



How Green Organizational Culture and Voluntary Workplace Green Behavior Impacted By the Green HRM Practices & Applications: The Role of Environmental Commitment as a Mediator

Umer Farooq¹, Usman Nasir², Ihsan Ul Haq³, Iftikhar Hussain⁴, Sehar Abid⁵ & Muhammad Arif Gul⁶

¹Visiting Lecturer IIU Islamabad, Visiting lecturer & Resource Person at AIOU Islamabad, Pakistan,

Email: malikumar731@gmail.com

²Research Scholar, Department of Management and Administrative Science, IIU Islamabad, Pakistan,

Email: usmannasir041@gmail.com

³Master of Business Administration, Faculty of Management Sciences, IIU Islamabad, Pakistan,

Email: ihsanulhaqiiu@gmail.com

⁴Visiting lecturer at Faculty of Social Sciences, IIU Islamabad, Pakistan, Email: iftikhar9793@gmail.com

⁵Department of Banking and Finance, University of Gujarat, Pakistan, Email: seharabidpk001@gmail.com

⁶Research Scholar from FMS, IIU Islamabad Pakistan, Email: muhammad.ms1276@iiu.edu.pk

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Corresponding Author:

Umer Farooq

Email:

malikumar731@gmail.com

ABSTRACT

Recently, there has been a growing awareness of the importance of environmentalism and the adoption of various environmental management practices in the business community. Based on the assumptions of Social Learning theory (SLT), this study has unveiled Green HRM practices to study green organizational culture and voluntary workplace green behavior. How green practices influences Employees and Organizations (Internal and External) culture and voluntary workplace green behavior. How green practices enhances the existing green organizational cultural values and voluntary workplace green behavior to become a role model for others organizations, society and employees as well, especially in Pakistani context. This study tried to assess how green human resource management practices helps to enhance the progress or productivity of existing or already adopted green organizational culture and voluntary workplace green behavior and how green human resource management practices motivate the employees and organizations to adopt green organizational culture and voluntary workplace green behavior to meet the futures climate challenges and world sustainable goals. The data have collected from the employees of (Rawalpindi & Islamabad) banking sectors of Pakistan. This study validated the framework using the mediation technique in PLS-4 software and SPSS 21. Results has supported the mediating effect of Environmental Commitment between Green HRM, Green Organizational Culture and Voluntary Workplace Green Behavior (VWGB), this study have concluded with implications, limitations and directions for future research.



Introduction

In general, green HR mainly deals with green human resources and supports the sustainability of existing resources in the organization, but there is a significant gap in the human resource management (HR) literature regarding the human resource environment. There is a need to develop a green HRM strategy, including literature, methods and models, and consider their impact on the company's overall outcomes. Additionally, there is a great deal of pressure on businesses to include green HR policies and practices into their entire business plans (Hosain & Rahman, 2016). GHRM and EM in business, urbanization, industrialization and other fields have recently merged. He is primarily responsible for managing the work of personnel, and these working conditions are good. Green HR practices are mainly used to reduce the carbon footprint of each employee and the information capital of the holding company. It also plays an important role in encouraging employees to take care of resources and participate in waste management to control pollution. Companies are advised to be more aware of each green HRM option, the need for the development of a combination of environmental management with human resource management. Therefore, academic analysts and experts have recently been taking this term into account. This study examines GHRM practices in organizations based on many contemporary writings (Ali, Islam, Chung, Zayed, & Afrin, 2020).

Although many academics have emphasized the value of GHRM in encouraging employees to practice environmentally friendly habits, there hasn't been much study done in this area. Furthermore, the material that is currently in print on GHRM mainly offers perspectives from a Western perspective. Management's commitment is to create human energy that truly activates the human mind, because the activation of energy and mind is the source of the realization of green ideas, and without them, green goals cannot be achieved (Jabbar & Abid, 2014). Environmental sustainability is the main interest of "organizations to combat environmental problems and improve "their performance. Government officials are pushing businesses that deal with green goods and services because environmental protection is now a widely discussed issue. Organizational" policy makers are more likely to implement green practices now that environmental sustainability" is a growing trend in order to meet their objectives. Green human resource management (GHRM) practices, according to prior research, are helpful in lowering costs and are also essential to improving organizational environmental performance. GHRM is described as "HRM activities that improve good environmental outcomes" (Gupta, 2018).

