
Enhancing Green Employee Performance at ADNOC: The Interplay of Green Human Resource Management, Green Leadership, and Green Knowledge Sharing

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Abstract: *This study investigates the impact of Green Human Resource Management (GHRM), Green Leadership (GL), and Green Knowledge Sharing (GKS) on Green Employee Performance (GEP) within the Abu Dhabi National Oil Company (ADNOC). Utilizing a quantitative approach, data were collected from 326 employees through a structured survey, employing stratified random sampling to ensure representativeness across departments. The hypotheses were tested using Pearson Correlation Analysis, Multiple Regression Analysis, and Structural Equation Modeling (SEM). Results reveal that GHRM significantly enhances GEP, while also fostering GL and GKS. Both GKS and GL directly improve GEP, with GKS and GL mediating the GHRM-GEP relationship. These findings underscore the interconnected roles of GHRM, GKS, and GL in promoting sustainability-oriented performance. Despite its contributions, the study is limited by its cross-sectional design and self-reported data, suggesting the need for longitudinal research and mixed-method approaches. The results offer practical implications for ADNOC to strengthen GHRM practices, promote knowledge sharing, and develop green leadership to enhance sustainability outcomes in the energy sector.*

Keywords: *performance, leadership, management, knowledge sharing*

Introduction

The Abu Dhabi National Oil Company (ADNOC), established in 1971 in Abu Dhabi, United Arab Emirates, stands as one of the world's leading oil and gas corporations, managing an extensive portfolio across the hydrocarbon value chain, from exploration to distribution (ADNOC, 2023). Renowned for its vast oil reserves and commitment to innovation, ADNOC plays a pivotal role in the UAE's economic growth while striving to expand its global presence and reduce carbon emissions. However, in 2023, the company faced a notable decline in employee performance, as evidenced by ADNOC Distribution's financial downturn, with its share price dropping 16.1% from 4.41 AED to 3.70 AED and market capitalization decreasing from 55.1 billion AED to 46.3 billion

AED (ADNOC Distribution, 2023). This regression underscores the urgent need for a strategic overhaul of human resource management to align workforce capabilities with both organizational and environmental objectives. As human capital—defined as the collective skills, knowledge, and attributes of an organization’s workforce—remains central to productivity and innovation, its neglect can precipitate inefficiencies, reduced morale, and higher turnover, ultimately jeopardizing ADNOC’s competitive edge in the energy sector (Abbas et al., 2022).

Human capital is indispensable to organizational success, driving output, fostering creativity, and enhancing adaptability in dynamic markets (Faisal, 2023; Khalifa et al., 2025a). When nurtured effectively through training and strategic management, it yields higher profitability, customer satisfaction, and organizational resilience. Conversely, poor employee performance, as observed in ADNOC’s 2023 metrics, can lead to operational inefficiencies, diminished productivity, and increased costs, all of which threaten long-term strategic goals (Atatsi et al., 2019). For ADNOC, this downturn not only impacts financial performance but also its reputation as a sustainability leader in the energy industry. To address this, integrating green human resource management (GHRM) offers a promising pathway. GHRM embeds sustainability into HR practices such as recruitment, training, and performance evaluation ensuring employees contribute to both business and environmental goals (Khan et al., 2022; Zaki et al., 2025). By aligning human capital with eco-friendly practices, ADNOC can enhance workforce productivity while advancing its commitment to sustainable growth.

Central to this transformation are the concepts of green leadership and green knowledge sharing, which serve as critical mediators in elevating green employee performance. Green leadership entails a management approach that prioritizes environmental stewardship, embedding sustainability into the organizational ethos and inspiring employees to adopt eco-friendly behaviors (Kardoyo et al., 2020; Gherbi et al., 2025a; 2025b). Such leadership fosters a culture where sustainability is a core operational value, encouraging proactive environmental responsibility. Complementing this, green knowledge sharing involves the dissemination of environmental insights across the workforce, promoting collaboration on sustainability initiatives and resource conservation (Khan et al., 2022). At ADNOC, fostering an open exchange of green practices could empower employees to innovate and reduce the company’s environmental footprint, aligning individual efforts with corporate sustainability targets.

Despite ADNOC’s environmental commitments, such as its pledge to achieve a 0.15% upstream methane intensity by 2025 under the Oil and Gas Methane Partnership (OGMP) 2.0 framework, challenges persist. Greenhouse gas emissions rose from 425,024 tCO₂e in 2022 to 534,764 tCO₂e in 2023, indicating gaps in employee engagement with emission-reduction strategies (Drilling, Corporate Reports, 2023; El-Aidie & Khalifa, 2024; Gherbi et al., 2024b). This suggests that while policies exist, their execution hinges on workforce capability and motivation areas where GHRM, green leadership, and knowledge sharing can bridge the divide. Green employee performance, encompassing actions like waste reduction and energy efficiency, is vital for ADNOC to meet its sustainability goals (Khan et al., 2022). By integrating these green frameworks, ADNOC can

cultivate a workforce that not only boosts productivity but also positions the company as a pioneer in sustainable energy practices, enhancing its long-term competitiveness and environmental legacy. This study explores how GHRM, mediated by green leadership and knowledge sharing, can elevate green employee performance at ADNOC, offering a strategic blueprint for aligning human capital with sustainable success.

