

Green human resource management and firm's environmental performance: Mediating role of employee commitment, green involvement and eco-friendly behaviour

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The aim of this study is to assess the impact of green human resource management practices on environmental performances while considering organizational commitment, eco-friendly behavior and green involvement of employee, since these factors play pivotal role in making the environment “green”. Globally, environmental concerns in producing goods are raising hence managers’ needs to espouse the green human resource management policies and practices to make their firms’ environment virtuous. Self-administered data from 148 employees were collected. Path analysis was used to assess the hypotheses of the study and mediating influence between green human resource and environmental performances. Results suggested that employee green involvement and employee eco-friendly behavior have a partial mediating effect whereas employee organizational commitment has not a mediating effect between the relationship of green human resource management and environmental performances. This research is significantly contributing since this would be the first empirical evidence in context of Pakistan and help managers in revisiting the HRM policies to make unpolluted environment.

Keywords: Green human resource management, employee organizational commitment, employee eco-friendly behavior, employee green involvement, environmental performance.

INTRODUCTION

Environmental sustainability is a serious concern for policy makers and professionals in expansion of corporate affairs in their best interest adversely affect the environmental sustainability. However, corporate sector now understands the gravity of this phenomenon and is trying to involve actively in adapting the eco-friendly practices. For the starters they included the ‘Go green’ practices in their organizational objectives. Since organizational practices are largely governed by its human resource hence the need for integrating HR practices with environment management is dire to ensure environmental sustainability (Margaretha & Saragih, 2013). In the present scenario, where, global warming and climate change has affected the environment drastically; several measures have been taken into consideration to improve environmental performance through firm’s green practices; among which, more specifically, green HRM holds significance fraction. Implementation of green HR practices helps in developing HR policies which promote the sustainable use of resources in the corporate environment.

High environmental performance can’t be achieved without employees’ support, as employees are the activators of the process of promoting and implementing green environment in an organization. Hence it is important for the firms to initiate a HR program which can ignite the intentions of green behavior in employees according to the firm’s green policies (Ones & Dilchert, 2012). Environmental protection has stressed on the

fact that the role of individual employee is crucial in making a green organization. Engagement of employees with the help of demonstrating different types of pro-environmental behaviors like bringing innovations in eco-friendly activities, recycling of materials and decreasing the level of pollution; leads to the overall performance of the firm (Paillé, Chen, Boiral, & Jin, 2014).

Pakistani firms are facing many issues and challenges such as sustainable actions when providing goods and services, waste treatment, scarcity and source of raw material. Further water disposal issues, reducing greenhouse gas emission, reducing paper usage, supply chain and procurement, cost cutting, international pressures and transportation are also the serious concerns for the firms in Pakistan. Above all stated issues are also facing by pharmaceutical firms. As pharmaceutical of Pakistan is the 8th largest manufacturing pharmaceutical in all over the world having forty companies which are associated with biotechnology, Pharmaceutical industry of Pakistan significantly contributes around US \$1.6 billion in GDP of Pakistan which is remarkable. Total 400 pharmaceutical companies along with their registered drugs of about 70,000 are active in Pakistan; local pharmaceutical companies having 70% market share in GDP rest 30% market share are associated with multinational companies. Annual export of Pakistan pharmaceutical products is about US \$200 million. By the significant contribution towards GDP of Pakistan, it is important for the pharmaceutical industry to

sustain and maintain its environment. Environmental pollution is one of the serious issues which need to be solving in a way that not affect company's growth and country's GDP. To make environmental performance hygienic pharmaceutical companies needs to adopt green HRM policies and practices in order to keep their employees and society safe and secure and make the significant contribution towards country's economic condition.

The environment is the main concern for the firms to think about their employees and customers. Workers also not feel secure while addressing environmental matters (Barry, Chorley, & Chorley, 2009). Therefore, GHRM is important for businesses, through which cost can be reduced; efficiencies of work can be improved and employees can get involved themselves in order to achieve organizational objective (Demir Uslu & Kedikli, 2017). The increasing interest in GHRM motivates the researcher to work on the phenomenon and suggest the policies to the organization that can help them to take initiative for making their environment safe. However, fewer studies have been reported in Pakistani context, that's why the proposed study has been taken into consideration.