Voluntary "Workplace Green Behavior (VWGB)" among employees, informal workplaces focus on the sustainability of the organization's environment (Alsetoohy, Al-Abyadh, Döngül, Agina, & Elshaer, 2022). "VWGB represents the environmental initiative ways of organizational behavior and includes" environmental practices such as reducing electricity consumption, reusing and recycling office supplies whenever possible in the workplace. A green supportive climate partially mediates green learning and green behavior in voluntary workplaces (Kim, Kim, Choi, & Phetvaroon, 2019). The effects of employees' attitudes towards green selection, performance management, and compensation practices related to VGWB through employee moral awareness. The findings of the study highlight the need for organizations to provide a consistent set of signals about their environmental commitment using GHRM practices (Garavan et al., 2022). The influence of organizational culture on business decision-making, the purpose of the study was to formulate a conceptual model for understanding the influence of organizational culture that affects business decision-making. Employees environmental performance, employee commitment and motivation are essential for achieving good organizational environmental performance, and green human resource management techniques (GHRM) can play a significant role in fostering environmental concerns.

According to recent literature in the field of environmental management, employee behavior is crucial to improving environmental performance (ÚbedaGarcía et al., 2022). GHRM focuses the organization's key stakeholders, namely the employees, and takes a more comprehensive approach. GHRM allows for the measurement and influencing of employee sustainability attitudes, behaviors, commitment, and performance, the implementation of the relevant green policies and development (Raza & Khan, 2022). Green Service Behavior, a favorable assessment of a company's environmental initiatives and green policies encourages them to adopt more environmentally friendly operations. Engaged in their work and displaying good green behavior are characteristics of energetic and passionate employees. Corporate social responsibility has a positive but small effect on employee social responsibility. When a company has a green culture, its employees act in an environmentally friendly way by recycling, cutting back on printing, and shutting off lights. An organization's "green culture" encourages its workers to act sustainably in the community (Pan, Abbas, Álvarez-Otero, Khan, & Cai, 2022).

The physical environment has positive and significant effect on employees performance (Shenoy & Uchil, 2022), Through environmental training, empowerment and rewards, management can strengthen networks of environmentally friendly working conditions that motivate them to behave in an environmentally responsible manner (Karatepe et al., 2022b), Explaining environmental sustainability research consistently shows that supervisory support plays an important role in shaping the work context to create conditions conducive to employee environmental behavior. Employees' environmental behavior is motivated by supervisor support, regardless of the supervisor's trust or loyalty to the supervisor. In the absence of support from managers, the employee's environment is strengthened by trust in and commitment to the manager (Paillé, Mejía-Morelos, Amara, & Norrin, 2022). Green HRM encourages employees to be committed and focused on their personal and professional goals to promote the use of green business practices. Green HRM is seen as offering a holistic view of the problem and aligning employees with the environmental strategy of the organization (Farooq, Yusliza, Muhammad, & Saputra, 2022).

Despite many researches have documented the validity of the theoretical link among employee commitment. Further research is required, in GHRM practices and social line of organizational sustainability while including mediation as well as moderation, as employee green behavior at workplace, government policies and trade unions role. Secondly, how to change GHRM practices into employee performance and its unforeseen components are as yet not satisfactory. Thirdly there is not such study which has investigated Green Practices effects on green organizational culture. Earlier examinations normally interface the impact of corporate social responsibility usage with endorsed organizational culture at work. It is established fact that, GHRM practices could result in green organizational culture directly and indirectly through organizational context as well as also within factors keeping Voluntary Workplace green behavior (VWGB) and environmental commitment (EC) at all level. Considering this, the main objective of the present study is to propose a theoretical framework that examines the antecedents of environmental commitment (EC) and underlines the role of GHRM practices in relation to voluntary green workplace behavior (VWGB) and green organizational culture GOC). As modern era of technology and advancement is bringing some challenges for the mankind to cope with them ,environment sustainability is amongst the top challenge which this age of technology and industrialization is presenting, and especially this issue is still unaddressed in developing economies like in Pakistan in which major cities are now being industrialized on mass scale but in these industries employees do not have much awareness as how they can contribute towards the sustainability of environment during their working . It is the need of the time to explore the factors to provide supportability toward environment sustainability and research is required to explore the underlying mechanisms which

can maintain sustainability in the organizations contributing toward the goodness of the environment.

Table 1: Definitions of the variables

Variables	Definition	Authors
Green Human Resource Management Practices	<i>Systematic, planned alignment of typical human resource management practices with an organization's environmental objectives.</i>	(Jabbour, 2013)
Environmental Commitment	<i>Environmental commitment as emotional commitment, identification, and engagement in environmental behavior.</i>	(Cantor et al., 2012).
Voluntary Workplace Green Behavior	<i>"Voluntary employee actions" that contribute to the environmental sustainability of the organization in which they operate, but are not regulated by formal policies or environmental management.</i>	(Alsetoohy et al., 2022)
Green Organizational Culture	<i>Green organizational culture is defined as a pattern of shared assumptions related to "environmental and environmental management" issues. Organizational culture components can be integrated into the green approach to identify indicators of green organizational culture.</i>	(Shahriari, Tajmir Riahi, Azizan, & Rasti-Barzoki, 2022)

Literature Review

GHRM practices and Green Organizational Culture

The present study underpins Social Learning theory (SLT) which investigates between independent variable: GHRM and dependent variable: Green Organizational Culture and Voluntary Workplace Green Behavior with mediating variable Environmental Commitment. According to our knowledge, no existing publications exist which have instigated completely, direct, mediating or interactive influence GHRM practices on green organizational culture and voluntary workplace green behavior with environmental commitment as mediator. According to Social Learning theory (SET) relationship of GHRM practices, green organizational culture and voluntary workplace green behavior with environmental commitment can be explained. (Lambert, 2000), this hypothesis defines about conditions in which people, that is, employees obliged to respond when they actually advantage from others, for instance organizations, colleagues or supervisors.