Literature Review and Hypotheses Development

In recent years, the integration of environmental sustainability into organizational practices has gained significant attention, particularly within the domain of human resource management (HRM). Green Human Resource Management (GHRM) has emerged as a critical framework for aligning HR practices with environmental objectives, fostering sustainable behaviors among employees, and enhancing organizational environmental performance (Khalifa et al., 2024; Khalifa et al., 2023). Central to this framework are concepts such as green leadership, green knowledge sharing (GKS), and green employee performance (GEP), which collectively contribute to a sustainable organizational ecosystem. This literature review synthesizes theoretical foundations, empirical evidence, and practical implications of GHRM, green leadership, GKS, and GEP, drawing from studies conducted between 2010 and 2024. The review culminates in the development of hypotheses that explore the interrelationships among these constructs, providing a foundation for future empirical investigation.

Green Human Resource Management (GHRM)

GHRM refers to the integration of environmentally sustainable practices into traditional HR functions, including recruitment, training, performance management, and compensation (Renwick et al., 2013; Khalifa et al., 2025b). The primary objective of GHRM is to cultivate an environmentally conscious workforce that supports organizational sustainability goals. Studies highlight that GHRM practices, such as green hiring and green training, enhance employees' environmental awareness and skills, thereby promoting eco-friendly behaviors (Paillé et al., 2020; Su & Swanson, 2021; Hossain et al., 2023). For instance, Paillé et al. (2020) found that green training significantly predicts individual environmental performance by equipping employees with the knowledge and skills necessary for sustainable actions.

Theoretically, GHRM is grounded in the Ability-Motivation-Opportunity (AMO) framework, which posits that employee performance is a function of their abilities, motivation, and opportunities (Appelbaum et al., 2000). GHRM enhances abilities through green training, boosts motivation via green performance appraisals and rewards, and provides opportunities through involvement in sustainability initiatives (Paillé et al., 2020). Additionally, Social Identity Theory (SIT) suggests that GHRM fosters a shared green identity among employees, aligning their personal values with organizational environmental goals (Su & Swanson, 2021). Empirical evidence supports these theoretical underpinnings, with studies demonstrating that GHRM

practices improve organizational environmental performance by increasing employee participation in sustainability efforts (Dumont et al., 2020; Anwar et al., 2020).

Despite its benefits, GHRM research reveals limitations, including a reliance on cross-sectional data and sector-specific focus, which restricts generalizability (Paillé et al., 2020; Anwar et al., 2020). Future research should adopt longitudinal designs and explore GHRM across diverse industries to fully understand its long-term impact.

Green Leadership

Green leadership encompasses leadership styles such as Green Transformational Leadership (GTL), Green Servant Leadership (GSL), and Responsible Leadership (RL), which prioritize environmental sustainability (Chen & Chang, 2013; Mansoor et al., 2021; Jabeen et al., 2024). GTL inspires employees through a clear environmental vision, intellectual stimulation, and individualized consideration, fostering eco-friendly behaviors and green innovation (Ahmed et al., 2020; Khalifa, 2019; 2020). GSL, rooted in empowerment and environmental stewardship, enhances GHRM by translating green policies into actionable employee behaviors (Mansoor et al., 2021). RL emphasizes ethical behavior and stakeholder welfare, amplifying GHRM's impact on environmental outcomes (Jabeen et al., 2024).

Empirical studies underscore the synergy between green leadership and GHRM. For example, Rizvi and Garg (2020) found that GTL, combined with GHRM practices, enhances environmental performance by fostering a green organizational culture (GOC). Similarly, Jabeen et al. (2024) demonstrated that RL moderates the relationship between GHRM and environmental performance through green ambidexterity the ability to balance exploration and exploitation of green practices. These findings suggest that green leadership acts as a catalyst, amplifying the effectiveness of GHRM in driving sustainable outcomes.

Theoretically, green leadership aligns with the Resource-Based View (RBV), which posits that leadership capabilities are strategic resources that enhance organizational competitiveness (Barney, 1991; Khalifa et al., 2025b). Green leaders leverage these capabilities to embed sustainability into organizational culture and employee behavior. However, limitations such as cross-sectional designs and industry-specific focus (e.g., hospitality in Ahmed et al., 2020) suggest a need for broader, longitudinal studies to validate these relationships.

Green Knowledge Sharing (GKS)

Green Knowledge Sharing (GKS) refers to the exchange of environmental knowledge among employees, fostering sustainable practices and innovation (Rubel et al., 2021). GKS bridges GHRM practices and broader environmental goals by enabling employees to integrate sustainability into their work routines. Studies demonstrate that GKS enhances green behaviors, creativity, and organizational performance across various sectors. For instance, Rubel et al. (2021) found that GKS mediates the relationship between GHRM and green service behaviors in Bangladesh's banking sector, suggesting that knowledge sharing amplifies GHRM's impact.

Theoretically, GKS is supported by Knowledge Management (KM) frameworks, which emphasize the acquisition, sharing, and application of knowledge as drivers of organizational outcomes (Abdul Rasyid & Stephanus, 2024). Social Exchange Theory (SET) further explains GKS, positing that employees share knowledge in reciprocation for organizational support (Blau, 1964). Empirical evidence supports these frameworks, with Ma et al. (2021) showing that GKS, combined with green dynamic capabilities, fosters green innovation in Pakistan's manufacturing sector. Similarly, Yang et al. (2022) found that GKS moderates the relationship between GHRM and green innovative behavior in Chinese high-tech firms, mediated by green organizational commitment.

