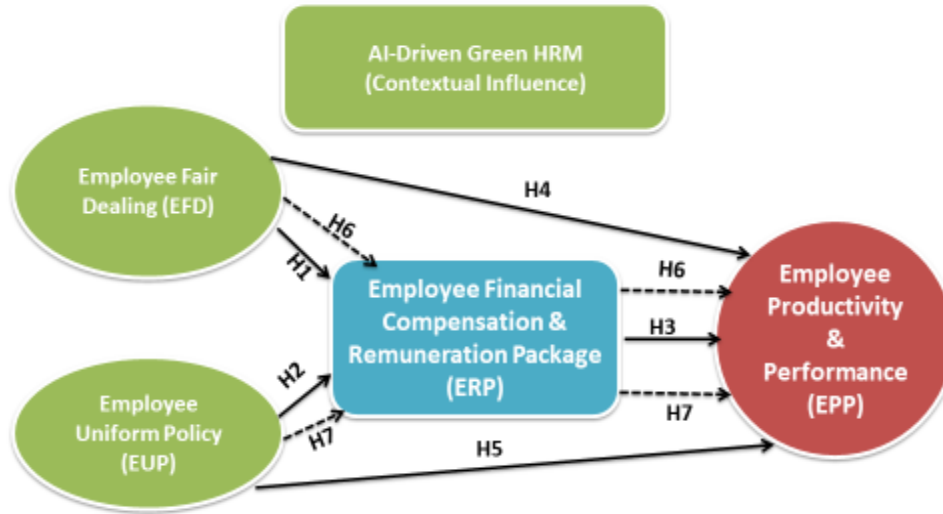


Figure 1. Conceptual Framework

### 3. Methodology

This study employs a quantitative, survey design to examine the effects of Employer Fair Dealing and Employer Uniform Policy on Employee Performance in AI-driven Green HRM contexts. Quantitative survey methods are suitable for testing theory-based relationships and collecting standardized data from large samples (Creswell & Creswell, 2018). The research framework is grounded in Social Exchange Theory (Blau, 1964) and Organizational Justice Theory (Greenberg, 1990).

The target population includes employees working in organizations that use AI-enabled HR practices such as digital recruitment, automated performance appraisal, and sustainability-oriented HR systems. Employees from public and private organizations implement AI-supported HR systems. Non-probability purposive sampling is used, which is appropriate when participant inclusion requires specific criteria (Etikan, Musa & Alkassim, 2016). *Sample Size*: This study is based on 355 respondents (minimum of 10 responses per indicator recommended for PLS-SEM; Hair et al., 2021).

Data were gathered using a structured questionnaire divided into five sections: 1. Demographics, 2. Employer Fair Dealing. 3. Employer Uniform Policy. 4 Employee Performance. Responses were measured using a five-point Likert scale: (1 = Strongly Disagree to 5 = Strongly Agree). Likert scales are widely used to reliably assess attitudes and behavioral outcomes (Joshi et al., 2015). All measurement items were adapted from validated scales:

1. *Employer Fair Dealing*, Colquitt (2001); Colquitt et al. (2013)
2. *Uniform Policy*, Armstrong & Taylor (2020)
3. *Financial Compensation / Remuneration Package in HRM* (Fulmer & Li, 2022)
4. *AI-driven HR practices*, Jabbour & de Sousa Jabbour (2016); Chen et al. (2023)
5. *Employee Performance*, Campbell (1990)



Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with SmartPLS. PLS-SEM is appropriate for predictive and exploratory research, complex models with latent constructs, and data that may not meet normality assumptions (Hair et al., 2021). The analysis included descriptive statistics, assessment of the measurement model, evaluation of the structural model, analysis of path coefficients,  $R^2$  values, effect sizes ( $f^2$ ), predictive relevance ( $Q^2$ ), and hypothesis testing using bootstrapping with 5,000 samples ( $p < .05$ ).

All ethical standards for research involving human participants were strictly followed. Participation was optional, informed consent was acquired electronically, and respondents were allowed to discontinue participation at any moment. Data were utilized exclusively for academic purposes, confidentiality and anonymity were guaranteed, and no personal identifiers were gathered. The appropriate institutional review board granted ethical approval.

