

## Role of Green Talent Management on Pro-Environmental Behaviour in SMEs: The Mediating Role of a Sustainable Workforce and Moderating Effect of Job Satisfaction.

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### Abstract

This study uses self determination theory, to probe the determination of Green Talent Management (GTM) practices on employees' pro-environmental behaviour, with an emphasis on the role of job satisfaction as a moderator and a sustainable workforce as a mediator. The study also seeks to offer insights into how GTM practices can foster environmental consciousness and sustainability within small and medium enterprises (SMEs) in Jammu, India. Analysed data collected from SME's involving 749 employees using Partial Least Squares Structural Equation Modelling (PLS-SEM) with Smart PLS (4.0) software. GTM practices positively affect the development of a sustainable workforce, further strengthened by job satisfaction. Sustainable workforce mediates the connection between GTM and employees' pro-environmental behaviour, promoting eco-friendly behaviour among employees. The investigation is limited to SMEs in Jammu, India, relies on self-reported data from employees, and only considers certain GTM practices that influence pro-environmental behaviour and cross-sectional nature limits the ability to establish causal relationships. Organizations can deploy GTM practices to developed sustainable workforce and encourage pro-environmental behaviour among employees. HR managers should concentrate on job satisfaction to boost GTM conclusiveness. SME's can execute apprehension to intensify environmental awareness and training programs, employee green performance and sustainability. The probe assists in upthrust acquaintance about the significance of green practices, influencing the immense societal interchange on sustainable development. As far as the originator insight, the contemporary study is the initial to investigate the relationship between green talent management, sustainable workforce, job satisfaction and pro-environmental behaviour using empirical data from SME's in Jammu region (India). The investigation enriches the evolving field of research on green talent management and pro-environmental behaviour.

**Keywords:** Green Talent Management (GTM), Pro-environmental behaviour (PEB), Sustainable Workforce, Job Satisfaction, Small and Medium-Sized enterprises (SME's).

### 1. Introduction

Despite these universal efforts, certain countries, including India, have faced challenges in attaining substantial progress in achieving sustainable development goals and mitigating their adverse impact on the environment. India's low rank in the Global Sustainable Development Report (2022) highlights the essential for reinforced environmental policies and programs to enhance

sustainability and preserve natural resources for succeeding generations (Pandey, 2022). To acknowledge the adversities, the Indian Government has enforced numerous environmental policies and programs. To encourage organizations to implement green revolutionary practices, the government offers tax incentives to eco-friendly industries and imposes elevated tariffs on emitters (Li et al., 2024). Furthermore, several industries have adopted pro-environmental practices in order to achieve sustainability as a consequence of growing stakeholder expectations; they integrate social responsibility and green environmental management into their business frameworks (Ruban & Yashalova, 2021). Pro-environmental behaviour (PEB), often referred to as green, sustainable, or eco-friendly behaviour, describes actions taken by people to protect the environment (Ghazali et al., 2019). By fostering a collaborative and fair workplace culture, organizations can enhance employee engagement and well-being, thereby ensuring ongoing productivity and success (Radu, 2023). This concept is gaining traction across various sectors, highlights its widespread importance in achieving sustainable business practices (Bersin, 2023). Additionally, green talent management, as a component of green human resource management particularly focuses on talent-related aspects within the broader context of environmental management. Both GTM and GHRM are crucial in promoting environmentally friendly practices and aligning human resource strategies with ecological objectives, ultimately aiding in organizational sustainability (Shoaib et al. 2021). By nurturing a cooperative and equitable work culture, organizations can elevate employee engagement and well-being, assuring continuous productivity and organizational victory (Radu, 2023). This notion is obtaining acceptance throughout various industries, emphasizing its universal relevance in attaining sustainable commercial practices (Bersin, 2023). Besides GTM, as a subset of GHRM, emphasizes especially on talent-related dimensions within the comprehensive framework of environmental management. Both GTM and GHRM play significant functions in encouraging eco-friendly practices and aligning HR strategies with environmental goals, eventually contributing to organizational sustainability (Shoaib et al., 2021). In essence, GTM and GHRM complement each other to cultivate a sustainable workforce that champions pro-environmental behaviour. Furthermore, Job satisfaction serves as a psychological mechanism that provide much more satisfaction among the employees (Janice & Kristian, 2023). Employees who are more satisfied with their jobs tend to view their work as important and worthwhile, which positively influences their attitudes and behaviours toward the sustainability (Workleap, 2022). The relation between GTM and employees' pro-environmental behaviour is particularly vital in the context of small- to medium-sized enterprises (SMEs), which constitute a significant portion of the global economy and have substantial potential for environmental impact. Even while interest in GTM is growing, there are lack of sufficient research studies on the subject, it's still unclear how these practices lead to employees acting in a truly pro-environmental manner and how this influence happens. The primary objective of this study is to investigate how GTM practices affect the pro-environmental behaviour of employees in SMEs located in Jammu. The study specifically investigates the role of a sustainable workforce act as a mediator in the relationship between GTM practices and pro-environmental behaviour on the part of employees, the moderating influence that job satisfaction has on the relationship between GTM practices and the development of a sustainable workforce. The practical implications for SMEs looking to integrate sustainability into their HR strategies.