An organization which regularly invests on its employees in the form of training and development, for improving working conditions with respect to environment sustainability it creates sense of belongingness among the employees and they feel that organization considers them real valuable asset ,employees automatically give environmental related performance and help to create green organizational culture, motivate the organizations and employees as well to expand existing green organizational culture. When employees behave environment friendliness or positive attitude builds in their working styles keeping them engaged in their routine tasks enabling the firm to achieve two goals i.e.one to keep its employees embedded and second to keep them its employees aware with environmental issues in their routine operations and motivate to create and expand green organizational culture for the organization betterment and fight against climate changes.

Therefore it can be hypothesized; GHRM practices have positive influence on Green organizational Culture.

H1: GHRM practices significantly and positively impacts on green organizational culture.

GHRM practices & Voluntary Workplace Green Behavior (VWGB)

Social learning theory says that people learn social behavior by observing and imitating the actions of others. Social learning theory invented by psychologists Albert Bandura and B.F. Open in New as an alternative to behaviorist psychologist B.F. Skinner's prior work. Often used as the hypothetical setting for employee turnover and retention research is (Kelley, 1959; Daprano, Coyle, & Titlebaum, 2005) for understanding employee and management relationships. In perspective of HRM Practices, employees feel committed (Simard, Doucet, & Bernard, 2005) to respond by duty, dedication, (Mossholder, Settoon, & Henagan, 2005) positive conduct or behavior (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001). Besides, SLT portrays that when an organization supports trained their employees and own them, employees perform better and help to achieve organizational goals and objectives (Bibi, Ahmad, & Majid, 2018). At that point we deduce that contented employees are happy with their services performing as environmentally because of the management's interest in Green human resource practices and Green organizational culture accordingly showing remaining with environment committed to their services because both know that these practices are beneficial for us.

By highlighting the significance of leaders' VWGB and team green efficacy on team-level green innovation, this study extends the multilevel phenomena. It also offers useful recommendations for cultivating leadership for environmentally sustainable innovation (Cai, Yang, Bossink, & Fu, 2020). Green HRM practices can have a significant and positive impact on voluntary environmental behavior in the workplace by creating an environment that encourages and supports environmentally sustainable actions. Some of the ways that green HRM practices can influence voluntary green behavior include: Communication and education: Green HRM practices that focus on education and communication of an organization's commitment to sustainability can increase employee awareness of environmental issues and encourage is to adopt more ecological behavior. Incentives and rewards: Providing incentives and rewards for green behavior can increase employees' motivation to engage in voluntary environmental actions. Role Modeling: When senior leaders and managers demonstrate environmentally responsible behavior, it can set an example for employees and encourage them to follow suit. Organizational support: By providing resources and support for green initiatives and activities, organizations can facilitate employees' adoption of sustainable practices in the workplace. In conclusion, Green HRM practices can have a significant positive impact on voluntary environmental behavior in the workplace by creating a supportive and encouraging environment that motivates employees to adopt green practices. If voluntary workplace green behavior has impact on green innovation so we can say that it definitely help to create green organizational culture.

H2: GHRM practices significantly and positively impacts on Voluntary Workplace Green Behavior.

Mediating effect of Environmental Commitment between Green HRM and Green Organizational Culture

Environmental commitment is a psychological connection to the natural world and a long-term orientation towards it (Sun et al., 2022). The effect of environmental commitment between green HRM and green organizational culture can be significant. A green HRM approach aligned with a green organizational culture can lead to several positive outcomes: Increased employee

engagement: When employees see that the organization is committed to sustainability, they are more likely to be motivated to participate in green initiatives and activities. Better reputation: Organizations that are known for their commitment to sustainability are often perceived more favorably by stakeholders, customers and the general public. Increased competitive advantage: Adopting a green approach to human resource management can give organizations a competitive advantage by reducing their environmental impact and costs associated with resource use. Enhanced innovation: A green organizational culture can encourage innovation and the development of new, more sustainable products and services. The integration of green HRM and green organizational culture can lead to a more environmentally sustainable workplace and positively impact the organization and its stakeholders.

