

## The Green HRM Impact on Employees' Environmental Commitment: Mediating Effect of Organizational Pride

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**Abstract:** This study investigates green HRM practices on employees' environmental commitment, focusing on mediating role of organizational pride. This study extended research aims to deeply understand, how green HRM influences EEC through organizational pride. The study reveals that green HRM practices enhance employee commitment towards environmental sustainability, leading to improved stronger environmental commitment of employees. Organizational pride act as mediator, derived from employees' contentment and self-worth associated with their organization, plays significant role in enhancing employees' commitment in environmental initiatives. Hence, current study utilize 267 samples from the employees' of plastic industry of Pakistan, more over empirical testing was carried out utilizing partial least squares-SEM in Smart PLS 3.0 software. Using the social identity theory, the study suggests that employees' identification with environmentally responsible practices boosts organizational pride and commitment. This research contributes to the existing body of knowledge on green HRM and sustainability, offering insights into psychological processes that link green HRM and EEC. The findings emphasize fostering organizational pride significance; enhanced employees' commitment via EEC and excellent organizational green HRM practices.

**Keywords:** Employees' environmental commitment, Green HRM practices, Sustainability, Organizational pride, Employees' behaviors.

### 1. Introduction

The environment degradation and depletion of natural resources are two of the biggest worldwide concerns that society is currently confronted with in modern world. To meet their

strategic objectives, businesses all over the world are adopting environmentally friendly business strategies as response to demands that are being exerted towards all from the international community (Yasir et al., 2020). Green human resource management strategies are becoming increasingly popular among modern firms as a means of addressing environmental problems. The green human resource management (HRM) are closely connected ideas since these both involved analyzing the effects that a company's operations have on society and environment (Ali et al., 2020). Also, Ali et al. (2020) emphasized how important it is for businesses to shift their attention from only financial growth through green HRM methods responsible and sustainable. Also, a corporation can improve its environmental performance and achieve various advantages through the incorporation of green HRM. Also, employees work performance, green behaviors have got its role both in and outside, and possibly increased financial performance are some of the benefits that could gain familiarity. The green HRM activities are done with the intention of generating positive environmental effects. In the field of green HRM and sustainability commitment, prior study have contributed to existing knowledge (Hameed et al., 2020). In addition to this, it will also provide more in-depth understanding of psychological processes that link green HRM and EEC. Putting into practice environmentally responsible HRM methods appears efficient methods for fostering employees' dedication to environment. As a result of firms' capacity to develop sustainable culture of HR practices with environmental aims and values, employees motivated more actively support and promote activities that are environmentally friendly. Further, in the times, employees' make environmental issues priority, it could increase innovation and efficiency levels of the workers (Amjad et al., 2021), that boosts commitment. Also, prior research indicates a strong link among green HRM and EEC (Ahmad et al., 2023). Moreover, some researchers address the gap (Ahmad et al., 2023), the investigating mechanism that connects green HRM and EEC. The research issues addressed by study centered on gaining mechanisms and processes that are responsible for employees' environmental commitment as well as sense of organizational pride. It is claimed that green HRM methods would promote pride among workers and offer evidence of strong commitment to environmental concerns. The theory of social identity suggests people obtain identity and, belonging from social-groups involvement, and utilized for explaining organizational pride's importance in terms of their functional role. The likelihood of employees experiencing heightened sense of pride and greater connection for values and aims that increased firm employees' environmentally friendly HRM methods and successfully communicates sustainability dedication. The following research goals are intended to be accomplished through the current study:

1. To explore mechanisms contributing to connection among green HRM and EEC among employees' working in plastic industry of Pakistan.
2. To examine potential impact of organizational pride and EEC among employees' working in plastic industry of Pakistan.
3. To investigate organizational pride mediating influences among green HRM and, EEC among employees' working in plastic industry of Pakistan.

## **2. Literature review**

Green HRM:

GHRM represents HRM activities, standards, and ideas to justify organizational resources for environmental usefulness (Dumont et al., 2017). Green HRM policies and practices encourage employee motivation and enable them for contributing towards environmental sustainability. Employee green activities improve workplace outcomes, according to research. Human resource management aims to improve employee performance through several techniques. Given the importance of environmental challenges, these mechanisms are being studied extensively (Ali et al., 2020; Shahzad et al., 2023). Beyond normal HRM practices scope, the

purpose of research is broaden the understanding of green HRM. For instance, recent research (Muisyo et al., 2022) has investigated several varieties effects of leadership, such as green leadership ideologies, on intermediary effects of leadership styles. These findings are the reflection of the ongoing efforts that professionals in industry are making to further investigate elements that link green HRM enhanced performance outcomes.