## **2. Theoretical Background**

Self-Determination Theory (SDT), developed by Deci and Ryan (1985) (Deci & Ryan, 2012), provides a comprehensive framework for comprehension how green talent management (GTM) practices can influence employees' pro-environmental behaviour. SDT suggests that human

motivation is propelled by the accomplishment of three basic psychological needs: autonomy, competence, and relatedness (Legault, 2017). When these needs are satisfied, individuals are more prone to engage in self-motivated and self-regulated behaviour (Noels et al., 2019), which, in the context of this study, converts to pro-environmental behaviour. Autonomy refers to the desire to feel the control of one's actions and decisions. GTM practices, such as entailing employees in green initiatives and mechanisms for decision-making, can elevate their sense of autonomy. For instance, when employees are granted the freedom to recommend and implement eco-friendly practices, they are likely to feel a stronger personal devotion to environmental goals (Farooq et al., 2019). This intrinsic motivation can lead to persistent pro-environmental behaviour, as employees are not merely adhering directives but are immersed in creating and maintaining sustainable practices. Competence entails feeling effective and capable in one's actions. GTM practices that emphasis on training and development can profoundly enhance employees' competence in environmental sustainability. By delivering employees with the essential skills and knowledge through focused training programs, organizations can enable them to perform their roles in environmentally responsible ways for example, training on energy-saving techniques, waste management, and sustainable resource utilization can make employees achieve greater competent in supporting to the organization's environmental goals (Du & Yan, 2022). This sense of competence reinforces their intrinsic motivation to immerse in pro-environmental behaviour. Relatedness is the need to synchronize with others and to be a part of a larger community (Autin et al., 2021). GTM practices that foster sense of belonging and community around sustainability initiatives can gratify this need. Creating a sustainable workforce culture where employees feel connected to their peers and the organization's environmental mission enriches their relatedness. Activities such as team-based environmental projects, sustainability workshops and recognition programs for green achievements can strengthen these social bonds (Beck-Krala, 2020). When employees feel that they are part of a supportive community committed to sustainability, their motivation to participate in pro-environmental behaviour increases (Shah et al., 2023).

The concept of a sustainable workforce aligns with SDT's principles by accentuating a workforce that is skilled, motivated and committed to sustainability principles. A sustainable workforce mediates the relationship between GTM and pro-environmental behaviour by serving as the channel through which GTM practices accomplish employees' psychological needs. When GTM practices are effectively implemented, they contribute to the development of a sustainable workforce whose members are encouraged to engage in pro-environmental behaviour due to their enhanced autonomy, competence and relatedness. Job satisfaction can further strengthen the positive effects of GTM on a sustainable workforce. According to SDT, job satisfaction itself is an introspection of the extent to which an employee's psychological needs are being met. When employees are satisfied with their jobs, it implies that their needs for autonomy, competence and relatedness are being fulfilled (Hemsworth et al., 2024). This intensified job satisfaction can intensify the impact of GTM practices on the development of a sustainable workforce. In other words, satisfied employees are more likely to respond positively to GTM initiatives, thereby enhancing the overall sustainability of the organization. Applying Self-Determination Theory to comprehend the impact of green talent management on pro-environmental behaviour accentuates the relevance of addressing employees' psychological needs. By fostering autonomy, competence and relatedness through GTM practices, organizations can build a sustainable workforce that is inherently motivated to engage in pro-environmental behaviour. Furthermore, the moderating role of job satisfaction reinforces the essentially of creating a positive and fulfilling work environment to optimize the effectiveness of GTM initiatives. This theoretical framework not only provides a