(Raineri & Paillé, 2016) research demonstrated a high correlation between corporate commitment and environmental performance. By examining the relationship between corporate commitment and employees' environmentally friendly conduct and GHRM, their literatures, which are based on social identity theory, have grown further. Environmental management practices convince organizations to act. (Stites & Michael, 2011). (Tariq, Yasir, & Majid, 2020), This study looks at how personality traits and workplace support for the COVID-19 pandemic affect changes in employee organizational commitment and related improvements. According to (Mihalache & Mihalache, 2022), we can therefore presume that an environmental commitment will aid in the development, expansion, and motivation of a green organizational culture and voluntary green workplace behavior.

H3: *Environmental Commitment significantly and positively impacts on green organizational culture.*

H4: *How Environmental Commitment mediates the relationship between Green Human Resource Management practices and Green Organizational Culture.*

Mediating effect of Environmental Commitment between Green HRM and Voluntary Workplace Green Behavior

Green HRM (Human Resource Management) refers to workplace practices that are aimed at promoting environmental sustainability. It includes policies, procedures, and programs that are designed to minimize the environmental impact of the organization's operations and promote green practices among employees. On the other hand, voluntary environmental behavior in the workplace refers to employees' activities outside of their normal job duties that contribute to environmental sustainability. These actions are carried out on a voluntary basis and may include behaviors such as carpooling, energy reduction and recycling. The relationship between Green HRM and voluntary green behavior in the workplace is that Green HRM can create a supportive environment that encourages and rewards voluntary green behavior.

By giving employees the tools and resources they need to be environmentally responsible, organizations can create a culture of sustainability that motivates employees to take an active role in reducing the environmental impact of their actions. (Yu et al., 2019) supporting the concept of environmental performance as, for example, individual efforts for environmental sustainability, ingress to give up personal satisfaction, reduction of resource wastage, use of new environmentally friendly products and support of government adaptation policies. (Kim et al., 2019) confirmed that employees' positive perception of GHRM increases their organizational commitment, environmental behavior and environmental performance, and supported the study (Raineri & Paillé, 2016) research showed a high correlation between corporate commitment and environmental performance. By examining the relationship between corporate commitment and employee pro-environmental behavior and GHRM, their literature, which is grounded in social

identity theory, has further grown. Environmental management practices persuade organizations to act (Sites & Michael, 2011). (Tariq et al., 2020) study investigated how workplace support for the COVID-19 pandemic and personality traits influence changes in employees' affective commitment to the organization and work well-being. (Mihalache & Mihalache, 2022), according to this study, can assume that employees are effective help create or expand the process of green organizational culture.

The relationship between Green Human Resource Management (Green HRM) and Voluntary Workplace Green Behavior can be strengthened by the mediating effect of Environmental Commitment. Environmental Commitment refers to an individual's belief in the importance of environmental protection and their willingness to engage in environmentally responsible behaviors. Green HRM practices, such as providing training and development opportunities for employees on environmental issues, offering eco-friendly incentives, and involving employees in environmental decision-making, can contribute to the development of Environmental Commitment among employees. This, in turn, can encourage employees to engage in voluntary workplace green behavior, such as reducing energy consumption, recycling, and using sustainable transportation methods. Thus, the mediating effect of Environmental Commitment in the relationship between Green HRM and Voluntary Workplace Green Behavior implies that Green HRM practices can indirectly influence employees' voluntary green behavior through their increased Environmental Commitment. By adopting Green HRM practices, organizations can create a culture that values environmental sustainability and motivates employees to act in environmentally responsible ways.

H5: *Environmental Commitment significantly and positively impacts on Voluntary Workplace Green Behavior.*

H6: *How Environmental Commitment mediate the relationship between Green Human Resource Management practices and Voluntary Workplace Green Behavior.*

Research Methodology

Research design provides a thorough strategy for the overall study, (Zechmeister & Posavac, 2003). Basically, research design is the initial development or blueprint of a research, which, scholar planned for upcoming future, it entails all components of a research like a glue that holds everything. The fundamental purpose, behind this study is going to observe or empirically analyze the mediating role of environmental commitment, voluntary workplace green behavior between independent variable i.e. Green human resource management (GHRM) practices and the dependent variables i.e. Green organizational Culture. Primarily current research point out a theory based gap from current literature, and this slot be filled by developed model to test established hypothesis, therefore, current research follow the deductive approach. Research which adopt deductive approach are regarded as more methodological transparent in nature than other approaches stated by, (Aguinis, Edwards, & Bradley, 2017). Current study be conducted in natural environment with using non-contrived setting.