Above all specified issues, study also observed through literature that several other factors also cause an impact on environmental performance; however, this research particularly investigates the effects of green HRM on environmental performance. The objective of the study is to examine the effects of Green HRM on environmental performance while considering the mediating role of employee organizational behavior, employee green involvement and employee eco-friendly behavior. The above objective is based on the subsequent literature.

LITERATURE REVIEW

After reviewing the history of green human resource management and environmental performance, study found the reasons why and how the environmental performance maintained by using green human resource management. A systematic review of literature and hypotheses are presented in the following sections.

Green human resource management

Green human resource management is defined as the combination of all environmental corporate management practices into HRM (Renwick, Redman, & Maguire, 2013). GHRM practices not only help in improving environmental performance but also improve the financial performance of the organization (Renwick et al., 2013). The argument is in the support of (Crotty & Rodgers, 2012) provided the evidence that "green pays" is the financial outcome of environmental performance. Green human resource management also provide sustainable place in people heart (Ehnert, 2009). The view supported by (Renwick et al., 2013) suggested that environmental knowledge, selection, training and recruitment are the main component of Green human resource management. Managers who are more sensitive to environmental issues should be considered for hiring in the organization (Tang, Chen, Jiang, Paillé, & Jia, 2018). The view supported by (Paillé et al., 2014) affirms that HRM policy,

environmental achievement and firm's productivity all are connected with strong linkage. Organizations get advantages by implementing green HRM in one way or other. Green strategy is fruitful for the organizations and its employees who are satisfied and motivated with their job and working "green" policy implementation abate the adverse consequences on society and environment as well (Delmas & Pekovic, 2013). Employee's attitude change with the implementation of sustainable initiatives (Harris & Tregidga, 2012) and it is expected from all workers to show green change in their attitude and personality that can be possible through GHRM (Bissing-olson et al., 2013). Therefore, following hypothesis is proposed.

H_{a1}: Green human resource management significantly impact improve environmental performances.

Employee organizational commitment

Organizational commitment is the degree to which the involvement of an individual in his organization (Lee, Ashford, Walsh, & Mowday, 1992). According to (Allen & Meyer, 1996) organizational commitments comprises of normative, effective and continuance commitment. It is important for task performance and organizational collective behavior (Wright & Boswell, 2002)-(Chun, Shin, Choi, & Kim, 2013) argument is based on (Allen & Meyer, 1996) and contends that organizational commitment and organizational collective behavior visualize at firm level (Bandura & Adams, 1977). Here the argument arises how GHRM is link with EOC? (Arthur, 1994) Proposed that employee attitude and behavior is always influenced by strategic human resource practices. In contrast According to (Shen & Benson, 2016) the initiative of corporate social responsibility is fundamental part of strategic human resource and has a positive relationship with organizational commitment. The previous view was in support of (Chun et al., 2013) that organizational commitment is strongly related with corporate ethics because when organization is highly based on some confined standards, the commitment of employees enhances. In contrast, (Kim, Kim, Choi, & Phetvaroon, 2019) affirmed that the positive employee perception about green HRM enhance employee organizational commitment, employee eco-friendly behavior and environmental performance and supported the study of (Paillé et al., 2014) which established that organizational commitment is having strong relations with environmental performance. Further their literatures broaden which is based on social identity theory by investigating organizational commitment role between employee's eco-friendly behavior and green human resource management. Organizational commitment is persuaded by environmental management practices (Stites & Michael, 2011). In contrast, (Liden, Wayne, Kraimer, & Sparrowe, 2003) the positive behavior of employee is cultivated by employee organizational commitment. According to (Paillé et al., 2014) the psychological relations between employee commitment and environmental performance can be best explained by social identity theory. (Kim et al., 2019) gives an insightful connotation through empirical evidences on the relationship

between employee organizational commitment and green human resource management. Hence, following hypotheses are proposed.

H_{a2}: Green HRM has a significant impact on employee organizational commitment

H_{a3}: Employee organizational commitment mediates the relationship between green HRM and environmental performances.

H_{a4}: The more employees get committed with the organization, the more they involved in the eco-friendly behavior.

Thus, employee behavior and attitude play a significant contribution in explaining employee organizational commitment, therefore, the theory implies to the existing research. Employee involvement considered as more secure than organizational commitment (Kuruüzüm, Çetin, & Irmak, 2009). Thus, study explored employee green involvement in the subsequent para.