EEC:

EEC attitudes have long been recognized important precursors for pro-environmental activities. According to (Ren et al., 2022), EEC refers to mental attitude that encompasses connection and responsibility towards environmental concerns. EEC has traditionally been key HRM practices outcomes. However, the employee environmental commitment aspect has not been extensively studied (Sharma et al., 2021). Recent research by Rodjam et al. (2020) has provided evidence that EEC plays crucial role in linking green-HRM and organizations financial performance. Despite growing interest in understanding how EEC influences employee performance and organizational outcomes, remains need for further clarification of specific processes that connect green HRM and EEC. This research aims to identify potentially valuable factors that influence green HRM practices relationship and EEC. (Haque & Ntim, 2018) have shown that company environmental policy has a greater impact on EEC than individual ecological convictions. Also, current study seeks to investigate organizational pride that presents additional insights into mechanisms in this relationship.

Organizational pride:

According to Widyanti et al. (2020) "The measure of organizational pride (OP) is based on how much individuals derive contentment and self-worth from the current organization". This measure is an indicator of the success of an organization, as it reflects the employees' morale and commitment towards the organization. It also reflects the degree to which employees feel proud of the present organization and identify with its goals and values. According to (Anh & Tri, 2022) organizational pride has significant impact on employee commitment, as it fosters sense of loyalty. In fact, research has shown that OP considers stronger predictor of EEC compared to other factors such as culture. This highlights cultivating sense of pride within organization and also enhances employee commitment. Whenever employees see that their company's policies, such as environmental initiatives, are valued by others, such that experience increased pride and exhibit enhanced environmental commitment.

Hypothesis Development

Green HRM and EEC activities

The research so far recommend that green HRM activities had put influences on the EEC (Dumont et al., 2017). These green HRM activities utilized sustainable policies implementation, the use of environmentally friendly technologies. The research also suggests that these activities can lead to increased job satisfaction and enhance environmental commitment. Moreover, research has indicated that organizations such that emphasize green HRM activities not only instills a strong sense of environmental responsibility among employees but also enhance their overall well-being (Ahmad et al., 2023). This, in turn, leads to greater job satisfaction, improved productivity, and a positive influence on the company's financial performance. A powerful HRM strategy might favorable and substantial interactions between employees at work, such as employee commitment. This is because employee attitude is a component of HRM operations. In the context of the environment, (Ansari et al., 2021) proposed that implementation of environmental initiative that has the potential to reinforce EEC among employees such that are environmentally committed at work. In fact that green HRM relationships and EEC has not been the subject of a significant number of empirical scholarly investigations (Ahmad et al., 2023; Ansari et al., 2021). Additionally, their consistent participation in organization's environmental initiatives strengthens their comprehension of corporate environmental goals and policies, which in turn fosters an employee's sense of commitment to environmental issues (Afsar & Umrani, 2020). Implementing GHRM strategies,

like green training and incentives, can enhance employee commitment to environmental causes. This is primarily due to improved communication and employees' GHRM initiatives (Malokani et al., 2024; Ren et al., 2022). For instance, environmental education equips employees with knowledge about environmental issues and fosters environmentally conscious attitudes and behaviors, leading to sustained environmental commitment. Financial incentives can also motivate employees green initiatives in the shape of providing bonuses and rewards. Furthermore, creating environmental responsible culture can also in create supportive environment for green initiatives. Overall, environmental concerns are connected with employee awareness is heightened through training employees in GHRM practices, focusing on the organizational operations as well as environmental impact. Hence, it is proposed that:

H1: Green HRM activities impact EEC among the employees of Plastic industry in Pakistan.