profound knowledge of the mechanisms at play but also offers practical insights for SMEs aiming to enhance their environmental sustainability through strategic human resource practices.

### 3. Literature Review

#### 3.1 Green Talent Management (GTM) and Pro-environmental Behaviour

Green talent management refers to the strategic allocation and development of employees' environmental awareness, competencies and skills to achieve organizational environmental goals and promote green sustainability (Gardas et al., 2019; Ogbeibu et al., 2022). This approach integrates environmental principles into an organization's essence norms and talent management processes. For instance, training and education endeavours enhance employees' knowledge of confronting environmental pollution, thereby elevating their environmental awareness (Macfarlane et al., 2012; Wang et al., 2022). By acknowledging the environmental effects of their actions, employees are persuaded to contribute to sustainable practices. Green talent management also involves setting up structured procedures and policies for environmental protection within talent management. Organizations define environmental objectives and guidelines to assimilate them into employees' performance evaluations and incentive mechanisms, inspiring employees to take charge for environmental preservation (Steg & Vlek, 2009; Yuriev et al., 2018). Literature persistently highlights that organizationally affected values are key predictors of employee attitudes and behaviours (Gifford & Nilsson, 2014). Through green talent management, values of sustainable development are cultivated and employees are offered avenues to participate in environmental actions, such as environmental projects and community endeavours (Stritch & Christensen, 2016; Tsai et al., 2021). Elevated exposure to these initiatives allows employees to contribute to environmental efforts, amplifying their recognition of connection and self-efficacy in environmental preservation and advocating for environmental actions. Besides, green talent management offers essential assistance and resources to expedite employee involvement in pro-environmental behaviours (PEBs). This includes providing environmental facilities and equipment, inspiring the execution of energy-saving, emission-reduction measures, promoting resource recycling and renewable transportation (Odugbesan et al., 2023; Ogbeibu et al., 2022). Ogbeibu et al. (2022) introduced green hard talent management and green soft talent management as classifications of green talent management strategies. Through stringent performance reviews and hierarchical organisational culture, green hard talent management promotes environmental sustainability by emphasizing a systematic and market-oriented strategy. By implementing environmental protection measures and regulations in talent engagement, this technique encourages employees to adopt eco-friendly behaviours including waste reduction, energy saving and pollution prevention. It encourages employees to embrace PEBs by emphasizing the development of environmental attributes and awareness through instruction and training (Kravariti & Johnston, 2020; Odugbesan et al., 2023; Wang et al., 2022). Green soft talent management, in contrast, is more human-centered, placing a higher priority on the welfare, well-being of employees, appreciating their involvement and communication. This tactic encourages employees to participate in internal environmental preservation and sustainable development projects, improving PEBs (Odugbesan et al., 2023; Tsai et al., 2021). By offering work resources like a pleasant workplace, welfare benefits and encouraging professional growth, green soft talent management creates a positive work environment and fosters employee engagement (Helferich et al., 2023; Ogbeibu et al., 2022). These elements further promote PEBs by motivating employees to actively support and carry out



organisational environmental protection measures (Farrow et al., 2017; Steg & Vlek, 2009). The current study proposes the following hypothesis based on a previous literature review:

**H1:** Green talent management significant impact on Pro-environmental Behaviour

### 3.2 The Mediating role of Sustainable workforce

Green talent management, aligns with the concept of developing a secure, equitable and interconnected work environment while by incorporating green talent management practices into HR business design, organizations can affirm that their workforce not merely executes effectively but also encourage to environmental sustainability. Fundamental principles such as education, honour, equity and equality (Ogbeibu et al., 2021). Specifically, organizations can recruit and train employees who are enthusiastic about environmental conservation and sustainability. By encompassing green practices into job titles and protocols, such as energy efficiency initiatives, waste reduction programs, or sustainable supply chain management, businesses can foster a culture of environmental responsibility among their workforce (Jamil et al., 2023). Additionally, funding the growth of green talent might result in the development of creative answers to the organization's sustainability problems. Employees with an understanding of sustainability concerns may offer suggestions and tactics to enhance the organization's environmental performance, which will benefit the firm and the environment in the long run (Kolkowska, 2023). By encouraging the creation of a workforce that is not only capable of working well but also actively participates in creating a sustainable future for the company and society, green talent management essentially enhances the idea of workforce sustainability. Additionally, it is a multipronged strategy that combines the ideas of green talent management and workforce sustainability with programs meant to encourage and enables employees to embrace eco-friendly behaviours both within and outside of the office. Through mission statements, beliefs and operational procedures, sustainability is seamlessly woven into the organization's basic values and ethics, starting with the development of a corporate culture (Tavanti, 2023). In this endeavour, education and awareness are crucial since continuous initiatives aimed at educating employees about urgent environmental concerns enable them to make wise judgments and take wise decisions that significantly advance initiatives to promote sustainability (Elegbede et al., 2023). Pro-environmental behaviour is further reinforced by rewards and recognition, which are awarded to employees members who exhibit excellent eco-friendly behaviour and encourage others to do the same (Fietz & Günther, 2021). Involving employees in decision-making processes concerning sustainability initiatives is crucial, as it cultivates a sense of ownership and dedication among them. This engagement allows organizations to leverage their creativity and expertise to promote positive environmental change (Kolkowska, 2023). Additionally, community engagement plays a vital role, as organizations motivate employees to take part in local environmental projects and initiatives, thereby reinforcing pro-environmental behaviour beyond the workplace (Derr, 2023). Ultimately, the leadership within organizations establishes the framework for pro-environmental behaviour by leading through example and showcasing a sincere commitment to sustainability in both their actions and decisions. By adopting this comprehensive approach, organizations can effectively harness the collective strength of their workforce to improve environmental performance and cultivate a shared responsibility for creating a more sustainable future for upcoming generations. On the basis of prior literature review hypotheses proposed are:

**H2:** Green Talent Management (GTM) practices have a significant impact on the sustainable workforce.

**H3:** A sustainable workforce mediates the relationship between GTM practices and employees' pro-environmental behaviour.

**H4:** A sustainable workforce has a significant impact on pro-environmental behaviour.

### 3.3 The Moderating role of Job satisfaction

In human resource management, job satisfaction is an essential element that determines the various factors of workforce (Sainju et al., 2021) such as working conditions, happiness employees experience in their job or working place, organizational policies, job role and contentment. When employees are satisfied with their work, it leads to increased retention rates, heightened productivity and a positive organizational culture (Ćulibrk et al., 2018). GTM endeavours such as green recruitment, training, performance management and retention strategies act a major role in enhancing job satisfaction. These approaches are developed to attract and sustain environmentally conscious employees while offering them essential training and assistance to engage in green practices. Studies have proven that GTM practices, especially green recruitment and selection, enhance to higher degree of job satisfaction among employees (Elif Baykal et al., 2023). The association of job satisfaction and GTM practices extended effects on the development of a sustainable workforce. When employees are gratified with their jobs, they are more motivated to be engaged and committed to the organization's environmental goals (Long, 2023). This positive correlation nurtures a growth cycle where job satisfaction and eco-friendly behaviour strengthen each other. Employees who acknowledge and gratified in their roles are more enthusiastic to contribute to the organization's sustainability efforts (Ganesh, 2024), thus driving the development of a sustainable workforce. An encouraging organizational culture, characterized by fair compensation, work-life balance and opportunities for continuous learning, enriches the impact of GTM initiatives on job satisfaction. When employees recognize their workplace as supportive and favourable to their well-being, they are more apt to adopt pro-environmental behaviours both within and outside the organization. Hence, job satisfaction plays vital role between the GTM and sustainable workforce. By implementing GTM strategies, prioritizing job satisfaction, organizations can create healthy environment that fosters employee's well-being, supports environmental initiatives and promotes pro-environmental behaviour. On the basis of above discussed literature review, purposed hypothesis is