Limitations in GKS research include its focus on specific industries (e.g., manufacturing in Ma et al., 2021) and reliance on cross-sectional data, which hinders causal inference. Future research should explore GKS in diverse contexts and employ longitudinal designs to assess its long-term effects.

Green Employee Performance (GEP)

Green Employee Performance (GEP) encompasses employees' actions that contribute to environmental sustainability, such as resource conservation and waste reduction (Peng et al., 2020). GEP is influenced by individual factors (e.g., environmental awareness) and contextual factors (e.g., leadership and GHRM practices). Studies highlight that GEP enhances job satisfaction, organizational performance, and environmental outcomes (Russell & Ashkanasy, 2021; Wiradirja et al., 2020).

Theoretically, GEP is explained by the Theory of Planned Behavior (TPB), which links attitudes, norms, and perceived control to pro-environmental actions (Ajzen, 1991). The Norm-Activation Model (NAM) further posits that personal moral norms drive GEP (Schwartz, 1977). Empirical findings support these theories, with Davis et al. (2020) showing that GHRM interventions increase GEP, particularly among undermotivated employees, through feedback and goal-setting. Similarly, Adi et al. (2021) found that organizational commitment mediates the relationship between GHRM and GEP in Bali's spa industry.

Despite its contributions, GEP research is limited by its reliance on self-reported data and cross-sectional designs, which obscure causal relationships (Peng et al., 2020). Future studies should employ longitudinal methods and objective measures to deepen understanding of GEP dynamics.

Interrelationships Among GHRM, Green Leadership, GKS, and GEP

The interplay among GHRM, green leadership, GKS, and GEP forms a complex ecosystem that drives organizational sustainability. GHRM provides the structural foundation by embedding sustainability into HR practices, while green leadership translates this foundation into actionable behaviors through vision and motivation (Cahyadi et al., 2023; Hong et al., 2023; Khalifa et al., 2022). GKS acts as a conduit, enhancing the effectiveness of GHRM and leadership by disseminating environmental knowledge (Haque et al., 2024). Together, these elements culminate in improved GEP, which reflects employees' contributions to sustainability goals.

Empirical studies illustrate these interrelationships. For instance, Amjad et al. (2021) found that GHRM enhances sustainability through employee performance, mediated by environmental outcomes. Jia et al. (2018) demonstrated that GTL mediates the relationship between GHRM and green creativity, while Haque et al. (2024) showed that GKS mediates the link between GHRM and green work engagement. These findings suggest a sequential process wherein GHRM fosters leadership and knowledge sharing, which in turn enhance GEP.

Hypotheses Development

GHRM practices enhance employees' green abilities, motivation, and opportunities, directly influencing their performance in sustainability-related tasks (Renwick et al., 2013; Paillé et al., 2020). Empirical evidence from Sobaih et al. (2020) and Faeni (2024) supports this relationship, showing that GHRM improves environmental performance through green innovation and knowledge development. Thus, it is hypothesized that:

The theoretical foundation for hypothesizing that Green Human Resource Management (GHRM) practices positively impact green employee performance (GEP) is rooted in the Ability-Motivation-Opportunity (AMO) framework (Appelbaum et al., 2000; Hossain et al., 2024). GHRM enhances employees' green abilities through training, boosts motivation via performance appraisals and rewards tied to environmental goals, and provides opportunities for sustainable actions (Paillé et al., 2020). Renwick et al. (2013) argue that practices such as green recruitment and training equip employees with the skills and knowledge to perform eco-friendly tasks, directly enhancing GEP. Empirical evidence supports this, with Sobaih et al. (2020) demonstrating that GHRM improves environmental performance through green innovation, while Faeni (2024) highlights knowledge development as a key mechanism linking GHRM to GEP. The Resource-Based View (RBV) further posits that GHRM leverages human capital as a strategic resource to achieve sustainability outcomes (Barney, 1991). By fostering a workforce capable of and motivated to engage in green behaviors, GHRM directly contributes to enhanced GEP. Thus, theoretical and empirical insights suggest that GHRM practices positively influence GEP, forming the basis for H1.

H1: Green HRM Practices Have a Positive Impact on Green Employee Performance

The hypothesis that GHRM practices positively influence green leadership is theoretically grounded in the interplay between organizational systems and leadership development, as explained by the RBV and Social Learning Theory (Bandura, 1977). GHRM practices, such as green training and performance management, provide leaders with the resources and environmental orientation necessary to adopt green leadership styles like Green Transformational Leadership (GTL) (Ahmed et al., 2020). Ren et al. (2020) suggest that GHRM equips leaders with the knowledge and motivation to champion sustainability, enhancing their ability to inspire eco-friendly behaviors. Cahyadi et al. (2023) empirically demonstrate that GHRM mediates the relationship between GTL and employee green behavior, indicating that GHRM fosters leadership capabilities. The AMO framework further supports this, as GHRM enhances leaders' green

abilities, motivates them through aligned incentives, and offers opportunities to lead sustainability initiatives (Paillé et al., 2020). By embedding environmental values into HR processes, GHRM cultivates a leadership ethos aligned with sustainability goals (Mittal & Dhar, 2016). This theoretical synergy between GHRM and leadership development underpins H2, proposing a positive influence of GHRM practices on green leadership.