#### **4. Results and Analysis**

To perform the analyses necessary to satisfy the study objectives, data were gathered via distributing questionnaires to the intended participants. Following the recommendations made by Hair et al. (2011), PLS-SEM was utilized to assess the suggested measurement and structural models using Smart PLS 4 (Ringle, Wende, & Becker, 2022). PLS-SEM is thought to be appropriate for a variety of study contexts and intricate research models (Chin, 1998). When prediction is the main goal, models incorporate several constructs and indicators, and the explanation of important outcome variables is the main goal, prior research suggests using PLS-SEM (Hair et al., 2019). Wold (1985) highlights PLS-SEM's versatility and broad applicability. PLS-SEM was chosen over covariance-based SEM because the current investigation satisfies these requirements.

##### **4.1 Demographics**

*Descriptive Analysis:* To summarize the sample characteristics, descriptive analysis was carried out using SPSS 27. Over 400 people were given questionnaires; 355 of them provided valid answers, yielding an 88.75% response rate. As shown in Table 4.1, demographic characteristics such as gender, age, education, employment status, and department were calculated for frequencies, percentages, valid percentages, and cumulative percentages. According to the findings, 3.1% of respondents did not reveal their gender, while 57.7% of respondents were men and 39.9% were women. With 49.0% of respondents being between the ages of 35 and 44 and 25.1% being between the ages of 25 and 34, the age distribution shows that the majority of respondents were mid-career professionals. The sample was highly qualified in terms of education; the majority of respondents (42.0%) had a master's degree, followed by bachelor's degrees (22.0%) and M.Phil./PhD degrees (17.9%). Part-time workers made up 30.7% of respondents, while full-time workers made up the majority (61.1%). Diverse organizational viewpoints were ensured by the representation of respondents from a variety of departments, including HR, administration, marketing, IT, finance, and others. Stronger internal consistency between measurement items is indicated by higher reliability values. Convergent validity was confirmed by Average Variance Extracted (AVE) values, which ranged from 0.758 to 0.903 and were above the suggested criterion of 0.50.



Table 4.1 Descriptive Analysis

Demographics Items	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Gender</b>				
Male	203	57.2	57.7	57.7
Female	138	38.9	39.9	96.9
Not to say	11	3.1	3.1	100
<b>Age</b>				
Below 25	14	3.9	3.9	3.9
25 to 34	89	25.1	25.1	29.0
35 to 44	167	43.8	49.0	78.0
45 to 54	44	11.5	18.6	96.6
55 and Above	2	0.5	3.4	100.0
<b>Education level</b>				
Diploma	25	7.0	7.1	7.1
Bachelors	78	22.0	22.2	29.3
Masters	148	41.7	42.0	71.3
M.Phil/Phd	63	17.7	17.9	89.2
Others	38	10.7	10.8	100.0
<b>Employment Status</b>				
Full time	215	60.6	61.1	61.1
Part time	108	30.4	30.7	91.8
Contact	15	4.2	4.3	96
Internship	14	3.9	4	100
<b>Department</b>				
HR	77	21.7	21.9	21.9
Finance	33	9.3	9.4	31.3
IT	34	9.6	9.7	40.9
Marketing	52	14.6	14.8	55.7
Administration	68	19.2	19.3	75
Other	88	24.8	25	100

## 4.2 Measurement Model

### 4.2.1 Convergent Validity

For each of the latent constructs in the study, the given reliability and validity statistics provide insightful information about the quality and stability of the measurement model. A popular metric for assessing internal consistency is Cronbach's alpha, which shows how reliable the scales are (Taber, 2018).