This empirical study is quantitative in nature which focused on hypothesis testing and the data be collected according to it and behaviors or attitudes of employees through self-administered survey questionnaire method be accessed which is considered appropriate for researches involving causal nature. Researchers fundamentally, in social sciences, (Naseer, Raja, Syed, Donia, & Darr, 2016) adopt convenience sampling technique for data collection. So by seeking guidance from past researches and scholars, present study adopt non-probability convenience sampling technique for data collection. (Van Blerkom, 2008) defined a population as “the entire group of individuals or observations that you are interested in, or that are under study. Employees of banking sector are the focused population of current research. Sampling technique used by the researchers due to

resource and time constraint as it is difficult to collect data from the entire population. But, it should be noted that selecting sample, care and greater attention should be given as selected sample have the representative of whole population.

This study survey is self-administered and responses be recorded through providing necessary guidance to the respondents and employees of OG grade 1 and 2 are our respondent from the bank who are operating on the roadmap of “Green Banking” under State Bank of Pakistan 2015 guidelines. As banking sector in Pakistan claims to operate while relying on the notion of sustainability and GHRM so it called as, Green Banking or (Paperless banking). Through convenience sampling technique researcher collected the data to determine the impact of GHRM Practices (GHRM) on Green organizational culture with mediating role of environmental commitment and voluntary workplace green behavior from Rawalpindi and Islamabad branches. Many researchers have proposed a different range for determining sample size (350 to 400). Questionnaires which float all are in English, as Official language of Pakistan is English and people can easily understand English (Naseer, Donia, Syed, & Bashir, 2020).

Self-administered survey be used. Currently, years (Shahzad, Raja, & Hashmi, 2020) many researchers used English questionnaire for their studies conducted in Pakistan (Javed, Rashid, Hussain, & Ali, 2020). This study float the questionnaires during working hours after seeking permission from branch managers while adopting convenience sampling technique from above mentioned Bank’ branches. Regression analysis be used to analyses the data by using SPSS as this study involved testing research hypothesis from a prediction perspective and requiring latent variable scores for measurement of GHRM which used for follow-up analyses. A simple mediation analysis carried out through smart PLS software’s. Adopted questionnaire be used to collect data and regression analyses be used to test the data. Current study adopted 5 point Likert type scale. This is on the grounds (Weisberg, Weisberg, Krosnick, & Bowen, 1996) proposed that a short scale might be intellectually simpler, however it may not separate respondents' sentiments. Then again, (Preston & Colman, 2000) contend that human data preparing ability can be augmented by utilizing a 5 point response scale. Through three processes Construct validities be verified; the model fit through PLS-4 (SRMR & NFI); followed by, Average Variance Extracted (AVE); and lastly reliability test.

Results and Analysis

The data that has been collected is then analyzed to find out how the objectives of this research have been achieved. For each variable that makes up the research model, a number of scale items are drawn in the form of sentences in which responses related to the variable are given. A five-point Likert scale was used for all measurements, "Convenience sampling was used to collect data, which included physical visits to the bank. A total of 440 questionnaires were distributed and 370 respondents completed". Finally, structural equation modeling (SEM) with Smart PLS was chosen as a response analysis technique to test the study's hypothesis. These estimates comprise the SEM estimate using "Smart PLS," the measurement model, outer loadings, convergent and discriminant validity, and a demographic and socioeconomic summary using SPSS.

Table 2: Reliability Analysis

S.No	Variables	Items	Cronbach’s Alpha
1	GHRM	08	.824
2	GOC	06	.827
3	VWGB	06	0.745
4	EC	08	0.707

According to Cronbach (1951), widely acknowledged guideline for describing internal consistency using Cronbach's alpha, a larger number of questions in a test can erroneously increase the value of Cronbach's alpha, whereas a sample in a narrow range can reduce the value of alphas. As a result, this tenet must be carefully considered. The value of Cronbach alpha was shown in table 2, with excellent estimates of internal consistency ranging from 0.70 to 0.82, and not expected is below 0.40. The result shows that the data is Reliable. All variables are above the internal consistency of .70.