Employee green involvement

Involvement can be defined as “a person’s perceived relevance of an object based on inherent needs, values and interest” (Zaichkowsky, 1985). According to (Zaichkowsky, 1985) an employee effective involvement is based on employee feelings or mood. In contrast, (Buckley et al., 2001) found that when employees give their valuable ideas and helps in decision making of an organization then it can consider as employee involvement and supported view of (Buckley et al., 2001) for achieving organizational objective top management must communicate and involves employee in their decisions. A positive relationship found that employee high involvement work practices are strongly related with organizational commitment whereas (Cooper, Hoel, & Faragher, 2004) considered commitment is the major component of employee involvement. According to (Leana & Van Buren, 1999) the employees who involved more have a better understanding of operational issues. In contrast, the trust development employee involvement is must. If organizations take green initiatives through their green practices it ultimately increases employee involvement. Hence, study proposed following hypotheses.

H_{a5}: GHRM helps in improving employee green involvement.

H_{a6}: Employee organizational commitment helps in improving employee green involvement.

H_{a7}: Employee green involvement mediates the relationship between GHRM and environmental performance.

Employees are the most important in the process of promoting and implementing green environment in an organization, it is mandatory for the firms to initiate green behavior in employees in order to get employees’ behavior be changed according to the firm’s green policies (Ones & Dilchert, 2012). Thus, the employee-eco-friendly behavior is explored in upcoming section.

Employee eco-friendly behavior

GHRM act as a HR friendly initiative and plays an important role to increase more efficiency, decreases the cost and enhance employee engagement. Human resource considered most significant in creating employee awareness which as a result helps organizations to scamp in highly safe and secure sustainable environment. This illustration is a prove that when green HRM is implemented, it involves employees to perform eco-friendly activities that in return come out as a collective eco-friendly behavior of the entire workforce in an organization. Thus, study proposed subsequent hypotheses.

H_{a8}: GHRM helps in improving employee eco-friendly behavior.

H_{a9}: Employee green involvement helps in improving employee eco-friendly behavior.

H_{a10}: Employee eco-friendly behavior mediates the relationship between GHRM and environmental performance.

In context of the discussion above all factors are the main reasons for creating environment either nastiest or virtuous; therefore, the study explored environmental performance in the succeeding part.

Environmental performance

Several researches on environmental performance has emphasized on the fact that the role of individual employees is indispensable in making a green organization (Bunge, Cohen-Rosenthal, & Ruiz-Quintanilla, 1996). Most importantly, it is must to involve employees in the environmental process for suggesting new ideas and techniques to identify environment related issues and find solutions and improve environmental protection. Environmental practices help in improving performance of the company and also it provides a competitive edge (Alon, Lattemann, Fetscherin, Li, & Schneider, 2010). This is the reason why companies considered environmental protection is in their best interest (Wiernik, 2016). (Clair, Milliman, & Whelan, 1996) came up with the four-step model of environmental HRM; 1) guidance of environmental vision 2) share the vision and goals with employees 3) evaluation of environmental performance of employees and 4) recognition of employees through reward system. In addition to this, (Huselid, 1995) and (Renwick et al., 2013) proposed the notion of GHRM with specific practices of HRM, further considered GHRM as a proactive approach to environmental management. The systematic discussion above help to propose the conceptual framework presented in figure 1.

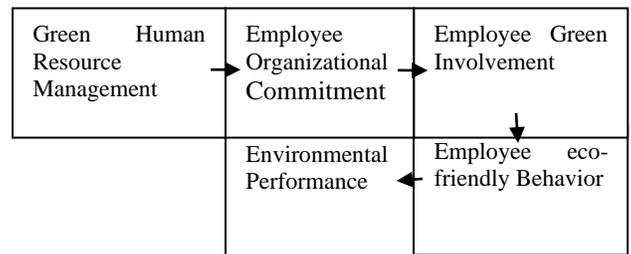


Figure 1: Conceptual framework

For empirical assessment of the above stated conceptual framework, study adopted the subsequent methodology.