The independent variable “Employee Fair Dealing” has higher values of Cronbach's Alpha =0.930, rho\_A =0.932, Composite Reliability =0.947, and Average Variance Extracted (AVE)=0.782. Similarly, another independent variable, “Employer Uniform Policy,” also has higher values of Cronbach's Alpha = 0.921, rho\_A = 0.926, Composite Reliability =0.940, and Average Variance



Extracted (AVE) =0.760. The mediating variable, Financial Compensation/ Remuneration Package, also has a reliable score of (Cronbach’s alpha=0.875), (rho A= 0.903), (composite reliability=0.910), and Average Variance Extract =0.673. Whereas, the dependent variable “Employee Performance” has scores of (Cronbach’s alpha=0.973), (rho A= 0.973), (composite reliability=0.979), and Average Variance Extract =0.903.

The higher values of constructs indicate stronger internal consistency. These values imply that each construct's components measure the intended latent variable with a reasonable degree of consistency. By calculating the percentage of variance accounted for by the latent variable in relation to the measurement error, Average Variance Extracted, or AVE, evaluates the convergent validity of the constructs. The AVE values are all more than the 0.50 limit, ranging from 0.903 to 0.758. This suggests that each latent construct's indicators account for a sizable percentage of its variation, hence confirming convergent validity. All things considered, the AVE scores, composite reliability values, and reliability coefficients all point to a robust measurement model for each latent construct with high levels of convergent validity, reliability, and internal consistency. These results strengthen the trust in the precision and accuracy of the measurement tools used in the investigation, offering a strong basis for further analysis and interpretations.

**Table 4.2 Construct reliability and validity**

Constructs	Cronbach's Alpha	rho_A	Composite Reliability	AverageVariance Extracted (AVE)
Employee Fair Dealing	0.930	0.932	0.947	0.782
Employee Financial Compensation/ Remuneration Package	0.875	0.903	0.910	0.673
Employee Uniform Policy	0.921	0.926	0.940	0.760
Employee performance and productivity	0.973	0.973	0.979	0.903

#### 4.2.2 Fornell-Larcker Criterion

The discriminant validity of the research constructs is shown in Table 4.3. Discriminant validity was assessed using the Fornell–Larcker criterion (Henseler et al., 2015), which compares the square root of each construct’s AVE with its correlations with other constructs. The diagonal values, representing the square root of AVE, ranged from 0.733 to 0.950 and were higher than the corresponding inter-construct correlations. This confirms that each construct is distinct and measures a unique concept within the model. Each construct is more strongly associated with its own indicators than with other constructs, indicating good discriminant validity, since the diagonal values (varying from 0.861 to 0.950) are higher than the corresponding inter-construct correlations. To put it another way, the measurement model's validity and reliability are supported by the fact that the variables Employee Fair Dealing, Employee Uniform Policy, Financial Compensation, and Employee Productivity are empirically distinct.

**Table: 4.3 Discriminant validity**



Variables	Employee Fair Dealing	Employee Financial Compensation and Remuneration Package	Employee Uniform Policy	Employee productivity and performance
Employee Fair Dealing	0.884			
Employee Financial Compensation and Remuneration Package	0.835	0.861		
Employee Uniform Policy	0.897	0.827	0.872	
Employee productivity and performance	0.745	0.813	0.733	0.95

Overall, the AVE values provide evidence of strong convergent validity by indicating that a substantial proportion of variance in each construct is explained by its indicators. The results confirm the reliability and validity of the measurement model, supporting confidence in the findings and interpretations derived from the study.

### 4.2.3 Factor Loading

A collection of items pertaining to the relationship of Employer Fair Dealing, Employee Uniform Policy, and Employee Productivity and Performance is shown in the table, which is divided into many categories. A distinct facet of Employee Performance is represented by each construct. Items EFD1 through EFD5 of “Employee Fair Dealing” and EUP1 to EUP5 of “Employee Uniform Policy”, ERP1 to ERP5 for “ Employee Remuneration Package” and EP1 to EP5 of “Employee Performance” measure how they affect the Green Human Resource Management and development of Technology with integration of Artificial Intelligence (AI); these values indicate how much each item contributes to the construct.