#### Organizational Pride and EEC activities

The relationship between OP and EEC is hypothesized to be interconnected through various psychological mechanisms (Widyanti et al., 2020). OP becomes at satisfactory level when employees' begins to gain recognition on the behalf of their organization and had great impact on their views and activities, particularly regarding environmental responsibility. First, it is suggested that corporate pride could serve as mediator in connection among green HRM practices and EEC (Elshaer et al., 2023). It is more probable that employees would absorb values and aims of firm, including its environmental policies, also feel high levels of organizational pride. This internalization has potential result in more robust commitment to supporting and engaging in the environmental activities that the firm is undertaking. Therefore, it is anticipated that the relationship between green HRM techniques and EEC is mediated by corporate pride. Secondly, organizational pride is hypothesized to have a direct positive effect on EEC (Malokani et al., 2023; Gouthier & Rhein, 2011). Employees such that feeling proud of their organization are likely to display increased discretionary efforts, including environmental sustainability. Moreover, organizational pride can enhance employees' willingness to engage in EEC. Thus, hypothesize that OP enhancing likelihood of employees engaging in EEC & green HRM. Additionally, sense of pride and positive emotional attachment can enhance employees' motivation to support and actively participate in the organization's environmental initiatives, fostering a culture of sustainability and EEC in the organizations. Therefore, this is possibly accomplished through exploring these hypotheses:

H2: Organizational pride is positively influencing on EEC among the employees of Plastic industry in Pakistan.

#### Organizational pride (OP), green HRM and EEC:

In order to increase positive employee behavior, organizations should focus on enhancing employees' organizational outputs (Raza et al., 2021). More, Anh & Tri (2022) also found that organizational pride acts as a direct relationship among employees' perception of commitment and job satisfaction in service industry. Hence, OP highlights connection between employees and organization (Malokani et al., 2023; Sturm et al., 2022). Nevertheless, the topic of organizational pride has received limited attention in field of management and organizational behavior research (Elshaer et al., 2023). According to social identity theory, when employees evaluate a firm's engagement in green HRM, it positively affects their sense of pride in organization (Zhu et al., 2021). Organizational green HRM initiatives make a substantial impact on the company's reputation. Employees have a sense of pride when they are associated with a company that makes positive contributions to society and the environment. Moreover, research

on the mediating effect of organizational pride on the relationship among GHRM and individual attitude is still relatively scarce (Ali et al., 2020). Therefore, it is proposed that:

H3: OP mediating effects in association among green HRM and, EEC among the employees of Plastic industry in Pakistan.

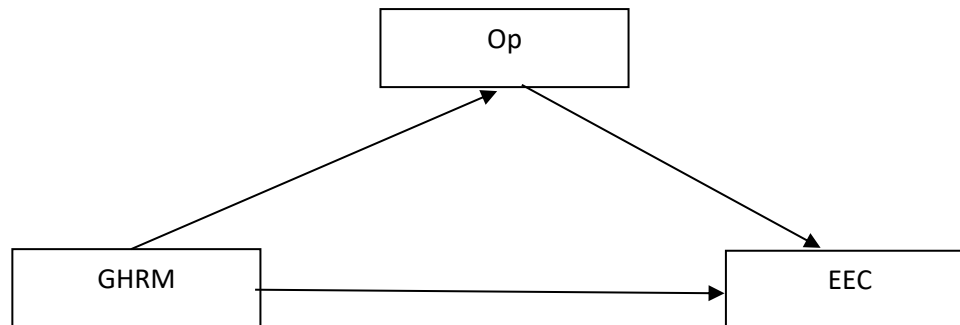


Figure 1: Conceptual framework

### 3. Research Method:

#### Sample population:

In Pakistan, the population consisted of non-managerial employees' working for plastics industry. CSR-related activities are a strong feature of the plastic sector. By concentrating on this industry, the study aims to provide valuable insights into how organizational pride can enhance EEC, ultimately contributing to the industry's sustainability efforts. Understanding these dynamics can help the plastic industry in Pakistan develop more effective strategies for promoting environmental responsibility and achieving sustainability goals. In January and February of 2022, data were collected. 515 questionnaires distributed to employees who were not in managerial positions. English was used for the survey because it is recognized as Pakistani official language. For this reason, the majority of educated people find it simple to read and comprehend English language. The total number of questionnaires that were issued was 515; however, only (309) returned, resulting in 60% response rate. Ultimately, 267 questions were accepted for data analysis. For collecting data purpose against each question, Likert-type scales with five points were utilized. One for "strongly disagree" and five for "strongly agree", taken into consideration. The participant's demographic data are summarized in Table 1, which offers access to this information. PLS-SEM in smart PLS 3.0 was utilized in order to perform the analysis on the data. Using PLS-SEM is advantageous for a number of reasons, including the fact that it can handle non-normal data and is suitable for use with insufficient sample sizes. It is possible to use PLS-SEM for confirmatory research as well, despite the fact that it is typically advised for exploratory studies as well as explanatory one's.