RESEARCH METHODOLOGY

The study is quantitative in nature and primary data was collected through self-administered survey. Pharmaceutical sector companies operating in Pakistan were taken as social lab to test the hypotheses. Purposive sampling technique was used and total 148 questionnaires were found completed for data analysis. To measure the variables, tool of Green HRM (5 items), employee eco-friendly behavior (7 items), and environmental performance (7 items) was adopted from (Kim et al., 2019) employee green involvement (6 items) was adopted from (Tang et al., 2018) and employee organizational commitment (6 items) was adopted from (Chen, Lin, & Chen, 2012). For inspecting path coefficient and mediation effect ADANCO software was used. The results of the analysis along with the graphical representation of the path model are as follows.

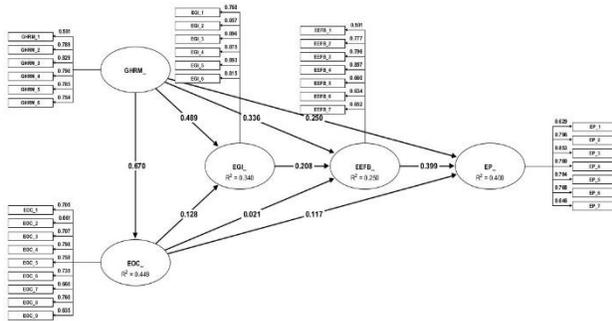


Fig 2: Graphical representation of the path model

RESULTS

Evaluation of measurement model

The value of Cronbach alpha should be greater than 0.6 is considered acceptable (Hair, Sarstedt, Pieper, & Ringle, 2012). Table 1 shows the construct reliability (internal consistency) through Cronbach alpha and Dijkstra-Henseler's value, which are greater than 0.7 hence considered fit for further analysis. Results show that the value of each construct is greater than 0.7 which suggests that all constructs are reliable. Table 1 also shows convergent reliability through average variance extracted (AVE). According to (Hair et al., 2012) AVE value explains minimum 50% variances, thus its value is at least 0.5. Thus, table 2 depicts that all AVE values are more than 0.5, hence, results support the convergent validity because its constructs explained well its AVE. Discriminant validity was assessed through (Fornell & Larcker, 1981) method, the purpose of checking discriminant validity is to assess that constructs do not correlate with one another (Ringle, Sarstedt, Mitchell, & Gudergan, 2018) it is the square root of AVE values, Table 2 shows all square root values of AVE are above which portrays that all values are greater when compared to its correlations on the diagonal.

Table 1: Construct Reliability and Validity

Variables	Items	Alpha	rho_A	AVE
Employee Eco friendly behavior	EEFB1	0.831	0.84	0.50
	EEFB2			
	EEFB3			
	EEFB4			
	EEFB5			
	EEFB6			
	EEFB7			
Employee Green Involvement	EGI1	0.924	0.92	0.72
	EGI2			
	EGI3			
	EGI4			
	EGI5			
	EGI6			
Employee Organizational Commitment	EOC1	0.879	0.88	0.51
	EOC2			
	EOC3			
	EOC4			
	EOC5			
	EOC6			
	EOC7			
	EOC8			
	EOC9			
Environmental Performances	EP1	0.872	0.87	0.57
	EP2			
	EP3			
	EP4			
	EP5			
	EP6			
Green Human Resource Management	GHRM1	0.851	0.865	0.57
	GHRM2			
	GHRM3			
	GHRM4			
	GHRM5			
	GHRM6			

Table 2: Discriminant Validity (Fornell and Larcker)

	1	2	3	4	5
1	0.5777				
2	0.4489	0.5112			
3	0.3308	0.2079	0.7259		
4	0.2204	0.1160	0.1685	0.4979	
5	0.2663	0.1772	0.2820	0.3096	0.5717

Evaluation of structural model

Table 3: Structural Model

	Coefficient (R ²)	Adjusted R ²
EOC	0.449	0.445
EGI	0.340	0.330
EEFB	0.250	0.234
EP	0.400	0.399