**Table: 4.4 Outer Loadings**

Constructs	Items	Outer Loadings
EFD	EFD1	0.890
	EFD2	0.917
	EFD3	0.829
	EFD4	0.890
	EFD5	0.893
EUP	EUP1	0.898
	EUP2	0.816
	EUP3	0.823
	EUP4	0.907
	EUP5	0.909
ERP	ERP1	0.896
	ERP2	0.843
	ERP3	0.596



	ERP4	0.853
	ERP5	0.877
EPP	EP1	0.940
	EP2	0.940
	EP3	0.953
	EP4	0.955
	EP5	0.962

Note: a) Employee Fair Dealing (EFD), b) Employee Uniform Policy (EUP), c) Employee Financial Compensation and Remuneration Package (ERP), d) Employee Productivity & Performance (EPP)

By indicating the percentage of variance that each item captures in respect to its corresponding construct, the Average Variance Extracted (AVE) values shed light on the constructs' convergent validity. Overall, the table provides a thorough understanding of the measurement model by outlining the proportional weights that each item contributes to each construct as well as the overall reliability of the items.

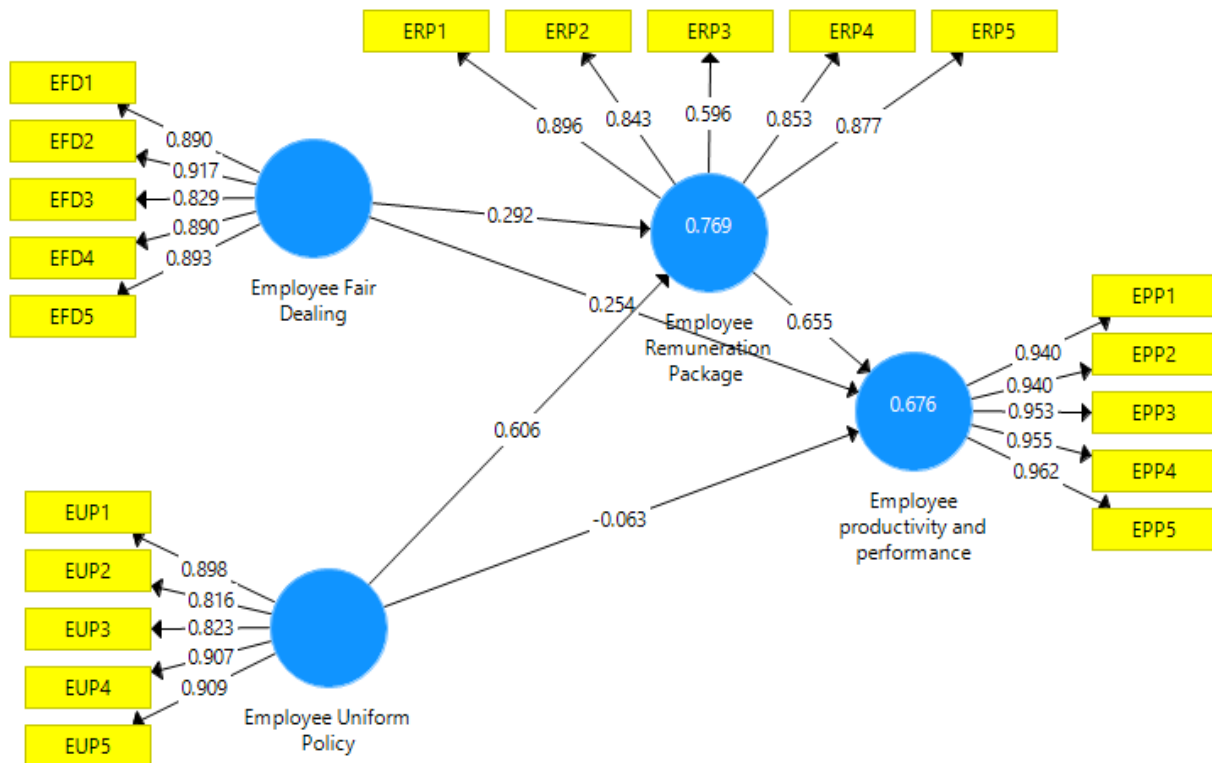


Figure 2. Measurement Model

### 4.3 Structural Model

#### 4.3.1 Path Coefficients



The path coefficients illustrating the direct links between the research variables are shown in Table 4.5. The test offers significant insights into the structural model that investigates the impact of two important and rarely examined factors on Employee Performance.