Table 1: AVE, Factor-loading, Reliability

		Loading	A	CR	AVE
Green HRM	GHRM-1	0.863	0.88	0.91	0.63
	GHRM-2	0.805			
	GHRM-3	0.804			
	GHRM-4	0.772			
	GHRM-5	0.693			
	GHRM-6	0.805			
OP	OP-1	0.795	0.829	0.886	0.661
	OP-2	0.827			
	OP-3	0.845			
	OP-4	0.783			

EEC	EEC-1	0.791	0.872	0.901	0.568
	EEC-2	0.703			
	EEC-3	0.767			
	EEC-4	0.860			
	EEC-5	0.836			
	EEC-6	0.664			
	EEC-7	0.625			
	EEC-8	0.792			

Measurement Scale:

Green HRM:

The green HRM practices scale taken from the study (Dumont et al., 2017). An example of an item “My company sets green goals for its employees” and “My company provides employees with green training to develop employees’ knowledge and skills required for green management.” In this study, the reliability calculated using Cronbach’s  $\alpha$  was .88

EEC:

The EEC scale provided through (Paillé et al., 2022). An example of an item is the following, “I feel personally attached to the environmental concern of my organization.” In this study, the reliability calculated using Cronbach’s  $\alpha$  was .87.

Organizational Pride:

Organizational pride has the six indicators (Widyanti et al., 2020). An example of an item “Employees feel happy to be part of an organization” “Employees are proud of what their organization has achieved”. In this study, the reliability calculated using Cronbach’s  $\alpha$  was .83.

#### 4. Results:

Single-factor test:

A data single source might present problem of common method variance (CMV) (Hair Jr et al., 2021). For the purpose of this study, data were obtained exclusively from personnel who did not hold managerial positions at enterprises in the plastic sector of Pakistan. The single-factor analysis developed by Harman was utilized in order to determine whether or not CMV was present. In the event if a single component is responsible for a sizeable amount of the variance that exists among the variables, this is an indication that there may be a problem with the CMV method. Only 32.91 percent of the variance can be described by a single fixed component, according to the findings of Harman's single-factor analysis, which is below the maximum criterion of fifty percent. Accordingly, researcher able to draw conclusion that no problem with CMV because of this finding.

The measurement model:

An evaluation of a measurement model was carried out in the first phase of the project. As recommended by (Hair Jr et al., 2021), methods (like convergent validity, discriminant validity,  $\alpha$ ) were used. Both composite reliability and Cronbach alpha values were utilized, to evaluate variables dependability. Every single number is greater than the cutoff of 0.70, which indicates that the reliability is excellent. The observed variables outer loadings and AVE were utilized in order to investigate the concept of convergent validity. The findings demonstrated that the factor loadings of every indicator were more than the threshold of 0.50, which was the cut-off parameter (Hair Jr et al., 2021). The deletion of two items that had low outer loadings was carried out. The next phase involved determining the convergent validity of the data by utilizing the AVE values. All of the variables had AVE values that were greater than 0.50 thresholds. As a result, there are no potential problems with convergent validity. In accordance with findings (Henseler & Fassott, 2010), the criterion of Fornell-Larker utilized, for assessing discriminant validity. Table 3 displays the findings of the Fornell-Larker criterion, which reveals correlation among variable is less than AVE square root (Sarstedt, Hair, Ringle, Thiele, & Gudergan,

2016). This is the conclusion that can be drawn from the data shown in Table 3. In Fornell-Larker criterion, is current technique that may be used to evaluate the discriminant validity of a questionnaire. Table 4 presents HTMT-ratio, which is approach in measuring discriminant validity. All of numbers are lower than the maximum cutoff of 0.90, so considering discriminant validity successfully established. So, table-5 demonstrates VIF are all lower than threshold, which indicates that there are no worries regarding the possibility of multicollinearity among the variables that were investigated in this study. Consequently, researchers are able to proceed with the subsequent analysis with complete assurance.