Model Measurements Fit

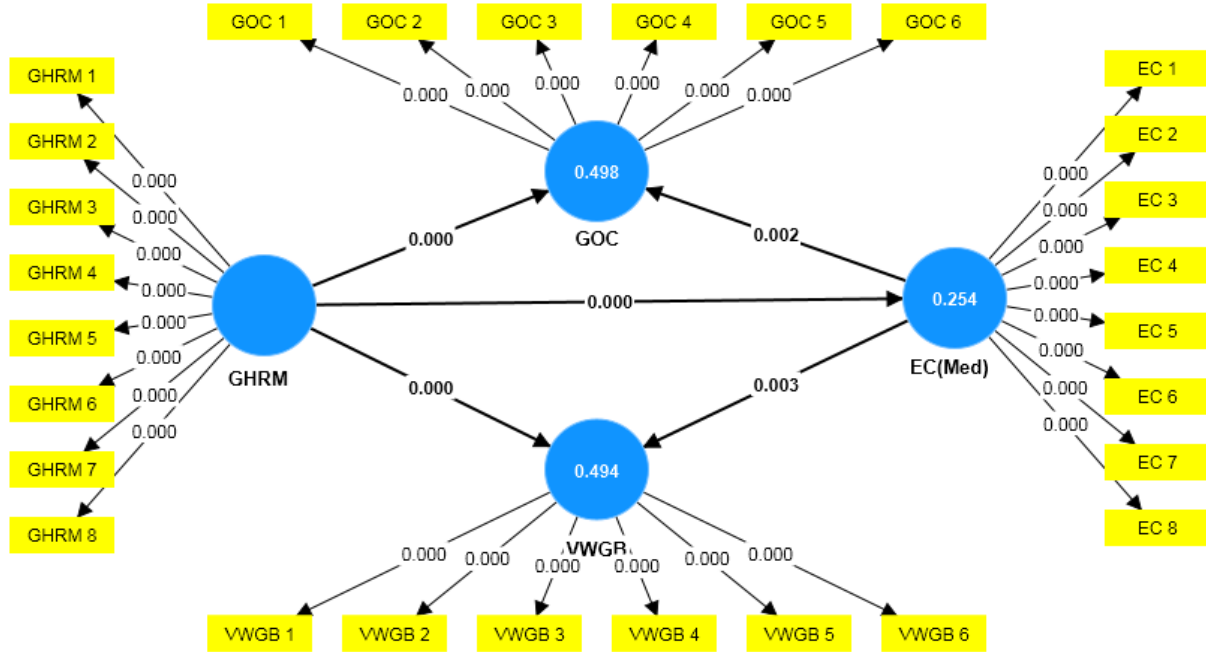


Figure 1: P Values, PLS-4

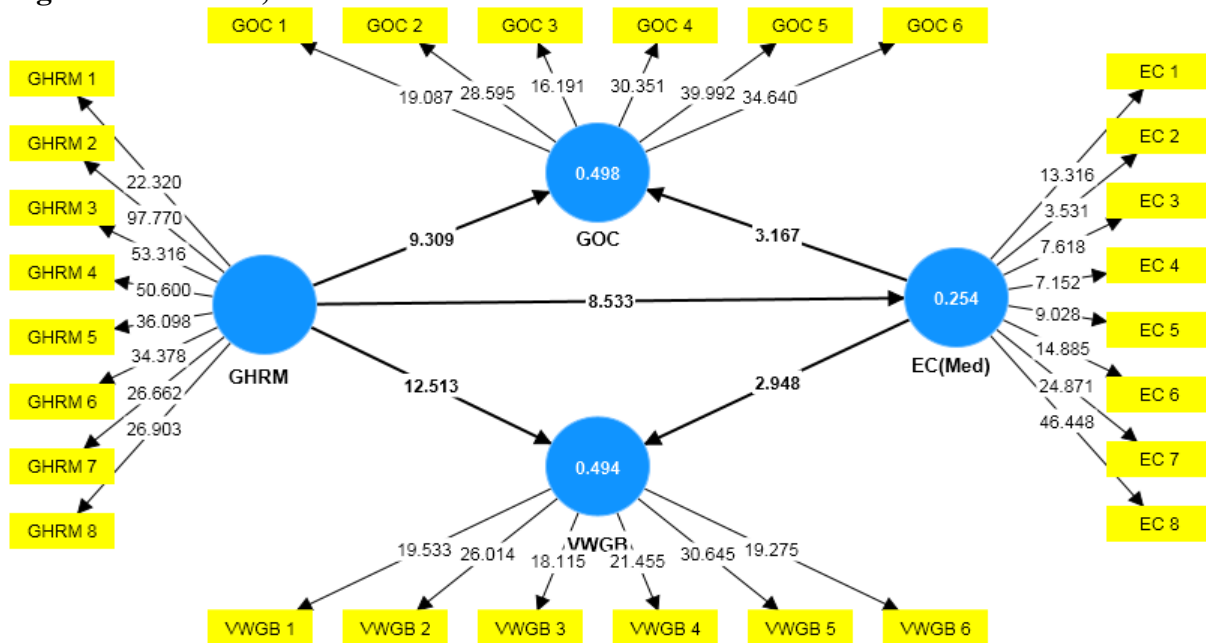


Figure 2: Total Effect Values, PLS-4

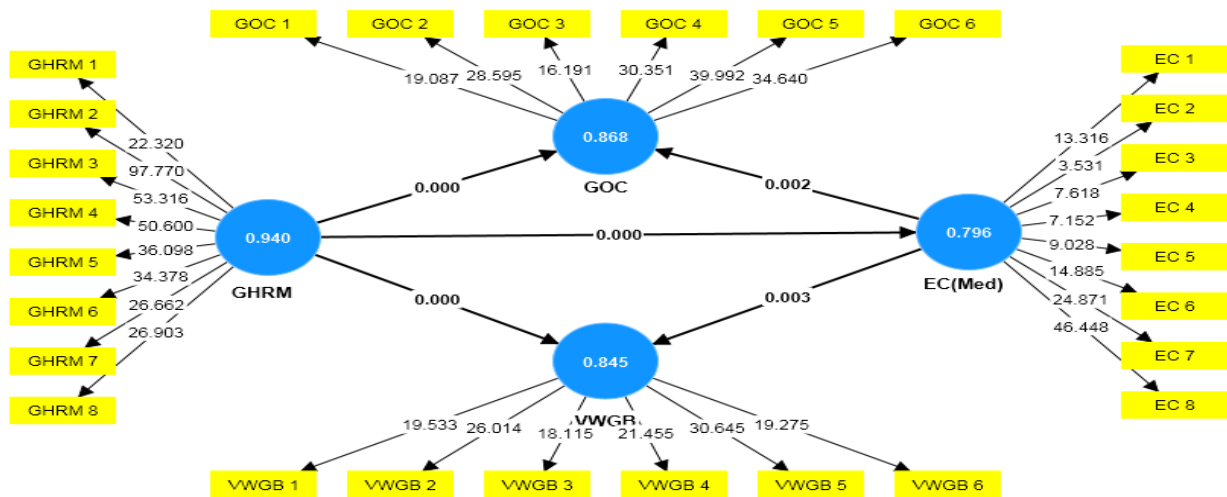


Figure 3: Cronbach Alpha Values, PLS-4

In this result analysis describe the measurement model including R-squared values, paths between constructs, and indicators measuring latent variables. According to, Hult, Ringle, and Sarstedt (2013), "Measurement models describe the use of related indicators to measure latent variables. General guidelines for factorial reliability in a measurement model with a loading value of 0.719 or higher are mentioned in relation to the reliability of the measurement model", This standard indicates that all the latent variables of the study are reliable and valid, which indicates that this study is appropriate. It also shows that GHRM and EC are positively correlated, with a path coefficient value of 0.504. Similarly, the total indirect effect value of 0.112 shows a positive relationship between GHRM and EC and GOC. Similarly, the total indirect value of 0.057 indicates a positive relationship between GHRM and EC and VWGB. Looking at this diagram, it is considered that all the latent variables of the research are reliable and valid which indicates that the research is acceptable. The measurement model in the analysis of this result consists of indicators measuring latent variables.

Table 3: Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
<i>EC(Med) -> GOC</i>	0.222	0.227	0.070	3.167	0.002
<i>EC(Med) -> VWGB</i>	0.113	0.117	0.038	2.948	0.003
<i>GHRM -> EC(Med)</i>	0.504	0.507	0.059	8.533	0.000
<i>GHRM -> GOC</i>	0.567	0.563	0.061	9.309	0.000
<i>GHRM -> VWGB</i>	0.639	0.636	0.051	12.513	0.000