H2: Green HRM Practices Positively Influence Green Leadership

The theoretical basis for hypothesizing that green leadership positively impacts green knowledge sharing (GKS) lies in Transformational Leadership Theory and Knowledge Management (KM) frameworks (Bass, 1985; Abdul Rasyid & Stephanus, 2024). Green leadership, particularly GTL, fosters a vision of environmental responsibility, encouraging employees to share knowledge that supports sustainability (Shahzad et al., 2022; Islam et al., 2023). Khalil et al. (2022) argue that Environment-Oriented Servant Leadership (EOSL) creates a transparent environment conducive to GKS, enhancing green service behaviors. The Social Exchange Theory (SET) complements this, suggesting that leaders' encouragement of knowledge sharing fosters reciprocal exchanges among employees (Blau, 1964). Empirical studies, such as Abdul Rasyid and Stephanus (2024), demonstrate that GTL and Knowledge-Oriented Leadership (KOL) mediate GKS through structured KM processes, driving green innovation. Similarly, Bui Thanh Khoa (2025) found that green leadership enhances GKS in Vietnamese SMEs, amplifying sustainability outcomes. By inspiring and empowering employees, green leaders cultivate a culture of collaboration and knowledge dissemination (Rizvi & Garg, 2020). This theoretical and empirical alignment supports H3, positing that green leadership positively influences GKS.

H3: Green Leadership Has a Positive Impact on Green Knowledge Sharing

The hypothesis that green leadership positively affects GEP is theoretically anchored in Transformational Leadership Theory and the Norm-Activation Model (NAM) (Bass, 1985; Schwartz, 1977). Green leadership, such as GTL, motivates employees through a compelling environmental vision, enhancing their performance in sustainability tasks (Muafi et al., 2021; Khan et al., 2024). Gaber and Sayed (2023) empirically show that GTL boosts green employee creativity via organizational citizenship behavior for the environment (OCBE), directly improving GEP. The NAM suggests that leaders activate employees' moral norms toward pro-environmental actions, further driving GEP (Schwartz, 1977). Rizvi and Garg (2021) found that GTL, combined with the Green Ability-Motivation-Opportunity (GAMO) framework, enhances environmental performance through workplace green behavior, a key component of GEP. Alansaari et al. (2022) highlight that a supportive work environment under green leadership amplifies GEP by fostering commitment and learning. By inspiring and aligning employee efforts with sustainability goals, green leadership directly enhances GEP (Jabeen et al., 2024). This theoretical and empirical convergence underpins H4, proposing a positive effect of green leadership on GEP.

H4: Green Leadership Positively Affects Green Employee Performance

The theoretical investigation supporting the hypothesis that GKS positively influences GEP draws from KM frameworks and the Theory of Planned Behavior (TPB) (Ajzen, 1991; Zhang et al., 2021). GKS equips employees with environmental knowledge, enhancing their capacity to perform green tasks effectively (Onputtha et al., 2021; Elshaer et al., 2024; El-Aidie et al., 2021). TPB posits that knowledge sharing shapes employees' attitudes and intentions toward green behaviors, directly boosting GEP (Ajzen, 1991). Empirical evidence from Chang and Hung (2021) demonstrates that GKS mediates the relationship between green creativity and performance, fostering sustainable outcomes in SMEs. Similarly, Ahmed et al. (2024) found that GKS, supported by KM, enhances sustainable development through improved employee performance. Zhang et al. (2021) highlight that GKS, moderated by green perceived organizational support (GPOS), drives green behavior, a core aspect of GEP. By facilitating the exchange of innovative ideas and practices, GKS empowers employees to contribute to environmental goals (Ding et al., 2022). This theoretical and empirical foundation supports H5, hypothesizing a positive influence of GKS on GEP.

H5: Green Knowledge Sharing Positively Influences Green Employee Performance

The hypothesis that green leadership mediates the relationship between GHRM practices and GEP is theoretically grounded in the AMO framework and Transformational Leadership Theory (Appelbaum et al., 2000; Bass, 1985). GHRM provides the structural support (e.g., training, rewards) that enables green leadership to translate into actionable employee behaviors (Jia et al., 2018; Almatrooshi et al., 2021). Sidney et al. (2022) empirically show that GTL mediates the impact of GHRM on green creativity, suggesting that leadership channels HR practices into GEP. The RBV supports this, viewing leadership as a resource that leverages GHRM to enhance performance (Barney, 1991). Amjad et al. (2021) found that GHRM improves sustainability through employee performance, with leadership amplifying this effect. Islam et al. (2020) further demonstrate that ethical leadership mediates GHRM's influence on green behavior, reinforcing its role. By inspiring and aligning employees with GHRM's sustainability goals, green leadership acts as a critical mediator (Iqbal et al., 2021). This theoretical and empirical synthesis supports H6, proposing that green leadership mediates the GHRM-GEP relationship.