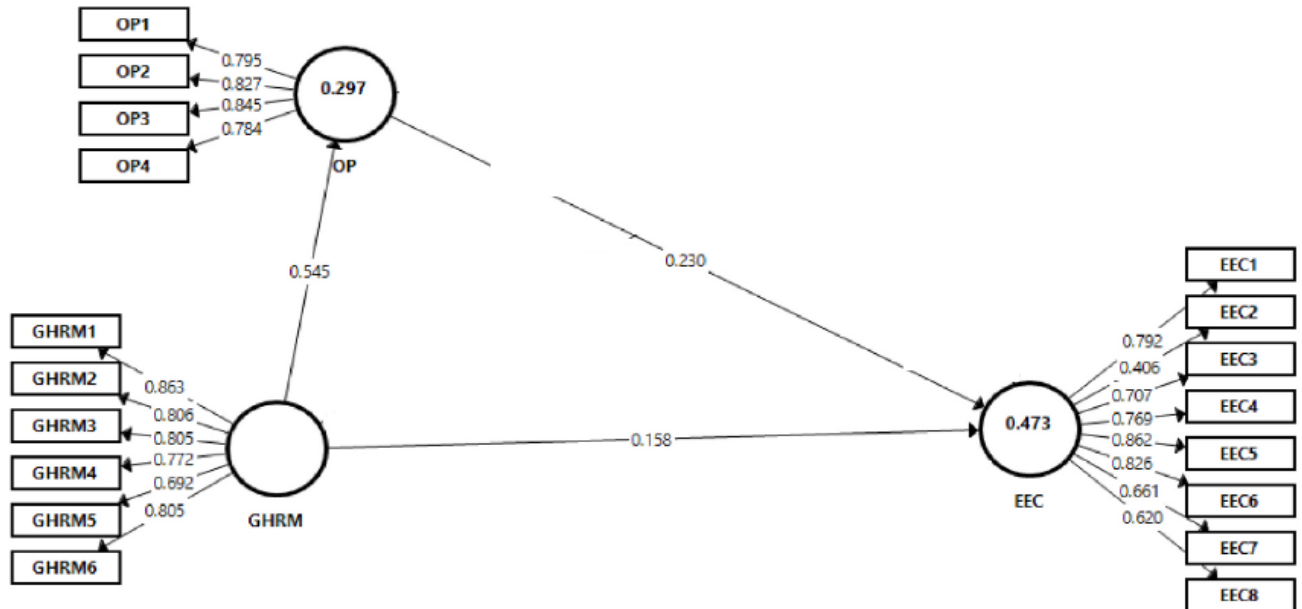


Figure 2

Table 2: Discriminant validity

	OP	EEC	GHRM
OP	(0.813)		
EEC	0.591	(0.754)	
GHRM	0.621	0.532	(0.792)

Hypotheses testing

Table 2 presented correlations coefficient is significantly positive association with each other. In order to test the hypotheses, the structural model was executed using the bootstrap approach, which R<sup>2</sup> for primary dependent items, which was EEC. In Hair Jr et al. (2021) criteria proposed, R<sup>2</sup> for EEC is .48, that considered moderate range.

Presented in Table 6 are the findings concerning both direct and indirect correlations. Based on the findings, it can be concluded that green HRM has positive correlation with EEC ( $\beta = .12$ ,  $p < 0.05$ ). In addition, it is worth noting that the correlation between OP and EEC is statistically significant ( $\beta = 0.23$ ,  $p < 0.05$ ), so confirming and appeasing H-2. However, mediating influence of organizational pride among green HRM and EEC is likewise significance, ( $\beta=.45$ , LLCI: 0.329, ULCI: 0.45). Therefore, the green HRM impact on EEC was partially mediated by environmental pride. Therefore, the third hypothesis, H3, is likewise supported.