The Employee Fair Dealing → Financial Compensation and Remuneration Package ( $\beta = 0.292, T = 4.315, p < 0.001$ ): This shows a significant positive effect, indicating that fair treatment by employers improves the compensation package offered to employees, supporting earlier findings that reward structures are improved by fair HR practices (Nguyen et al., 2020; Ahmed & Malik, 2019). Secondly, Employee Fair Dealing → Employee Productivity and Performance ( $\beta = 0.254, T = 2.943, p = 0.003$ ): In line with equity theory in organizational behavior (Adams, 1965; Colquitt et al., 2013), fair dealing also directly increases employee performance.

The Financial Compensation and Remuneration Package → Employee Productivity and Performance ( $\beta = 0.655, T = 8.362, p < 0.001$ ): According to empirical studies that link pay satisfaction to performance outcomes (Gerhart & Fang, 2015; Kuvaas et al., 2017), compensation is a strong predictor of performance, highlighting the crucial role of financial incentives in enhancing employee productivity.

The Employee Uniform Policy → Financial Compensation and Remuneration Package ( $\beta = 0.606, T = 8.973, p < 0.001$ ): Standardized practices guarantee consistency in rewards and benefits, reflecting organizational fairness and policy alignment, which may be why uniform policies have a significant impact on remuneration (Boxall & Macky, 2009).

Employee Uniform Policy → Employee Productivity and Performance ( $\beta = -0.063, T = 0.591, p = 0.555$ ): This path is non-significant, indicating that uniform policies by themselves do not directly affect performance. This suggests that their effect is probably mediated through financial compensation, supporting a mediational perspective in HRM research (Raja et al., 2012).

This analysis emphasizes how compensation plays a mediating role in converting HR policies (uniform policy and fair dealing) into better employee performance. It fills in the gaps in research on the direct and indirect effects of HR practices on performance by offering empirical support for combining uniform policies and fair treatment with remuneration schemes to increase productivity.

**Table: 4.5 Path Coefficient**

Constructs	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	TStatistics ( O/STDEV )	P Values
Employee Fair Dealing -> Employee Financial Compensation and Remuneration Package	0.292	0.294	0.068	4.315*	0.000
Employee Fair Dealing -> Employee productivity and performance	0.254	0.25	0.086	2.943*	0.003
Employee Financial Compensation and Remuneration Package -> Employee productivity and performance	0.655	0.657	0.078	8.362*	0.000
Employee Uniform Policy -> Employee Financial Compensation and Remuneration	0.606	0.604	0.068	8.973*	0.000



Package								
Employee Uniform Policy -> Employee productivity and performance				-0.063	-0.062	0.106	0.591	0.555

Noticeably, we see in this research how well the factors like Employer Fair Dealing and Employee Uniform policy affect Employee Performance through Green HRM and enhance the technological inclusion in the organizations. Also, through the mediating effect of Financial Compensation, such as a Remuneration Package. These practices confirm the green human resource practices.

The Green Human Resource (GHRM) gauges how fair and Uniform treatment be able to generate employment productivity and performance. "Employee Performance" proves how GHRM behaviour through AI-driven factors enhances productivity and outcomes of any organization and the overall economy. How an employer plays a good role in enhancing their employees and enterprise performance after implementing GHRM. The terms "Employer Fair Dealing," "Employer Uniform Policy," and "Employee Performance" denote how GHRM increases the organization's good environment and socioeconomical growth, along with no discrimination. Employers' green behaviour and green management have effects on the working and social life of employees. The degree to which each item and its relevant constructs are related is indicated by the values under "Outer loading".

**Mediating effects**

Employee fair dealing and uniform policy influence employee performance both directly and indirectly through remuneration packages. Specifically, fair dealing and uniform policy enhance compensation structures, which in turn improve employee productivity and performance, with remuneration acting as a key mediating mechanism.