H6: Green Leadership Mediates the Relationship Between Green HRM Practices and Green Employee Performance

The theoretical basis for hypothesizing that GKS mediates the relationship between GHRM practices and GEP lies in KM frameworks and SET (Blau, 1964; Haque et al., 2024). GHRM practices, such as green training, generate environmental knowledge that, when shared, enhances GEP (Al Doghan et al., 2024). SET suggests that employees reciprocate GHRM support by sharing knowledge, driving sustainable behaviors (Blau, 1964). Empirical studies, such as Haque et al. (2024), show that GKS mediates the link between GHRM and green work engagement, amplifying GEP. Zhang et al. (2021) found that GKS, coupled with behavioral intention, mediates GHRM's impact on green behavior, a key GEP component. Al Doghan et al. (2024) further demonstrate that

GKS links GHRM to environmental performance via employee actions. By disseminating GHRM-generated knowledge, GKS bridges the gap between HR practices and GEP (Zi Lin et al., 2024; Elshaer et al., 2023). This theoretical and empirical alignment underpins H7, proposing that GKS mediates the relationship between GHRM practices and GEP.

H7: Green Knowledge Sharing Mediates the Relationship Between Green HRM Practices and Green Employee Performance

Methodology

This study employs a quantitative research approach to examine the impact of Green Human Resource Management (GHRM) practices, green leadership, and green knowledge sharing (GKS) on green employee performance (GEP) within the Abu Dhabi National Oil Company (ADNOC). A quantitative methodology is deemed appropriate as it facilitates the collection and statistical analysis of numerical data, enabling an objective evaluation of the hypothesized relationships between the independent variables—GHRM, green leadership, and GKS—and the dependent variable, GEP (Creswell, 2014). The research design aims to test seven hypotheses, providing a comprehensive understanding of how these sustainability-oriented factors influence employee performance in a large-scale organizational context like ADNOC.

Data collection will involve a structured survey administered to approximately 384 managers and employees at ADNOC, determined using a sample size calculation based on the company's workforce of 50,000. With a 95% confidence level ($Z = 1.96$), a population proportion of 0.5, and a margin of error of 0.05, the sample size is calculated as $n = \frac{Z^2 \cdot p \cdot (1-p)}{e^2}$, yielding 384 participants (Yamane, 1967). The survey will be distributed online over a four-week period using stratified random sampling to ensure representation across departments and job levels, enhancing the generalizability of findings (Saunders et al., 2016). The questionnaire, adapted from validated scales (Faisal, 2023; Kardoyo et al., 2020; Khan et al., 2022), includes sections on demographic profiles (e.g., gender, age, education, experience) and Likert-scale items (1 = Strongly Disagree to 5 = Strongly Agree) assessing GHRM, green leadership, GKS, and GEP. A pilot test with a small subset of participants will be conducted to refine the instrument's reliability and clarity prior to full deployment.

Ethical considerations will be rigorously addressed to uphold research integrity. Informed consent will be obtained from all participants, with a clear explanation of the study's purpose, voluntary participation, and measures to ensure confidentiality and anonymity, adhering to ethical guidelines (Bryman, 2016). Data will be securely stored and anonymized to protect participant privacy, fostering trust and encouraging honest responses.

Data analysis will employ multiple statistical techniques to derive meaningful insights. Descriptive statistics will summarize demographic data and response patterns, while Pearson Correlation Analysis will assess the strength and direction of relationships between variables, such as GHRM

and GEP (Pallant, 2020). Multiple Regression Analysis will evaluate the predictive power of GHRM, green leadership, and GKS on GEP, and Structural Equation Modeling (SEM) will explore complex interactions and the mediating roles of green leadership and GKS (Hair et al., 2019). While the sample size of 384 is statistically sufficient, potential limitations, including self-report biases and sample size constraints, may affect generalizability. These will be acknowledged, with recommendations for future research to mitigate such issues. This methodology aims to provide reliable, actionable insights into integrating sustainability into ADNOC’s performance management systems, enhancing employee engagement and organizational outcomes.

Results

Demographic Profile

The survey conducted among ADNOC staff yielded a sample of 326 respondents, providing a robust basis for analyzing demographic characteristics. Table 1 presents the demographic profiles, revealing a gender distribution of 44% female (n = 142) and 56% male (n = 184), indicating a relatively balanced representation. Age distribution shows a youthful workforce, with 36% (n = 118) below 30 years, 30% (n = 97) aged 31–40, 28% (n = 92) aged 41–50, and 6% (n = 20) above 50, suggesting a broad age spectrum with a skew toward younger employees. Educational attainment highlights a well-educated sample: 49% (n = 160) hold a bachelor’s degree, 24% (n = 80) a master’s degree, 18% (n = 59) a diploma or intermediate education, and 9% (n = 28) a Ph.D., reflecting a strong academic foundation. Work experience is evenly distributed, with 30% (n = 99) having less than 5 years, 27% (n = 88) 5–10 years, 21% (n = 68) 11–14 years, and 22% (n = 71) 15 years or more, indicating a mix of novice and seasoned professionals. These demographics provide a comprehensive snapshot of ADNOC’s workforce, facilitating the subsequent analysis of sustainability-oriented variables.