**H5:** Job satisfaction moderates the relationship between GTM practices and sustainable workforce.

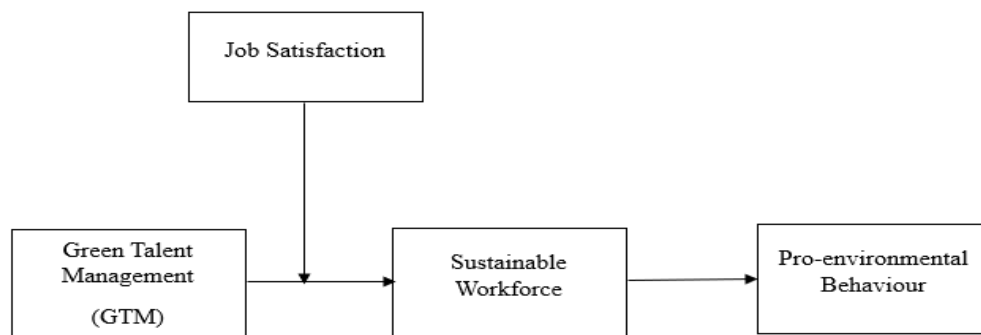


Figure 1. Conceptual Model

**Fig: 1 Conceptual Model.**

## 4. Research Method

### 4.1 Study context, Sample and Data collection

Information was gathered from employees in revenue driven SMEs situated in Jammu. The inspecting outline was created utilizing Jammu's Organization Register. The District Industry Centre (DIC) provided us with a list of SMEs in the Jammu region and granted us permission to visit and collect data from these SMEs. We contacted the human resources departments of 50 random organizations by phone to solicit participation from their employees. 36 of the 50 organizations expressed an interest in participating. The following criteria were used to select 30 organizations for the study: 1) SMEs with no more than 250 employees; and 2) manufacturers of physical products. Our primary focus was on manufacturing-based indigenous small and medium-sized enterprises. We gathered the information in a solitary wave utilizing both hand-delivered questionnaires and Google Forms to assess Green Talent Management, Sustainable Workforce, Pro-Environmental Behaviour and Job Satisfaction. Employees were asked to respond to these important variables on the questionnaire. Including the 37 employees who did not participate in the analysis, we contacted 877 employees and received 840 complete responses. We received 749 responses, or an 85.40% response rate, after adjusting for missing values. With an average age of 34.4 years, 55.2% of the 749 respondents were men and 45.8% were women. The employees had been employed by their respective companies for an average of 4.33 years. A high school diploma was held by 57.0 percent of employees, a college degree was held by 12.9%, a bachelor's degree was held by 29.3%, and a postgraduate degree was held by 0.8 percent. Non-reaction inclination was evaluated utilizing the extrapolation strategy (Armstrong and Overton, 1977), looking at respondents and non-respondents. Non-response bias did not have an impact on this study because we did not find any significant differences between the two groups of respondents.

### 4.2 Survey Measurements

To evaluate the dependent, independent, and moderating factors, we used validated scales from prior studies to assure the instruments' reliability and validity. We used a five-point Likert scale, with "1" indicating "strongly disagree" and "5" indicating "strongly agree."

The dimensions of Green Talent Management were measured using 13 items adapted from Ogbeibu et al. (2022). The dimensions of a sustainable workforce were assessed using 32 items, based on the scales used by Gutu et al. (2023) and Karakhan et al. (2021). Job satisfaction was measured using a 17-item scale developed by Spector, P. E. (1985). Finally, Employees' Pro-Environmental Behaviour (PEB) was measured employing six items adapted from antecedent studies (Fatoki.O, 2019; Roberson & Carleton, 2017).

## 5. Data Analysis and Result

Partial Least Squares Structural Equation Modelling (PLS-SEM) with the Smart PLS (4.0) software was used to evaluate the suggested hypotheses in the concurrent research. Regardless of whether the variables were continuous or discrete, this program made it easier to investigate the connection between several independent and dependent variables (Hair, J.F. et al, 2010). In addition, the reflective measurement model was evaluated before the structural model was tested.

