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Green Hrm And Eco-Commitment: Achieving Sustainable Business Performance Through Green Psychological Capital

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ABSTRACT

This research investigates how psychological capital can help create a path for the two independent variables, GHRM and employee environmental commitment, to achieve sustainable business performance in Pakistan's manufacturing sector. Using a resource-based view, this study connects green HRM to organizational sustainability and proposes that green psychological capital can enhance these relationships. This research employs a quantitative approach, gathering data through surveys distributed among employees in different manufacturing firms. The data is analyzed using SPSS and PLS software. Findings reveal a noteworthy positive relationship between GHRM practices and sustainable business performance, highlighting the critical role of organizational commitment to environmental sustainability. This research contributes to the limited literature on the relationship between green employee commitment and green psychological capital. The findings of this study will help manufacturing firms understand the importance of GHRM and the commitment to environmental activities among employees, which can generate positive psychological capital, ultimately leading to more sustainable business performance.

Keywords: Green HRM, Sustainable Business Practices, Green Psychological Capital, Environmental Commitment

1. INTRODUCTION

In an era marked by unprecedented environmental challenges and growing demands for innovation, sustainability has emerged as a pivotal concept in the world on business. Talking on a global scale, and that to about the extensive manufacturing sector specifically, it generates a significant amount of waste and depletes energy resources thus leading to unsustainable business practices (Rashid et al., 2017). Furthermore they also contribute to environmental pollution and pose a threat to life (Kraus et al., 2020). During the recent years, the growing importance of unsustainable development through environmental management and green HRM has been focused on as a critical research area (Bhutto &

Auranzeb, 2016), the implementation of green human resource management within an organization, through previous studies, has showed its transformational influence upon an organization's environmental performance, by incorporating eco-friendly strategies into human resource management helping organizations effectively reduce their environmental footprint thus emphasizing their pivotal role in fostering eco-conscious organizational behavior (Naseer et al.,2023).

An employee's dedication to the environmental matters mirrors an individual's intrinsic motivation (perez et al., 2009) and has a positive impact on employee green behavior (Ali et al., 2018). Although the implementation of green HRM is important, the cultivation of green employee commitment ensures the adoption of pro-environmental behaviors amongst employees (Dumount, 2017). Keeping that in mind, an organization's steadfast commitment to environmental sustainability is epitomized by fostering a workforce deeply dedicated to green principles, this green commitment shapes human resource strategies that emphasize green skills, attitudes and commitment, underscoring the organizations unwavering focus on eco-friendly initiatives (Hayyat et al.,2023)

A group of scholars have initiated the discussion upon the relation of an employee's commitment to the employee's psychological capital, (Xu, 2020; Wiroko, 2019; Nguyen & Ngo, 2020) however very limited and negligible research has actually tried to observe these aspects together from an environmental perspective. With sustainability being a point of utter importance, it is important to highlight, how the environmental commitment of an employee can help in motivating an employee to achieve the appropriate amount of intrinsic confidence and motivations regarding the saving the environment, in other words their green psychological capital.

Globally quite a few studies, have linked the concept green psychological capital to GHRM, green organizational pride(Chen & yuan, 2022) and OCB for environment (Chen & Yan, 2023), even when it comes to Pakistan's manufacturing firm, related researches are negligible. In the present study, the spotlight shines on the pivotal role of green employee commitment and as it strives to increase an employee's green psychological capital which in turn has a positive impact on a company's sustainable performance, its concept has been explored by a limited

number of previous studies, where it has been related to employee turnover intentions (Suleman et al., 2023) green reward and training (Pham et al., 2019) , this study however, offers a fresh perspective, as it strives to answer four main research questions,

- 1) Does Green HRM possess significant positive effect on the sustainable business practices in manufacturing firms of Pakistan?
- 2) Does Environmental employee commitment possess significant positive effect on the sustainable business practices in manufacturing firms of Pakistan?
- 3) Does Green psychological capital significantly mediates the effect of Green HRM and the sustainable business practices in manufacturing firms of Pakistan?
- 4) Does Green psychological capital significantly mediates the effect of Environmental employee commitment and the sustainable business practices in manufacturing firms of Pakistan?