The above table 3 shows the R² value of the constructs explains variability of constructs, where 0.25, 0.40, and 0.80 shows weak, moderate and strong association respectively. The R² value of EFB=0.250 weakly explains that 25%

variation is caused in environmental performance by employee eco-friendly behavior. The EGI weakly explains that 34% variation in environmental performance is because of employee green involvement. The moderately 40% of variation is explains in environmental performance is due to employee organizational commitment and 40% variation is causes in GHRM by environmental performances. The value of adjusted R^2 can be adjusted by many reasons, it decreases when the model is improves by the predictors, its values are always lower than R^2 . Above table 3 shows that the values of adjusted R^2 of all constructs are decreasing as compare to R^2 values. The below table 4 shows the values of the path coefficients of the inner effect of the constructs which explains that the EEFB (employee Eco-friendly behavior) has the strongest inner effect on EP (environmental performance) (0.399), followed by Green HRM (0.250). Thus, it is verified that the path coefficients of all constructs are greater than 0.1 which depicts that all constructs are statistically significant except employee organizational commitment which is 0.02 lower than 0.1 that (Bhatti, Waris, Zaheer, & -Ur-REHMAN, 2011). Human Capital has received major attention in present era research. Talent can be any individual who is committed, motivated and performs effectively. The successful utilization of individual capabilities can contribute positively to performance and enhance organizational image. It is very challenging to retain talent with in organization and keep them motivated. Most importantly they are one of the sources of competitive advantage. Talent drain and executive theft is the major challenge faced by the HR managers throughout the corporate world. Therefore it is important to retain them by keeping them motivated and committed to the organization. This research studies the effect of commitment and motivation on individual and how that contributes towards organizational performance. If employees perceive that their efforts are recognized by the organization they feel motivated and level of commitment will rise. Paper is based on conceptual study. In future empirical study will be conducted to test the conceptualized model.

Table 4: Path Coefficients

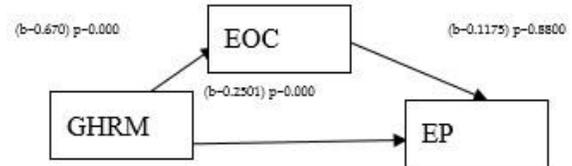
	Dependent variable			
	EOC	EGI	EEFB	EP
GHRM	0.670	0.489	0.336	0.250
EOC		0.128	0.020	0.117
EGI			0.207	
EEFB				0.399

Mediation analysis

The regression analysis is considered for estimating the following relations where GHRM= green human resource management, EP= Environmental Performances, EEFB= employee eco-friendly behavior, EOC= employee organizational commitment and EGI=employee green involvement.

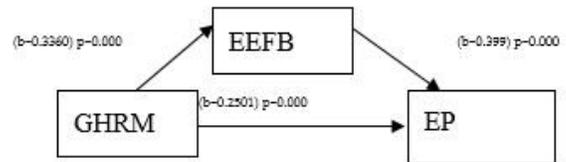
Mediation model one

The estimated model 1 doesn't fulfill the mediation requirement, as it is observed in (below model 1) that the significant value of EOC-EP is $p > 0.8800$ which is greater than $p > 0.05$ thus, study proposed that employee organizational commitment has not significantly mediates the impact of GHRM on EP (Muller, Judd, & Yzerbyt, 2005).



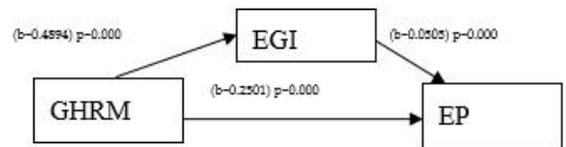
Mediation model two

The estimated model 2 shows that $p < 0.05$ of all variables, hence it shows that EEFB significantly mediates the impact of GHRM on EP.



Mediation model three

The estimated model 2 shows that $p < 0.05$ of all variables, hence it shows that EGI significantly mediates the impact of GHRM on EP.



According to (Muller et al., 2005) mediating variable functions only when it fulfills certain conditions. 1) Firstly, relationship between independent (GHRM) and dependent variable (environmental performances) must be significant as seen in above mediation model 2 and 3; 2) Secondly, predictor (GHRM) must significantly impact the mediator (EEFB and EGI) in model 2 and 3 respectively; 3) Thirdly, the mediator in model 2 and 3 significantly influence the outcome variable (EP) while keeping the predictor (GHRM) as a controlling variable; 4) The last condition is the change in the magnitude (value) of path coefficient of (GHRM-EP) in presence of EEFB and EGI (mediating variables). The above figures show that the study fulfills all conditions to apply for the mediation analysis on model 2 and 3. According to (Muller et al., 2005) the reduction in the path coefficients values (mentioned below in table 5) proposes a partial mediation. (Hair et al., 2012) identified the calculation of VAF (variance accounted for) to know the mediation effect strength (mentioned below in table 5), VAF greater than 80 explains complete mediation, VAF between 20-80 shows partial mediation and VAF less than 20 explains no mediation, thus, through regression