As shown in Table, model fitness, path coefficient analysis, and other models can be described as models that show the relationship between learning constructs and latent variables. According to this table, there is a statistically significant correlation between EC -> VWGB 0.113 and GOC intention score is 0.222. The path coefficient between GHRM > GOC is 0.567 and GHRM > VWGB is 0.639, which is positive and significant because P values is less than 0.05, and total statistics for GOC (9.309) and for VWGB (12.513) the path coefficient table supported our study, model and hypothesis.

Table 4: Total Indirect Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
<i>GHRM -> EC > GOC</i>	0.112	0.118	0.045	2.489	0.01
<i>GHRM -> EC > VWGB</i>	0.057	0.060	0.024	2.377	0.01

This table 4 shows that GHRM has positive mediating effect on GOC through mediating variable EC with P Value 0.01 which should be less than 0.05. GHRM has positive mediating effect on VWGB through mediating variable EC (0.057) with P Value 0.01 which should be less than 0.05.

Table 5: Total Effect

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
<i>EC(Med) -> GOC</i>	0.222	0.227	0.070	3.167	0.002
<i>EC(Med) -> VWGB</i>	0.113	0.117	0.038	2.948	0.003
<i>GHRM -> EC(Med)</i>	0.504	0.507	0.059	8.533	0.000
<i>GHRM -> GOC</i>	0.567	0.680	0.041	16.375	0.000
<i>GHRM -> VWGB</i>	0.639	0.696	0.040	17.194	0.000

This table 5 shows that GHRM has direct effect 0.567 on GOC and positive mediation exist through the mediating variable EC with P Value 0.000, which should be less than 0.05. GHRM has direct effect 0.639 on VWGB through mediating variable EC with P Value 0.000 which should be less than 0.05. The total effects in table 5 fully in support of study which shows the positive significance with all the variables.