### 5.1 Measurement Model

Initially, reflecting items from measurement model were investigated. Cronbach's Alphas and composite dependability for all structures over the acceptable level of 0.6 are shown in Table 1 (Hair et al., 2014). The average variance extracted (AVE) and outer loadings were utilised to determine the constructs' convergent validity. Most loadings were over the 0.5 threshold, with a few approaching 0.7. Previous research suggests that reflective items with loadings greater than 0.5 can still be retained in the model (Rasoolimanesh & Ali, 2018). Therefore, the AVE values for all constructs were greater than the 0.5 threshold (Hair et al., 2021), indicating that all items were relevant to their respective constructs and explained more than 50% of the variance.

**Table 1 Reliability and Validity.**

Item code	Factor Loading	Cronbach's Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)	VIF
<b>Green Talent Management</b>					
GSTM1	0.777				1.636
GSTM2	0.863				2.024
GSTM3	0.857				2.503
GSTM4	0.768				1.621
GSTM5	0.854				2.667
GSTM6	0.852				2.745
GHTM1	0.837	0.936	0.980	0.788	2.376
GHTM2	0.757				2.966
GHTM3	0.651				1.799
GHTM4	0.755				2.156
GHTM5	0.754				2.147
GHTM6	0.673				1.447
GHTM7	0.684				2.282



Job Satisfaction					
JS1	0.817				1.938
JS2	0.744				2.464
JS3	0.823				2.724
JS4	0.685	0.719	0.763	0.591	1.886
JS5	0.747				2.035
JS6	0.796				3.082
JS7	0.651				1.799
Sustainable workforce					
SW1	0.775				1.636
SW2	0.836				2.024
SW3	0.635				3.135
SW4	0.648	0.702	0.746	0.587	2.240
SW5	0.637				2.052
SW6	0.745				2.035
SW7	0.752				3.980
Pro-environmental Behaviour					
PB1	0.886				2.621
PB2	0.898				4.312
PB3	0.875				2.503
PB4	0.796	0.878	0.922	0.742	3.082
PB5	0.832				2.024
PB6	0.856				3.465

Discriminant validity was assessed using the Heterotrait-Monotrait ratio (HTMT). As indicated in Table 2, the HTMT ratios were a value below 0.90, showing that the constructs possessed discriminant validity.

**Table 2 Discriminant Validity (HTMT) Ratio.**

Constructs	1	2	3	4
1. Green Talent Management	0.654			
2. Job Satisfaction	0.633	0.627		
3. Sustainable Workforce	0.653	0.878	0.701	
4. Pro-environmental	0.687	0.765	0.867	0.674

## 5.2 Structure Model

The significance of path coefficients and the structural model were then examined. The four direct relationships were significant, as shown in Table 3. Significantly, job satisfaction moderated the relationship between sustainable workforce and green talent management. This suggests that job satisfaction can strengthen the connection between sustainable workforce and green talent management. The R<sup>2</sup> (Coefficient of Determination) values were then evaluated. Green talent management and sustainable workforce together account for 75.7% of the variance in employees' pro-environmental behaviour, according to an R<sup>2</sup> value of 0.757 for this behaviour. Similarly, green talent management accounts for 94.2% of the variance in the sustainable workforce, according to an R<sup>2</sup> value of 0.942. Job satisfaction accounts for 13.6% of the variance as a moderator, while the mediation effect accounts for 26.4%. According to R<sup>2</sup> values of 0.204 and 0.300. R<sup>2</sup> values of 0.26, 0.13, and 0.02 are considered substantial, moderate, and weak, respectively, according to the interpretation (Cohen, 1988). As a consequence, we can classify the connections between our endogenous constructs and the exogenous constructs of those constructs as substantial and moderate. When the exogenous variables were removed from the structural model, changes in R<sup>2</sup> values were evaluated using the effect size (f<sup>2</sup>). This study's effect sizes were calculated using Cohen's criteria (Cohen, 1988), which interpret 0.35 as a large effect, 0.15 as a medium effect, 0.02 as a small effect and less than 0.02 as trivial. Green Talent Management (GTM) had a significant impact on environmentally friendly behaviour and a sustainable workforce, respectively, of 0.357 and 0.371. GTM had a medium effect size of 0.065 on an organization's pro-environmental behaviour, while sustainable workforce had a large effect size of 0.609. With a large effect size of 0.397, job satisfaction had a significant impact on both GTM and sustainable workforce. To validate the model, the predictive relevance (Q<sup>2</sup>) was evaluated at the end. In fact, all of the endogenous construct values were larger than zero proved the validity and predictive usefulness of the model.