analysis it is found that study explains partial mediation given in table 5. Further there is no need to find the strength of model 1 because it doesn't fall under mediation criteria, the formulae for VAF is as follows;

$$VAF = \frac{a \times b}{(a \times b) + c}$$

Table 5: Mediation effect

Hypo	VAF	Coefficients		P-value	Decision
		β	β		
Ha7	24.6%	0.533	0.244	0.000	Supported
Ha10	30.7%	0.325	0.242	0.000	Supported

DISCUSSION

The discussion revolves around to the basic question that does GHRM impacts on environmental performances of the pharmaceutical sector of Pakistan? Study tested ten hypotheses that help in fulfilling the study's objective. After analysis study found that GHRM has a positive impact on environmental performances. Managers who can provide environmental training and try to develop and implement environmental policy as one of the firm's core values can contribute in the success of environmental performance through reducing wastage and preserve water usage. It will also enhance the firm reputation nationally and abroad (Haddock-Millar, Sanyal, & Müller-Camen, 2016)-(Bhatti, Waris, Zaheer, & -Ur-Rehman, 2011). Further, study was presumed that employee organizational commitment plays significant role in making employee green involvement, however our findings rejected this assumption and result is contradict with (Bhatti et al., 2011). The reason behind this is perhaps managers and employees are not able to match their values with the firm values, which in turn decrease the sense of ownership among employees. This matching can be increased by developing mutual learning climate and communication channel, about green behavior. Results reveal that GHRM has a significant impact on employee green involvement, and employee organizational commitment. Since GHRM practices enable employee to understand that eco-friendly can be the part of their performance and be rewarded hence employees are involved and participate in environment management and green issues. Beside this, they also care about the excellence of their firm. This study finding depicts that GHRM is significantly helps in improving employee eco-friendly behavior which is likely true due to effective selection of employee and training which in turn enable employee to think and act green at workplace by conserving and reusing the material, used during the working activates. Moreover, results revealed that employee green involvement doesn't help in improving employee eco-friendly behavior in organizations. This finding is surprising and rejects the previous findings reported in literature. The reason would be the weak organizational culture policies towards environment, which makes employee to less care about the recycling at workplace and preserve energy. Results showed that (table 5) EGI and EEFB are significantly mediates the relationship between GHRM and environmental performances of the

pharmaceutical firms in Pakistan. It means that employees who care and participate to preserve environment are contribute in improvement of firm position and reputation in market while reducing nonrenewable materials purchases which in turn reduce overall cost and create a good word of mouth regarding the firm green behavior. This discussion led us to conclude our study based on our results and analysis in the subsequent section.

CONCLUSIONS

This study concluded that GHRM practices are positively impact on environmental performances while employee organizational commitment has not significantly mediates the relationship between green HRM and environmental performance, whereas employee green involvement and employee eco-friendly behavior are the partial mediator in depicting the relationship of green HRM and environmental performance in pharmaceutical sector of Pakistan. Welcoming ideas and suggestions by the employees on enhancing environmental performances are the core part of green human resource management practices; firm's responsibility is to motivate and involved employees for creative thinking in order to make their environment friendly. Cost cutting is the biggest challenge for any organization; firms must make policies to encourage employees to reduce cost in their operations so that it will help firms to reduce the cost consumption, through that organization can safe their environment in the worsen condition. Employees feel safe when policies are in favor of employees, this increase their sense of belonging with the firm that can help the organization during the hard times and it can also lower the employee turnover in the firm due to that organization and employees have the same objective to reach at the milestone where firm enjoys profitability along with the greater friendly environment. The policies and values of the firm must be clear and communicated with all the employees and in favor of the environment management. Organization must support employee eco-friendly behavior that help employees to committed and take care of the firm utilities, preserve useful resources within the firm such as use of water, electricity and paperwork, through which firm can make the environment safe and secure. The study successfully completed its objectives while due to time constraints study do not covered other factors. Future researcher can imply the same model in academic institutions and financial institutions. Present study found the partial mediation in the given variable (EGI and EEFB) relationship, however, further it can extent through expanding it by moderated-mediation model.

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