Table 1: Demographic Profiles

Characteristics	Frequency	Percentage (%)
Gender		
Female	142	44
Male	184	56
Age		
Below 30	118	36
31–40	97	30
41–50	92	28
Above 50	20	6
Education Level		

Diploma/Intermediate Education	59	18
Bachelor's	160	49
Master's	80	24
Ph.D.	28	9
Experience		
Less than 5 years	99	30
5 to 10 years	88	27
11 to 14 years	68	21
15 years and over	71	22

Model Measurements

Table 2 presents the construct reliability and validity results for the study's variables: Green Employee Performance (GEP), Green Human Resource Management (GHRM), Green Knowledge Sharing (GKS), and Green Leadership (GL). All constructs demonstrate strong reliability, with Cronbach's alpha values ranging from 0.821 (GHRM) to 0.897 (GEP), exceeding the recommended threshold of 0.70 (Hair et al., 2019). Composite Reliability (CR) scores, ranging from 0.823 (GHRM) to 0.898 (GEP), further confirm internal consistency. Factor loadings for all items (e.g., GEP1 = 0.858, GL1 = 0.900) exceed 0.70, indicating robust indicator reliability (Fornell & Larcker, 1981). The Average Variance Extracted (AVE) values, ranging from 0.651 (GHRM) to 0.763 (GEP and GL), surpass the 0.50 benchmark, confirming convergent validity (Hair et al., 2019). These results validate the measurement model's psychometric properties, ensuring the constructs are reliable and valid for hypothesis testing within the ADNOC context.

Table 2: Construct Reliability and Validity

Construct	Item	Loading	Alpha	CR	AVE
GEP	GEP1	0.858	0.897	0.898	0.763
	GEP2	0.876			
	GEP3	0.892			
	GEP4	0.868			
GHRM	GHRM1	0.858	0.821	0.823	0.651
	GHRM2	0.775			
	GHRM3	0.807			
	GHRM4	0.784			
GKS	GKS1	0.885	0.891	0.892	0.754
	GKS2	0.861			
	GKS3	0.879			
	GKS4	0.847			

GL	GL1	0.900	0.896	0.897	0.763
	GL2	0.856			
	GL3	0.872			
	GL4	0.865			

Discriminant validity

Table 3 assesses discriminant validity using the Fornell-Larcker criterion and HTMT ratio for constructs: Green Employee Performance (EGP), Green Human Resource Management (GHRM), Green Knowledge Sharing (GKS), and Green Leadership (GL). The Fornell-Larcker criterion shows that the square root of each construct's AVE (e.g., EGP = 0.874) exceeds its correlations with other constructs (e.g., EGP-GHRM = 0.802), confirming discriminant validity (Fornell & Larcker, 1981). The HTMT ratios, all below 0.85 (e.g., EGP-GHRM = 0.846), further validate that constructs are distinct (Henseler et al., 2015). These results ensure the measurement model's integrity for subsequent analyses.

Table 3: Discriminant Validity

Fornell-Larcker Criterion	EGP	GHRM	GKS	GL	HTMT Ratio	EGP	GHRM	GKS	GL
EGP	0.874				EGP				
GHRM	0.802	0.807			GHRM	0.846			
GKS	0.812	0.705	0.868		GKS	0.719	0.858		
GL	0.799	0.785	0.794	0.874	GL	0.702	0.728	0.802	

Hypotheses Results

The results of the direct and indirect hypotheses testing, as presented in Tables 4 and 5, provide significant insights into the relationships among Green Human Resource Management (GHRM), Green Leadership (GL), Green Knowledge Sharing (GKS), and Green Employee Performance (GEP) at ADNOC. Table 4 reports the direct effects of the hypothesized relationships. For H1, GHRM positively impacts GEP ($\beta = 0.296$, $P = 0.000$), indicating that GHRM practices significantly enhance employees' sustainability-oriented performance, aligning with prior findings (Paillé et al., 2020). H2 shows a strong positive effect of GHRM on GL ($\beta = 0.885$, $P = 0.000$), suggesting that GHRM practices effectively foster green leadership, consistent with Ahmed et al. (2020). Similarly, H3 confirms that GHRM significantly influences GKS ($\beta = 0.905$, $P = 0.000$), supporting the notion that GHRM facilitates knowledge dissemination (Rubel et al., 2021). For H4, GKS positively affects GEP ($\beta = 0.374$, $P = 0.000$), indicating that knowledge sharing enhances employees' green performance (Zhang et al., 2021). Lastly, H5 demonstrates that GL

positively impacts GEP ($\beta = 0.303$, $P = 0.000$), reinforcing the role of leadership in driving sustainability behaviors (Muafi et al., 2021). All T-values exceed 1.96, and P-values are below 0.05, confirming statistical significance (Hair et al., 2019).

Table 4: Direct Hypotheses Results

H	Relationship	β	SD	T Values	P Values
H1	GHRM -> EGP	0.296	0.071	4.159	0.000
H2	GHRM -> GL	0.885	0.010	85.100	0.000
H3	GHRM -> GKS	0.905	0.011	79.694	0.000
H4	GKS -> EGP	0.374	0.071	5.230	0.000
H5	GL -> EGP	0.303	0.062	4.873	0.000