Table 3: Hypothesis testing

Hypotheses	Path	Std. Reg weights	p-value	Result
H1	GHRM → EEC	.545	**	Supported
H2	OP → EEC	0.23	**	Supported

Table 4 Mediation

Hypotheses	Path	Std. Reg weights	Lower	Upper
H3	GHRM → EEC→OP	0.45	0.329	.556

## 5. Discussion

This study delved into Green HRM practice impact on EEC within Pakistan's plastic industry, focusing on how Organizational Pride (OP) mediates this relationship. The findings underscored that Green HRM initiatives significantly enhance EEC by fostering a workplace environment where employees are more knowledgeable about and engaged in environmental sustainability efforts. Organizational Pride emerged as a critical factor, mediating EEC and green HRM. The study contributes theoretically by extending social identity theory to environmental contexts. Practically, it suggests that organizations can strengthen their sustainability initiatives by promoting OP through clear communication of environmental goals, continuous green training, and aligning incentives with sustainable practices. Future research could explore longitudinal effects across diverse industries and countries to deepen understanding of how Green HRM could effectively drive employee commitment to environmental sustainability.

### Theoretical implications

The existing body of research generally concentrates on investigating the direct connection between green human resource management and EEC. However, gaps exist about instruments that are at play in this relationship. In light of the fact that this work has significant theoretical implications, it is imperative that more possible mediators that are capable of effectively driving behavioral changes be identified. Researchers have the potential to get their hands on more effective mechanisms for boosting desired behaviors if they are able to uncover mediators that have bigger effects on behavioral acts. With this, the study is able to move closer to developing the causal process for behavioral change. This requires further examination of variables that have already been considered, as well as the examination of variables that have not yet been considered or potential variables of mediation. Through an analysis of the mediating functions of OP, this study makes a contribution to the existing body of knowledge regarding green HRM impact on EEC. Researchers' comprehension is improved as a result of this research because it investigates the mediating functions that organizational pride plays within the social identity theory framework. Moreover, study results indicate that when combined with green HRM methods, organizational pride that employees and affiliation considering EEC are powerful drivers. The social identity theory is not only supported by this, but practical application considering green HRM. This research fills a contextual need in the existing body of literature by concentrating on the plastic industry in Pakistan. In-depth knowledge of how employees in this particular setting view green HRM and also mediating OP affects green HRM on EEC. As a result of this context-specific knowledge, it is possible that social identity theory could be adapted and applied in other cultural or industrial contexts that are comparable.

### Managerial implications

Due to the fact that stakeholders are gradually more demanding that organizations prioritize green HRM to boost sustainability, this study nevertheless has significance for practitioners, despite the fact that data for the study were acquired from the Pakistan plastic industry. By demonstrating environmental responsibility during green HRM strategies, organizations have the opportunity to improve their reputations and reinforce their connections with key stakeholders. The findings of this study, which investigate the relationship among green HRM and EEC through the mediation of OP, have the potential to offer academics a profound comprehension of fundamental mechanisms that underlie the influence of green HRM practices on EEC. It is also possible for it to

assist organizations in better comprehending circumstances under which green HRM approaches are most efficient. Hence, mediators could more successfully improve environmental outcomes; therefore identifying them might also be beneficial to environment. This is because these mediators can be identified. Businesses have the ability to improve sustainable performance using GHRM techniques, encourage employees to place a greater emphasis on EEC. A major contribution to the environmental performance is made by these activities that are friendly to the environment. Companies who are working towards achieving their sustainability goals and reducing their impact on the environment should also take this into consideration. This is most likely due to the fact that employees who have the perception that their organization is accountable to the environment are more likely to exhibit higher levels of organizational pride.

## **6. Limitations/future research directions**

The findings of this study have a few limitations that could be addressed by subsequent research. To begin, the data collection method utilized was a cross sectional approach; hence, the entire influence of green HRM on EEC has not yet been completely investigated. For the purpose of analyzing changes in EEC that have occurred as a result of the adoption of green HRM, future studies could make use of a longitudinal research design. Second, the research was conducted in Pakistan, a country that is considered to be in the process of evolving and possesses a culture that is distinct from any other. Confirming the conclusions of this study could be accomplished through future studies that investigate current model in economies developed. Additional research could be conducted in the future to study the various pathways that exist between green HRM and EEC, namely trust. Overall, model that was used in this research might be expanded to incorporate other green outcomes for employees. These outcomes could include green innovation, green information exchange, and environmental performance of the employees.

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