**Table 4.6 specific indirect effect**

Constructs	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
Employee Fair Dealing -> Employee Financial Compensation and Remuneration Package -> Employee productivity and performance	0.191	0.193	0.050	3.812*	0.000
Employee Uniform Policy -> Employee Financial Compensation and Remuneration Package -> Employee productivity and performance	0.397	0.397	0.065	6.100*	0.000

The results of the particular indirect effects are shown in Table 4.6, which looks at the mediating function of the Employee Financial Compensation or Remuneration Package in the relationship between the dependent variable (Employee Productivity and Performance) and the independent variables (Employee Fair Dealing and Employee Uniform Policy).



The results show that the connection between Employee Fair Dealing and Employee Productivity and Performance is considerably mediated by Employee Financial Compensation and Remuneration Package ( $\beta = 0.191$ ,  $T = 3.812$ ,  $p < 0.001$ ). This implies that equitable treatment by employers improves the financial compensation and remuneration structure, which in turn improves employee performance.

Similarly, there is a positive and statistically significant indirect impact of the Employee Uniform Policy on Employee Performance and Productivity through Financial Compensation / Remuneration Package ( $\beta = 0.397$ ,  $T = 6.100$ ,  $p < 0.001$ ). This suggests that structured and consistent policies contribute more significantly to better remuneration systems, which in turn boost employee performance. This suggests a stronger mediating influence than fair dealing.

All things considered, these connections show strong mediation, demonstrating that monetary pay and remuneration function as a crucial channel via which organizational practices affect worker performance and output. The uniform policy has a considerably larger indirect influence, as indicated by its higher coefficient.

**4.3.2 Fitness of Model (R<sup>2</sup>)**

The model's fitness and suitability for the underlying investigation are represented by the R-square. The explanatory power of the model is thus shown in Figure 4.7 using the R<sup>2</sup> values for the endogenous variables. Financial Compensation and Remuneration Package for Employees (R<sup>2</sup> = 0.769, Adjusted R<sup>2</sup> = 0.768): This demonstrates that Employee Fair Dealing and Employee Uniform Policy account for 76.9% of the variance in the compensation package, demonstrating the model's exceptional predictive power for this mediator. Employee Productivity and Performance (R<sup>2</sup> = 0.676, Adjusted R<sup>2</sup> = 0.673): Approximately 67.6% of the variance in employee performance can be explained by the direct impacts of consistent policy, fair dealing, and the mediating influence of compensation.

**Table. 4.7 Fitness of Model R<sup>2</sup>**

	R Square	R Square Adjusted
Employee Financial Compensation and Remuneration Package	0.769	0.768
Employee productivity and performance	0.676	0.673

The high R<sup>2</sup> values support earlier research on the crucial role of fair treatment and rewards in organizational outcomes (Gerhart & Fang, 2015; Kuvaas et al., 2017) and indicate that the proposed model fits the data well and confirms that HR practices and compensation collectively play a significant role in shaping employee performance.

**4.3.3 Predictive Relevance (Q<sup>2</sup>).**

Using the blindfolding technique, this table 4.8 displays the model's predictive relevance (Q<sup>2</sup>).

**Table 4.8 Predictive Relevance (Q<sup>2</sup>).**

	SSO	SSE	Q <sup>2</sup> (=1-SSE/SSO)
--	-----	-----	-----------------------------



Employee Fair Dealing	1760	1760	
Employee Remuneration Package	1760	857.255	0.513
Employee Uniform Policy	1760	1760	
Employee productivity and performance	1760	681.643	0.613

The model shows substantial predictive validity for these endogenous dimensions, as evidenced by the Q<sup>2</sup> values for Employee Remuneration Package (0.513) and Employee Productivity and Performance (0.613) being both greater than zero. On the other hand, because they are exogenous variables, Employee Fair Dealing and Employee Uniform Policy exhibit no Q<sup>2</sup> values. Overall, the findings support the model's strong predictive accuracy, especially when it comes to elucidating employee performance outcomes.