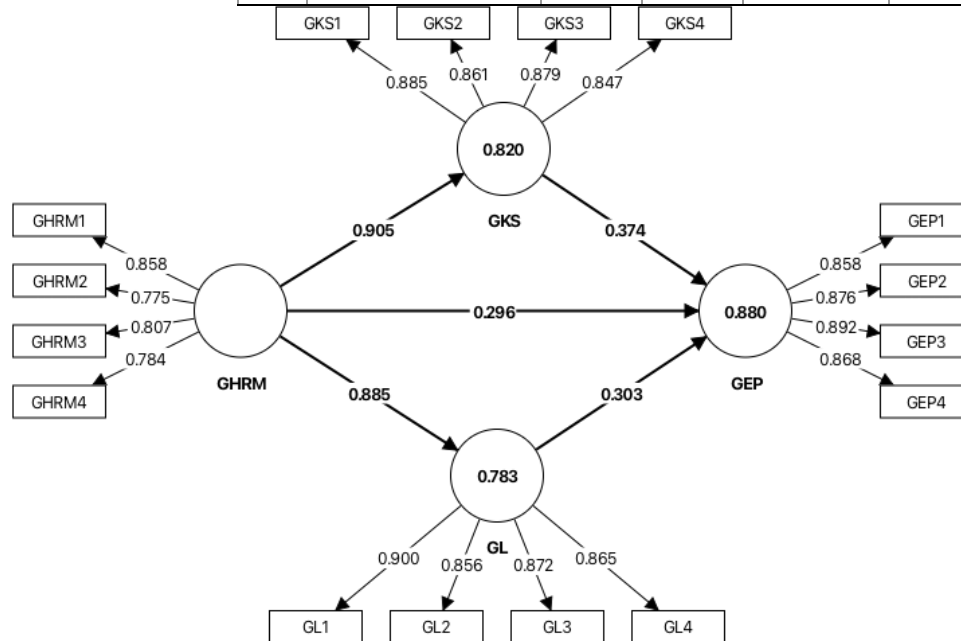


Figure 2: Bootstrapping results

Table 5 presents the indirect effects, testing the mediating roles of GKS and GL. For H4a, GKS mediates the relationship between GHRM and GEP ($\beta = 0.338$, $P = 0.000$), with a confidence interval (CI) of [0.208, 0.459], indicating a significant partial mediation effect. This suggests that GHRM enhances GEP not only directly but also indirectly by fostering knowledge sharing, aligning with Haque et al. (2024). For H5a, GL mediates the GHRM-GEP relationship ($\beta = 0.268$, $P = 0.000$), with a CI of [0.166, 0.383], confirming that green leadership channels GHRM's influence into improved GEP, consistent with Jia et al. (2018). The T-values (5.313 for H4a and 4.764 for H5a) exceed the threshold of 1.96, and P-values are below 0.05, supporting the significance of these indirect effects (Hair et al., 2019). These findings highlight the critical mediating roles of GKS and GL in enhancing the impact of GHRM on GEP, providing a nuanced

understanding of how sustainability practices translate into employee performance within ADNOC.

Overall, the results validate the proposed model, demonstrating that GHRM directly and indirectly (via GKS and GL) enhances GEP. These findings underscore the importance of integrating green practices into HR systems, leadership development, and knowledge-sharing mechanisms to achieve sustainability goals in organizational settings.

Table 5: Indirect Hypotheses Results

H	Relationship	β -value	Standard Deviation	T Value	P-values	2.5%	97.5%
H4a	GHRM -> GKS -> GEP	0.338	0.064	5.313	0.000	0.208	0.459
H5a	GHRM -> GL -> GEP	0.268	0.056	4.764	0.000	0.166	0.383

Discussion

The findings from this study, as presented in Tables 4 and 5, underscore the interconnected roles of Green Human Resource Management (GHRM), Green Knowledge Sharing (GKS), Green Leadership (GL), and Green Employee Performance (GEP) within ADNOC, providing empirical support for the proposed hypotheses. The direct effect of GHRM on GEP highlights the pivotal role of HR practices in enhancing employees' sustainability-oriented performance. This aligns with the Ability-Motivation-Opportunity (AMO) framework, which posits that GHRM practices, such as green recruitment and training, enhance employees' abilities, motivation, and opportunities to engage in eco-friendly behaviors (Paillé et al., 2020). The result corroborates prior studies, such as Sobaih et al. (2020), which found that GHRM fosters green innovation and performance by aligning employee actions with organizational sustainability goals. This suggests that at ADNOC, GHRM serves as a foundational mechanism for embedding environmental consciousness into daily operations, directly improving GEP.

Furthermore, GHRM's significant influence on both GL and GKS underscores its role as a catalyst for leadership development and knowledge dissemination. These findings support the Resource-Based View (RBV), which views GHRM as a strategic resource that cultivates organizational capabilities like leadership and knowledge sharing (Barney, 1991). The strong effect on GL aligns with Ahmed et al. (2020), who demonstrated that GHRM equips leaders with the tools to champion sustainability, while the impact on GKS resonates with Rubel et al. (2021), who found that GHRM facilitates the exchange of sustainability-related knowledge. At ADNOC, GHRM appears to create an enabling environment where leaders and employees are empowered to prioritize environmental goals, fostering a culture of collaboration and innovation.