Answering to these research questions will contribute to the sustainability issues within manufacturing firms. Moreover, for a better understanding of the implementation of GHRM on sustainable performance (Khan et al., 2020), we extend existing literature through the introduction of green employee commitment within the framework which along with GHRM will impact the sustainable performance of the business. The results of this study will also contribute to extending knowledge on the causes of sustainable performance. (Nawang Sari et al., 2021). A study by Chen et al. (2023) has also recommended that future studies need to explore antecedents and consequences of green psychological capital so this study will contribute to this gap in literature.

2. **LITERATURE REVIEW**

To elucidate the connection between GHRM and organizational sustainability, this research paper adopts a resource based view perspective, this approach aims to ascertain how green initiatives in HRM contribute to achieving sustainability. In order to pinpoint the relationship between green HRM practices and organizational sustainability, this research paper employs an RBV perspective, which will determine how HRM greening efforts help to achieve sustainability and strategic advantage Renwick et al. (2013) put forward the idea that when multiple GHRM policies operate in synergy, their combined effect could potentially yield a

more profound impact on the environmental performance of the organization. In high performing organizations, the primary measure of success is not limited to performance alone as sustainability is also underscored. (Hammadi et al., 2019) Sustainable performance may be characterized as the integration of economic, social and environmental objectives into the execution of core business activities, aimed at optimizing overall value (Haseeb et al., 2019). The sustainability of business performance is a crucial factor for companies, contingent on the functions, processes and operations within their business activities that influence both the environment and the well-being of employees and customers (liu et al., 2023).

GHRM comprises of a collection of HR practices linked to environmental management. (Renwick et al., 2013), which include green hiring, training, involvement, performance management and compensation. (Guerci et al., 2016) and through their implementation, employees are likely to developed heightened environmental awareness thus contributing to a sustainable performance (Yong et al., 2019). The Resource based view RBV theory, justifies this relationship as with the help of GHRM, employee behavior is proactively recognized, nurtured, motivated and expanded to contribute to the firm's sustainable performance (Hameed et al.,2021) On the basis on above arguments, the following hypothesis is being tested.

H1: Green Human resource Management is positively related to Sustainable Business Performance.

Most studies have analyzed the relationship of an employee's commitment as an outcome of HRM systems (Jiang, 2016; Kehoe & Wright, 2013). However to justify the relationship between these two variables, There have been limited amount of studies that have investigated how organizations benefit from embracing environmentally sustainable practices and that is when their employees demonstrate a high level of commitment to the environment (Tang et al., 2017). This happens because when employees are willing to support environmental practices, that motivation ensures protection of the environment through their actions (Colwell & Joshi, 2013). The environmental commitment of an employee plays a vital role in the sustainability of an organization. (Abdelghafour et al., 2018;

Yusliza et al., 2019). Sendawula et al. (2020) studied the importance and impact of environmental commitment on the sustainable performance in the manufacturing sector specifically. That being said, the variable of green employee commitment is still a new concept that needs more research due to there being existence of limited literature hence on the basis of that the following hypothesis is being tested.

H2: Employee Environmental Commitment is positively related to Sustainable Business Performance.

According to previous research, psychological capital does contribute to an enhanced firm performance as it provides employees with a positive mindset and confidence that is essential for mastering their responsibilities along with a robust determination to actively participate in work which results in an improvement in overall performance of organization. (Luthans et al., 2008). However psychological capital hasn't been linked to sustainability. So to broaden the perspective of previous studies, this study aims to study how an employee's positive psychological capital lead to an overall sustainable business performance due to which the following hypothesis is being tested.