**4.3.4 Effect Size (f<sup>2</sup>)**

The effect size (f<sup>2</sup>) of the associations between the research variables is displayed in this table 4.9, showing the relative influence of each predictor on the endogenous constructs.

**Table 4.9 Effect Size (f<sup>2</sup>)**

Employee Fair Dealing	Employee Remuneration Package	Employee Uniform Policy	Employee productivity and performance
Employee Fair Dealing	0.072		0.036
Employee Remuneration Package			0.305
Employee Uniform Policy	0.312		0.002
Employee productivity and performance			

Employee Fair Dealing has a minor impact on both employee performance (f<sup>2</sup> = 0.036) and the compensation package (f<sup>2</sup> = 0.072). Employee Uniform Policy, on the other hand, confirms its indirect influence by having a significant impact on the Remuneration Package (f<sup>2</sup> = 0.312) but a small impact on Employee Performance (f<sup>2</sup> = 0.002). Notably, employee performance is significantly impacted by the compensation package (f<sup>2</sup> = 0.305). Overall, the findings show that remuneration has a significant impact, whereas uniform policy and fair dealing only have little to moderate effects, frequently through mediation.

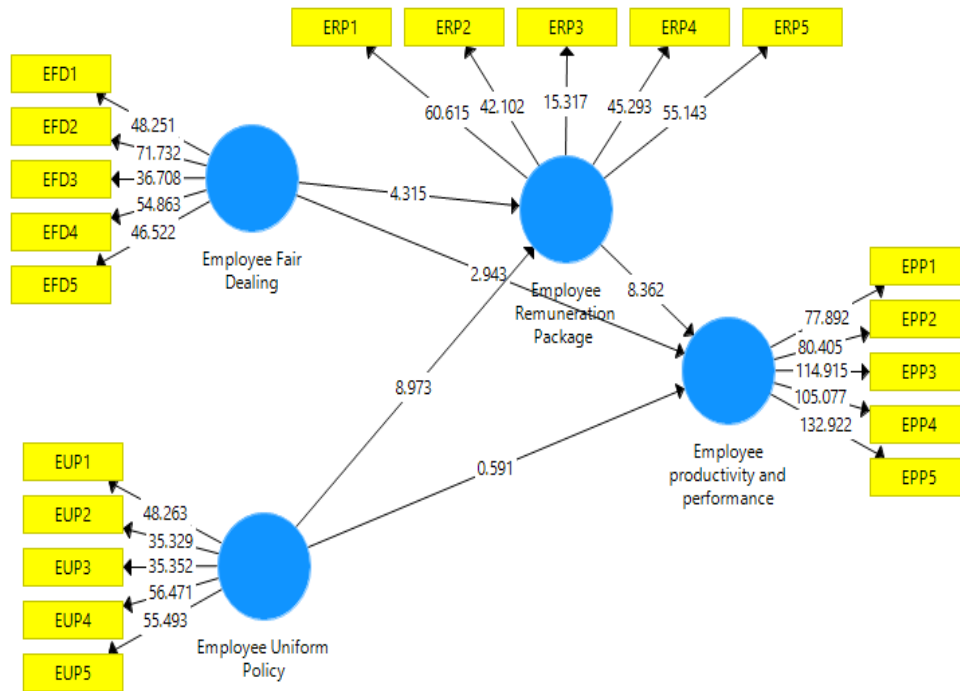


Figure 3. Structural Model

## 5. Conclusion

This study shows that both directly and indirectly, through the Financial Compensation and Remuneration Package, Employer Fair Dealing, and Employee Uniform Policy, greatly improve Employee Performance. While uniform policies indirectly assist by bolstering compensation, emphasizing the crucial mediation role of compensation, fair dealing enhances performance by promoting trust and equity. The model's excellent explanatory power attests to how well these GHR procedures influence employee outcomes. By integrating Green HRM (GHRM) and AI-driven HR governance, when offered compensating remuneration, HR procedures become even more equitable, transparent, and sustainable, bringing employee involvement into line with corporate and environmental objectives. Overall, the results show that improving productivity and attaining sustained performance requires a combination of organized regulations, fair HR practices, strong financial compensation, and AI-enabled GHRM. Through the use of structural equation modeling PLS- SEM, the results offer solid empirical proof that, when integrated into AI-enabled and sustainability-focused GHR systems, fairness-oriented HR practices greatly improve employee productivity and performance. This research suggests that workers are more likely to exhibit higher levels of productivity and job effectiveness if they believe AI-supported GHR decisions are transparent, egalitarian, and impartial. This result supports the main points of Social Exchange Theory, which describes performance improvement as a reciprocal reaction to equitable organizational treatment, and Organizational Justice Theory, which highlights fairness as a crucial factor influencing employee behavior. Algorithmic openness and data-driven decision-making seem to increase employees' acceptance of results in AI-driven HR situations, which amplifies performance-related behaviors.

### 5.1 Theoretical Contributions, Practical and Managerial Policy Implications



This paper contributes significantly to the field of AI-driven Green Human Resource Management by extending Organizational Justice Theory and Social Exchange Theory. It demonstrates empirically that fairness and policy consistency remain significant determinants of employee performance even in technology-mediated HR systems. By presenting Employer Fair Dealing and Employer Uniform Policy as crucial justice-based mechanisms, the study broadens our understanding of how AI-enabled HR practices can enhance employee trust and reciprocal performance behaviors