**Table 3: Hypothesis Testing**

Path Description	B	S. D	T	p value	Conclusion
GTM → PB	0.548	0.061	8.931	0.000***	Accepted
GTM → SW	0.576	0.057	10.104	0.000***	Accepted
GTM → SW→PB	0.452	0.082	5.524	0.000***	Accepted
GTM X JS→SW	0.480	0.069	6.973	0.000***	Accepted

Note: p<0.10 and \*\*\*p<0.001

## 5.3 Measurement Model

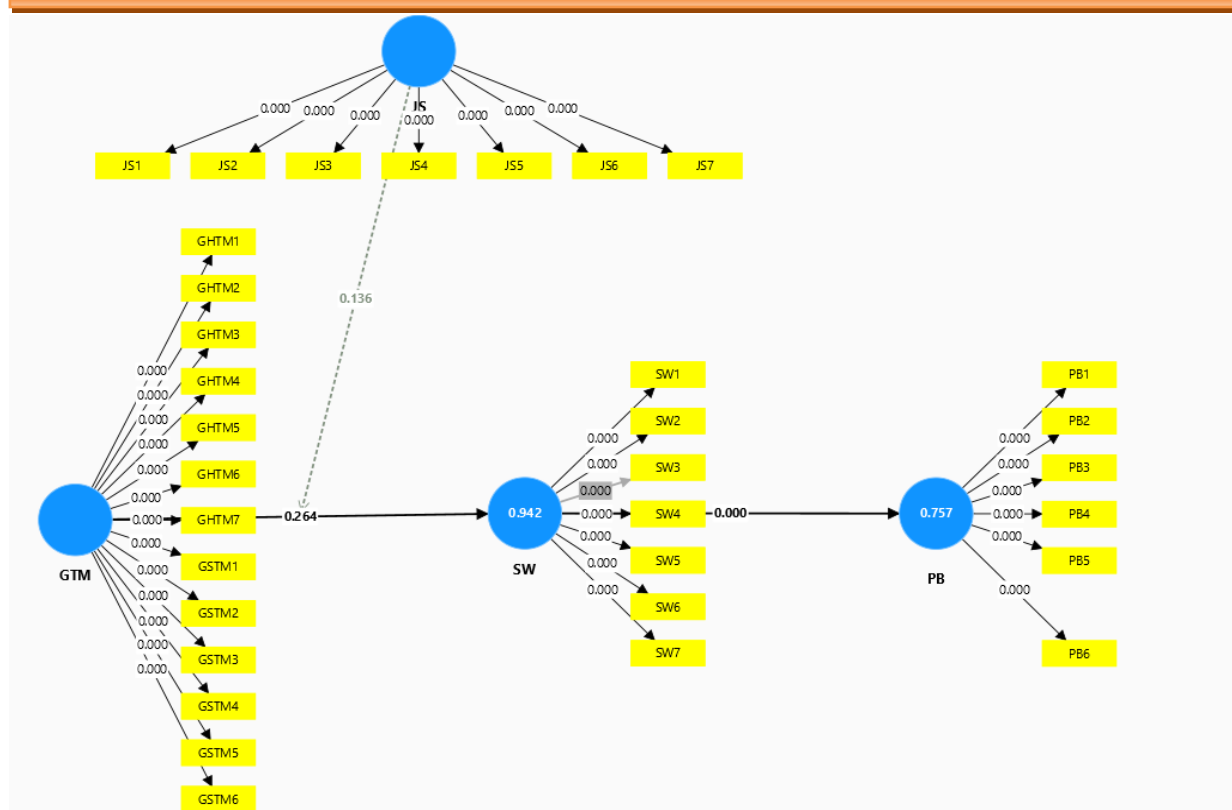


Fig: 2 Measurement Model. Source: Smart PLS.