According to Luthans & Youssef (2007), the psychological capital refers to an individual's favorable psychological state of growth and is characterized by 4 dimensions which include, self-efficiency, optimism, hope and resilience. This study however focuses on a new concept of green psychological capital which delves in the optimistic psychological resources in relation to environment. Green Psychological capital is defined as an individual's positive mental state while engaging in environmental activities and it is characterized by four specific components which include: Green self-efficiency, green optimism, green hope and green resilience (Chen & Yuan, 2022).

Previous researchers like Youssef-Morgan and Luthans (2015) have studied the impact of psychological capital on job satisfaction as a more positive psychological state can support their psychological wellbeing. Furthermore it has also shown to have a positive impact on job performance and work commitment (Luthans & Youssef, 2004; Luthans & Jensen, 2005; Larson & Luthans, 2006; Newman et al., 2014; Aminikhah et al., 2016). To justify this relationship, Khan et al.

(2022) has studied the relationship between GHRM and sustainable business performance and also used green psychological capital as a mediator. But as there is extremely limited research done on these variables, the current study will examine this relation and will test the following hypothesis.

H3: Green Psychological capital mediates the relationship between green human resource management and sustainable business performance.

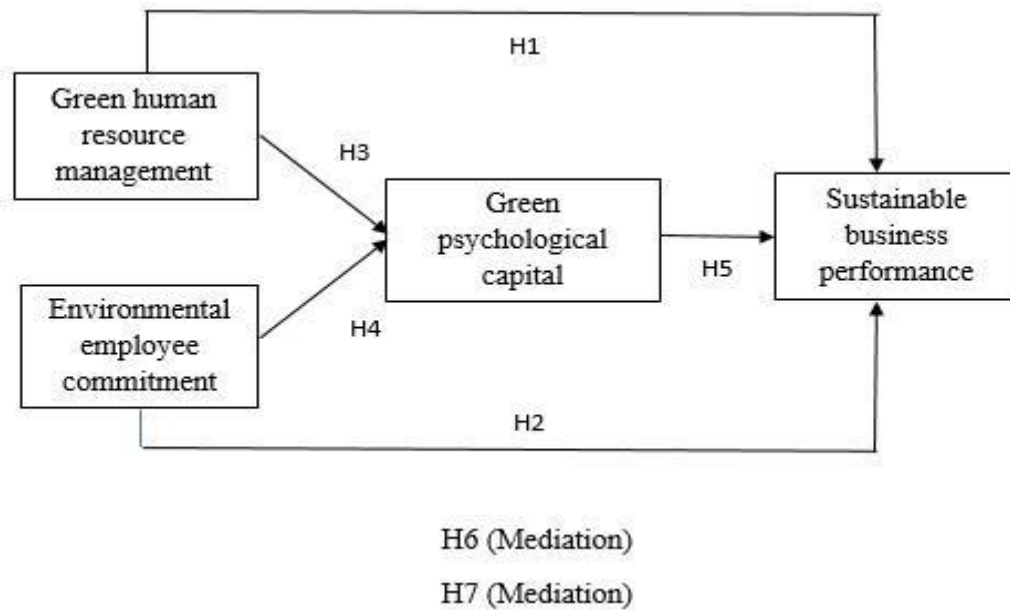
Organizational commitment refers to a psychological state that establishes a strong connection between an individual and the organization, rooted in deep alignment with the organization's goals and values (Allen & Meyer, 1990). Green commitment however requires the employee's sense of environmental responsibility (Kim et al., 2019). It is important to investigate the importance of how the employee's Environmental commitment can result in an increase in green psychological capital. Previous researchers have only focused on the impact psychological capital can have on the commitment of employees to perform well (Simons & Buitendach, 2013; Sen et al., 2017). The green aspect of these terms haven't even been touched upon these two variables together, so this study aims to fill this literature gap. On the basis of this, the following hypothesis is being tested.