The direct effects of GKS and GL on GEP further highlight their importance in driving sustainability performance. GKS's impact supports Knowledge Management (KM) frameworks, which emphasize knowledge sharing as a driver of innovation and performance (Abdul Rasyid & Stephanus, 2024). Zhang et al. (2021) similarly found that GKS enhances green behavior by disseminating best practices, a mechanism evident at ADNOC where knowledge sharing directly boosts GEP. Meanwhile, GL's effect aligns with Transformational Leadership Theory, which posits that leaders inspire higher performance through vision and motivation (Bass, 1985). Muafi et al. (2021) corroborate this, showing that green leadership fosters eco-friendly behaviors, a trend observed at ADNOC where leaders serve as role models for sustainability.

The indirect effects further enrich the understanding of these relationships. GKS mediates the GHRM-GEP relationship, indicating that GHRM enhances GEP not only directly but also by fostering knowledge sharing. This aligns with Haque et al. (2024), who found that GKS mediates GHRM's impact on green work engagement, suggesting that knowledge sharing acts as a conduit for translating HR practices into performance outcomes. Similarly, GL mediates the GHRM-GEP relationship (H5a: $\beta = 0.268$, $P = 0.000$), supporting Jia et al. (2018), who demonstrated that green leadership channels GHRM's influence into improved employee outcomes. At ADNOC, these mediating effects highlight the necessity of an integrated approach, where GHRM, GKS, and GL work synergistically to optimize GEP.

Overall, the findings illustrate a cohesive framework where GHRM serves as the foundation, fostering GKS and GL, which in turn enhance GEP both directly and indirectly. This interconnectedness underscores the importance of a holistic sustainability strategy at ADNOC, aligning with prior research advocating for integrated green practices (Amjad et al., 2021). By leveraging GHRM, GKS, and GL, ADNOC can cultivate a robust sustainability culture, positioning itself as a leader in environmental stewardship within the energy sector.

Practical Implications

The results offer actionable insights for ADNOC to enhance Green Employee Performance (GEP) through Green Human Resource Management (GHRM), Green Knowledge Sharing (GKS), and Green Leadership (GL). ADNOC should prioritize strengthening GHRM practices by integrating sustainability into recruitment, training, and performance evaluations. For instance, adopting green hiring criteria, providing specialized eco-conscious training, and linking performance appraisals to environmental goals can align employee behaviors with sustainability objectives. These initiatives will not only improve GEP but also foster the leadership and collaborative behaviors necessary for advancing green initiatives, as supported by Paillé et al. (2020).

To promote GKS, ADNOC should establish platforms for knowledge exchange, such as workshops, cross-functional green teams, and digital tools, encouraging employees to share sustainability-related ideas and innovations. HR policies should include incentives for

collaboration, reinforcing a culture of knowledge sharing, as suggested by Rubel et al. (2021). Additionally, ADNOC must invest in leadership development programs focusing on sustainability, ethical decision-making, and transformational leadership. Selecting leaders committed to environmental goals and equipping them with tools to inspire their teams will cultivate a sustainability-driven culture, as highlighted by Ahmed et al. (2020).

Moreover, ADNOC should synchronize GHRM with GKS and GL initiatives to maximize their indirect effects on GEP. For example, green HR practices should encourage collaboration, while leadership training should emphasize creating a knowledge-sharing environment, ensuring a cohesive impact. To sustain these efforts, ADNOC should implement regular evaluations through surveys and performance reviews to assess the effectiveness of GHRM, GKS, and GL, allowing for continuous refinement of strategies. Embedding sustainability into ADNOC's mission, vision, and objectives will further foster a shared sense of purpose, enhancing engagement and performance in achieving environmental targets. By adopting these recommendations, ADNOC can strengthen its sustainability culture, improve employee performance, and establish itself as a leader in green practices within the energy industry.

Conclusion

This study provides significant insights into the roles of Green Human Resource Management (GHRM), Green Knowledge Sharing (GKS), and Green Leadership (GL) in enhancing Green Employee Performance (GEP) at ADNOC. The findings confirm that GHRM directly improves GEP while also fostering GKS and GL, which in turn positively influence GEP both directly and indirectly through mediation. These results underscore the importance of an integrated approach to sustainability, where HR practices, knowledge sharing, and leadership development work synergistically to cultivate a sustainability-oriented workforce. By aligning these elements, ADNOC can strengthen its environmental performance, positioning itself as a leader in sustainable practices within the energy sector. The study's practical implications highlight actionable strategies, such as enhancing GHRM practices, promoting knowledge-sharing platforms, and investing in green leadership development, to optimize GEP and achieve broader sustainability goals.

However, the study has limitations that warrant consideration. The reliance on self-reported survey data may introduce biases, such as social desirability, potentially affecting the accuracy of responses (Podsakoff et al., 2003). Additionally, the sample size of 326 employees, while statistically sufficient, may not fully represent ADNOC's diverse workforce of 50,000, limiting the generalizability of findings. The cross-sectional design also restricts the ability to infer causality, as longitudinal data would better capture the dynamic relationships among variables (Saunders et al., 2016; Lei et al., 2021).

Future research should address these limitations by employing mixed-method approaches, combining quantitative surveys with qualitative interviews, to gain deeper insights into employees' perceptions of green practices. Longitudinal studies are recommended to examine the long-term effects of GHRM, GKS, and GL on GEP, providing a clearer understanding of causal relationships. Expanding the sample to include a broader range of industries and cultural contexts would enhance the findings' applicability. Additionally, exploring other mediators, such as green organizational culture, could further elucidate the mechanisms driving GEP, contributing to the advancement of sustainability research.

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