## 6. Discussion

The current study conduct investigation into the convoluted dynamics between green talent management practices, pro-environmental behaviour, sustainable workforce and job satisfaction within Small and Medium Enterprises (SMEs). The research, conducted through an encompassing survey of SME employees, seeks to expound how green talent management strategies impact the proclivity of SME employees to engage in pro-environmental behaviour, with a particular emphasis on the mediating role of a sustainable workforce and the moderating effect of job satisfaction. The findings of the research disclose a notable positive impact between green talent management practices and pro-environmental behaviour among SME employees. It endorses that SMEs that precedence green talent management initiatives, such as recruitment and training programs emphasized on environmental sustainability, are more inclined to encourage workforce that engage in eco-friendly deeds. Besides, the study determines the sustainable workforce as an essential mediating variable in this relationship, indicating that the incorporation of green talent management practices leads to the development of a sustainable workforce, which, in turn, strengthen pro-environmental behaviour among employees. Moreover, the greater degree of job satisfaction as a moderator amplify positive impact of GTM practices on employees' engagement in pro-environmental behaviour. This implies that employees who are satisfied with their jobs are more responsive to the environmental initiatives endorsed by their organizations, thereby exhibiting a greater propensity for pro-environmental behaviour. The ramifications of these findings are manifold. For SME's, the investigation underscores the relevance of adopting green talent

management practices as a mean to foster sustainable workforce and endorse pro-environmental behaviour among employees. SME's can not only boost their environmental performance but also cultivate a culture of environmental responsibility within the organization by investing in recruitment, training and development programs that proceed sustainable workforce and environmental sustainability. Furthermore, the current study highlights the significance of satisfaction of job as a leverage. SME's that focus on employees satisfaction are more likely to see greater returns on their investment. As satisfied employees are more apt to accept, adopt and promote environmental initiatives

## **7. Practical Implications**

SME's should implement and strengthen comprehensive GTM policies that incorporate employee engagement tactics and well-defined sustainability targets. Frequently training and development initiatives that prioritize sustainable practices and environmental awareness can amplify PEB. Initiatives to increase job satisfaction can amplify the efficacy of GTM practice in creating a sustainable workforce. By attracting and employing applicants who demonstrate a strong commitment to environmental sustainability can strengthen the organization's overall pro-environmental behaviour culture. Establishing incentives and recognition for employees who determine strong PEB can reinforce positive behaviour and motivate others.

## **8. Future Directions**

Forthcoming research could employ longitudinal designs to delve into long-term effects of GTM on PEB and Sustainability consequences within SMEs. Exploring the study across diverse industries can provide a comparative analysis and validate the findings across distinct organizational contexts. Investigating other potential mediating factors, such as organizational cultural studies can also provide through-provoking perspectives on how cultural differences influence the effectiveness of GTM on PEB.

## **9. Limitations**

The study's findings emphasize on SME's with a large size in several organizational types would enhance generalizability. The geographic intensification of the study may be confined and consequences might differentiate in other regions or countries with diverse environmental regulations and cultural attitudes. Reliance on self-reported measures of PEB can introduce prejudice and prospective studies could embed more objective measures. If the study is circumscribed to a manufacturing industry, the findings may not be applied to other sectors. In addition, the research may not capture long-term sustainability consequences or changes in employee behaviour over time.

## **10. Conclusion**

The current study affirms the significative effect of green talent management on pro-environmental behaviour within SME's underscoring the pivotal role of a sustainable workforce in mediating this relationship. Job satisfaction intensifies the impact of GTM on environmental goals. These findings offer valuable insights for SME's aiming to foster a pro-environmental organizational culture and emphasize the need for integrated HR practices that align talent management with

sustainability objectives. Embracing these practices can lead to a more delicated, environmentally-conscious workforce, ultimately contributing to broader environmental sustainability efforts.

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