Employee commitment denotes the inclinations to engage in actions that would contribute positively to the organization. (Messmer-Magnus et al., 2012; Cantor et al., 2012). The two variables green employee commitment and sustainable business performance have a relation to each other. This is because according to previous studies, the employee's commitment to the environment relies on their desire to care about the environmental concerns of the organization which leads to an achievement of green organizational goals (Paille and Valeau, 2020). Moreover green commitment has been linked to green behavior which in turn affects firm performance (Hasu et al., 2014). The role of green psychological capital between these two variables has not been studied previously. That being said, to justify this relationship, psychological capital and commitment have been studied by (Luthans & Jensen, 2005). On the basis of above arguments, the following hypothesis is being tested.

H4: Green Psychological capital mediates the relationship between employee

environmental commitment and sustainable business performance

Table 1. Proposed Theoretical Framework



3. METHODOLOGY

This study employed a quantitative research approach to investigate the relationship between Green HRM practices, Environmental Employee Commitment, Green Psychological Capital, and Sustainable Business Performance. The population consisted of managerial employees from reputable manufacturing firms of textile sector of Pakistan. A total of 320 respondents participated in the survey. Probability sampling, specifically Simple Random Sampling, was used to collect primary data from managers. This approach allowed for the selection of participants who could provide valuable insights into the research problem. Respondents were approached through their reporting heads and HR department, ensuring confidentiality and anonymity. Consents were obtained before collecting data. Survey data was analyzed using SPSS and PLS software. Data was imported from Google Forms to Excel sheets and then added to SPSS for descriptive, correlation, and regression analysis. The standardized scales were used to measure key concepts:

- Green HRM Practices: A 5-construct, 7-item scale developed by Dumont et al. (2017) using a 5-point Likert scale.
- Environmental Employee Commitment: A 7-item scale developed by Raineri and

Paille (2016) using a 5-point Likert scale.

- Green Psychological Capital: A 12-item scale developed by Chen & Yuan (2020) using a 5-point Likert scale.

- Sustainable Business Performance: A 5-item scale developed by Singh et al. (2020) using a 5-point Likert scale.

4. RESULTS

The demographic analysis shows that respondents include a total of 47.9% males and 52.1% females. About 57.9% of the respondents are between the ages of 18 and 27. In terms of education, about 66% respondents had completed their education till bachelors and lastly the maximum amount of experience was between 1-5 years, with a total of 86 %.

Table 1. Demographic Analysis

Construct	Sub-Construct	Frequency	Percentage
Gender	Male	154 out of 321	47.9
	Female	167 out of 321	52.1
Age	18-27 years	186 out of 321	57.9
	28 and above	135 out of 321	42.1
Education	Bachelors	24 out of 321	
	Masters	26 out of 321	
	MPhil / MS and above	24 out of 321	
Experience	1-5 years	24 out of 321	
	6-10 years	26 out of 321	
	11 years and above	24 out of 321	

The descriptive analysis revealed that the Cronbach Alpha value for GHRM, GPC, and SBP are 0.808, 0.848 and 0.705 respectively which are more than 0.7 thus this indicates that the data is consistent and reliable. For environmental employee commitment however the **Cronbach's Alpha value is** 0.685 which is slightly less than 0.7. This indicates that the data is reliable. The correlation of GHRM with GPC is 0.474, with EEC is 0.407 and with SBP is 0.345, this indicates that there is a 47%, 40% and 34% similarity between these two variables because correlation analysis gives the direction of variables e.g. positive/negative association. Since the value is less than 50 % multicollinearity doesn't exist. The correlation between GPC and SBP is 0.238, and with EEC is 0.425, this indicates that there is a 23% and 42.5% similarity between these two variables. Since the value is less than 50 %

multicollinearity does not exist.