in sustainable organizational contexts. From a management and policy perspective, the findings underscore the importance of developing AI-based GHR systems that prioritize transparency, consistent policy enforcement, and standardized decision criteria. Organizations should use ethical governance frameworks, regular algorithm audits, and effective communication strategies to ensure fair perceptions. For instance, by ensuring that AI models used for hiring, performance evaluations, and compensation decisions are trained on representative and diverse datasets. Regularly audit algorithms to identify and correct any biases that may disadvantage certain groups. Make use of explainable AI technologies that provide explicit reasoning for HR choices like promotions, pay increases, or awards. Transparency increases confidence and improves perceptions of procedural justice.

Policy Integration: Align AI systems with organizational regulations, such as uniform treatment of employees, standardized evaluation criteria, and equitable pay scales, to ensure that AI recommendations support fair practices rather than assuming the role of managerial judgment.

By using AI tools to collect employee feedback on HR practices, spot inconsistencies, and implement dynamic policy or compensation adjustments. This ensures that employees see fairness in both procedures and outcomes. Give managers training on Fairness, uniform policy, fair financial compensation, AI governance, ethical AI use, and GHRM principles to guarantee that technology supports both performance and sustainability goals.

Businesses can improve justice, salary equity, employee performance, and workplace trust by incorporating these practices.

## **5.2 Limitations of the research**

It is important to recognize the various methodological limitations of this study. First, because data were gathered at a particular point in time, the use of a cross-sectional research design restricts the capacity to determine causal links among variables. Second, using self-reported measurements could lead to social desirability bias and common method bias, which could compromise answer accuracy. Third, the study's sample can be context-specific, which limits how broadly the results can be applied to different sectors of the economy or regions. Furthermore, even though the model accounts for a significant amount of variance, there might be other factors (such as organizational culture or leadership style) that are left out and could have an even greater impact on worker performance. Lastly, even though AI-driven HRM and GHRM perspectives were conceptually merged, their measurement might not adequately capture the dynamic and changing nature of AI governance practices, indicating the necessity for multi-source and longitudinal data in subsequent studies.



### 5.3 Future research

Future studies should build on this work by employing longitudinal and multi-source designs to further demonstrate causality and reduce common technique bias. It is recommended that researchers take into account moderating variables, including business culture, leadership style, employee digital literacy, and industrial environment, in order to examine how these factors either increase or diminish the correlations between fair dealing, uniform policy, compensation, and performance. Future studies can also look at the moderating role of AI governance maturity and Green HRM intensity to further understand how attitudes toward technology and sustainability impact HR outcomes. Expanding the model across numerous industries and countries may further enhance generalizability, even though adding qualitative data could provide a deeper understanding of how fairness perspectives alter in AI-enabled HR circumstances.

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