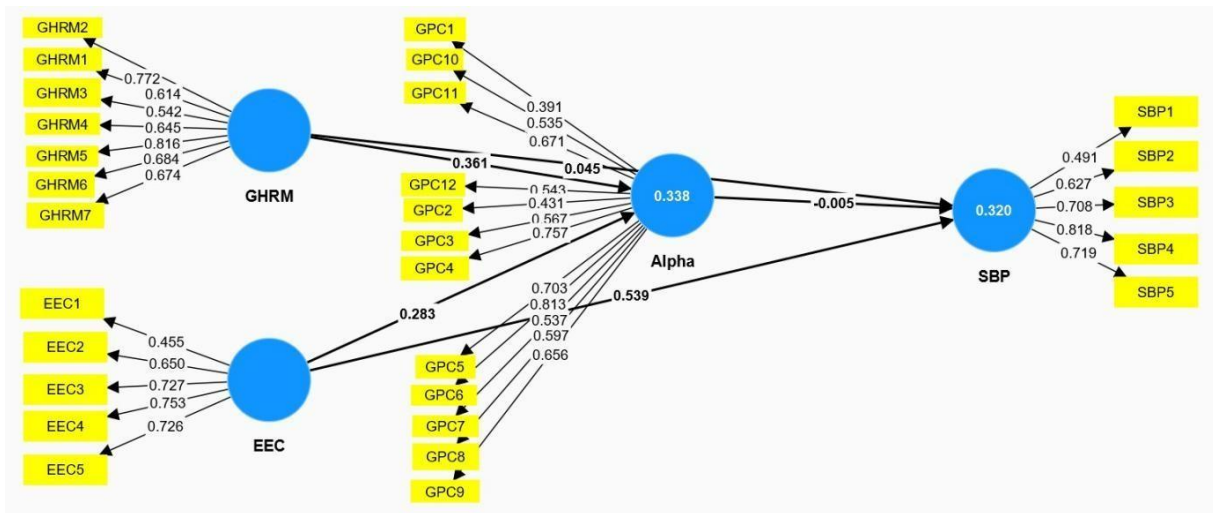
Table 2. Reliability & Correlation Analysis

Variable Name	Mean	Cronbach's Alpha	1	2	3	4
GHRM	3.874	0.808	1			
GPC	3.783	0.848	0.474	1		
SBP	3.904	0.705	0.345	0.238	1	
EEC	3.876	0.685	0.407	0.425	0.425	1

This study examines the interrelationship among GHRM, EEC, GPC and SBP. The structural model is performed for hypothesis testing. In order to verify the hypotheses the result evaluates how SBP is significantly affected by GHRM. Hypothesis-1 was accepted ($\beta = 0.045$, $p = 0.0142$). This fact is accurate (Paulet et al., 2021; Yong et al., 2020). Hypothesis -2 was also found to be accepted with the $\beta = 0.509$, $p = 0.001$. For the other hypothesis 3 and 4, the p value is 0.5388 and 0.0593 respectively. These are less than 0.05 so are insignificant. For the rest of the hypothesis relationships, the p values are less than 0.05 so they are significant.

Table 3. Mediation Analysis

	B	SE	t	p
H1 GHRM \rightarrow SBP	0.3625	0.1425	2.5440	0.0142
2 EEC \rightarrow SBP	0.5111	0.1195	4.2778	0.0001
5 GPC \rightarrow SBP	0.1041	0.1681	0.6192	0.5388
3 GHRM \rightarrow GPC	0.4590	0.1231	3.7278	0.005
4 EEC \rightarrow GPC	0.3810	0.1171	3.2547	0.0021
6 GHRM \rightarrow GPC \rightarrow SBP	0.3147	0.1629	1.9325	0.0593
7 EEC \rightarrow GPC \rightarrow SBP	0.5039	0.1334	3.7778	0.0004
Bootstrap result for indirect effect	Indirect effect	LL 95%CI	UL 95%CI	
For GHRM	0.0072	- 0.1105	0.2951	
For EEC	0.0478	-0.1301		



5. DISCUSSION

This research focuses on how green psychological capital can mediate the relationship between green HRM, Environmental employee commitment and Sustainable business performance. Resource based view theory is used to analyze how GHRM can influence the business performance environmental employee commitment is a novel variable, this study will contribute to the limited literature by understanding how environmental employee commitment can lead to sustainability within a firm through GPC. The first hypothesis shows the relationship between GHRM and SBP, this hypothesis is found to be accepted. The results demonstrated that there is a significant and positive relationship between GHRM practices and sustainable performance, which concurs with the results from other studies (Driessen et al., 2022; Kim et al., 2019; Isaksson et al., 2015). The mediation results show a significant relationship which justifies this relationship.

These results are also consistent with previous research (Tosun et a., 2022; Farrukh et al., 2022; Kusi et al., 2021) as they state that employees who are aware of environmental issues, and are committed to keeping a watch over the firm's environmental activities can help the business achieve a sustainable performance (Teixeira et al., 2016; Haldori et al., 2022). The results of this study is also consistent with the another study (Khan et al., 2022) that indicates the positive association of GHRM practices on green psychological capital. The results of this study are also consistent with other studies (Simons & Buitendach, 2013; Sen et al., 2017) that

advocate the relationship between GPC and SBP.

It deals with the mediating effect of green psychological capital on sustainable performance in its three dimensions (i.e., environmentalism, economics, and social performance), the result of this study is also consistent with other studies (Mubarik et al., 2021; Khan et al.,2022; Zaman et al.,2021). As they have mentioned, when employees possess a positive psychological capital, they come up with innovative ideas which results in a sustainable performance. This study also contributes significantly to enhancing sustainability within the manufacturing industry and contributes to the national and international agenda of green performance. The research contributes to green practices by revealing that EEC has an effective pathway to achieve the sustainable business performance of the firm. Furthermore, EEC can enhance GPC. Consequently, the SBP of the firm can be enhanced if managers ensure these antecedences of it such as GHRM, and EEC. Furthermore, the outcomes of the study have practical implications for executive management and committed employees as they need to recognize their significant effect on their and their subordinates 'green psychological capital.

1.1 Theoretical and practical implications

The research underscores the significance of GHRM practices, emphasizing their transformative role in incorporating eco-friendly strategies into human resource management to mitigate environmental impact. Findings reveal a noteworthy positive relationship between GHRM practices and sustainable business performance, highlighting the critical role of organizational commitment to environmental sustainability. Employee environmental commitment emerges as a pivotal factor, positively influencing sustainable business performance and emphasizing the need for a workforce dedicated to green principles. Present research provides insights to textile sector about the merits of using Green HRM practices and Green commitment behavior on achieving sustainable business practices. This study guides th practitioners of textile sector to adopt Green practices and advocate ecofriendly practices among their employee, that would ultimately help them in fostering green psychological capital.

1.2 **Limitations and future research directions**

The primary limitation of this study lies in its sector-specific focus, primarily centered on manufacturing firms in Pakistan. The findings may encounter challenges in generalizability beyond this specific sector, warranting caution when applying the results to a broader global context. The pilot study and the relatively small sample size also contribute to the potential limitation, restricting the universal applicability of the research outcomes. Additionally, as the responses are based on a cross-sectional approach, they provide a snapshot at a specific point in time, potentially overlooking dynamic changes over time. The study acknowledges the existence of common method bias and self-serving bias, indicating a potential influence on the reliability and validity of the collected data. Furthermore, the absence of dyadic input may limit the comprehensive understanding of the relationships among variables. To address the limitations and expand the scope of knowledge in this field, future research directions can explore several avenues. Introducing a moderator or mediator in the existing model could offer a nuanced understanding of the relationships among green HRM practices, green transformational leadership, green psychological capital, green innovation, and sustainable business performance. Further investigations could delve into the effects of these variables on the dependent variable, allowing for a more in-depth exploration of their individual impacts. Additionally, incorporating different theoretical perspectives could enrich the study by providing diverse lenses through which the complex interplay of variables can be analyzed. Future research may also consider extending the study beyond its current cross-sectional design, adopting longitudinal or experimental approaches to capture the evolving dynamics of sustainable practices within organizations

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