Discussion and Conclusion

In this chapter of conclusion, this study explain the relationship details of hypothesis and to provide the arguments in both aspects such in favors of acceptance and in opposite side on the bases of proposed hypothesis. Here study is to disclose the strong and weak point also to provide some future direction for extended research work. The main purpose of this current research work to study the Impact of Green Human Resource Management (GHRM) practices on Green Organizational Culture (GOC) & Voluntary Workplace Green Behavior (VWGB): Mediating effect of Environmental Commitment (EC). Our results indicate that there is a positive relationship between of Green Human Resource Management (GHRM) practices on Green Organizational Culture (GOC) shown in result table (supporting H1). Clearly, the results of this comprehensive study provide in-depth knowledge on how banking companies can better fulfill their ethical responsibility towards the environment. The findings show a positive relationship between GHRM practices and green organizational culture (GOC), with a possible exposition being that the circulation of effective environmental themes and norms through the GHRM bundle promotes the development of employees' environmental management-based skills and motivations. Thus employees are given the opportunity to accurately engage in the environmental development of their company (Cantor et al., 2012). GHRM and Voluntary Workplace Green Behavior (VWGB) have a positive relationship, as economic value is added to the banking industry, and the implementation of green practices leads to lower costs, greater sustainability and a renewed focus on corporate social responsibility, enhancing company reputation and enhancing community health and safety (Vyas, 2016).

In fact, GHRM has been linked to increased efficiency in the use of resources (Schmidheiny, 1992), resulting in lower costs through initiatives to recycle products, conserve. Furthermore, all these practices play a crucial role in enhancing the organization's reputation among stakeholders to attract more workers, suppliers, customers and government (Abdullah et al., 2015). In to relate this study, a positive relationship is also found between the GHRM and Voluntary Workplace Green Behavior (VWGB) in result table (results (supporting H2) to improve the employees' skills, cost reduction, improved quality, working behavior increased, services positively impacted. In addition, by maintaining a positive reputation, a company can benefit from a number of social benefits such as increasing employee morale and fostering consumer loyalty and satisfaction (Eltayeb et al., 2011). On the other hand, instead of being associated Environmental Commitment significantly and positively impacts on green organizational culture and voluntary workplace green behavior in the results (supporting H3, H4). Organizations need to culture working its mean that environmental commitment directly impacted on green human resources management's practices. However, environmentally conscious businesses generally see favorable long-term effects. An organization's reputation is usually enhanced by actions, for example, choosing ethical suppliers, which result in increased sales (Geng et al., 2017; Longoni et al., 2016).

According to this hypothesis, the first factor that influences voluntary workplace green behavior is environmental commitment, which is ingrained in developing Asian economies where recycling is not widely practiced. This study demonstrates the effect of cross-functional environmental management systems on sustainable performance and highlights the relationship between voluntary workplace green behavior practices and GHRM. The results clearly show that GHRM and Voluntary Workplace Green Behavior practices have independently partial influence in the organization. The findings of the present study, however, revealed a strong and significant link between GHRM bundle practices, voluntary workplace green behavior and green organizational culture (supporting H5 and H6). These findings are consistent with the recent findings of Nejati et al. (2017), Longoni et al. (2016), and Teixeira et al. (2016). According to the RBV (Hart and Dowell, 2011), the linkage between GHRM and EC can help organizations reduce implementation barriers (Teixeira et al., 2016). In addition, it should incorporate environmental practices (GHRM and voluntary workplace green behavior practices) to build a holistically green firm, to support mutual learning (Mishra and Mishra, 2017).

They stressed that by reducing primary cost centers, these practices help businesses save money and gain an environmental competitive advantage through increased sales and innovation (Mishra and Mishra, 2017). Theoretically, GHRM practices can strengthen the banking sector's environmental commitments by integrating environmental ideologies into business operations, according to (Nejati et al. (2017) and (Longoni et al. 2016). Therefore, this study is relevant to the larger conversation about the design of cross-functional environmental commitment management systems. The findings of the current study are in fact consistent with theories put forward in previous significant theoretical studies that argue that cross-functional integration is necessary for effective environmental management (e.g., Boerle, 2003; Wong, 2013). The findings of the study, in particular, mainly support the proposed mediation model, according to which GHRM and environmental commitment practices must be managed cross-functionally. In fact, as they overcome barriers, human resource practice alignment is significant and essential to greening businesses.

In fact, GHRM plays a vital role in enhancing eco-friendly ideas and merits, and it gives staff members the opportunity to incorporate them based on the SC company's development. Additionally, GHRM has grown in importance in the field of business management as businesses increasingly recognize the value of green efforts for the environment as well as for attracting and retaining top employees. The results also show a positive correlation between the use of Int-GSCM

and GHRM bundle practices, which in turn leads to a positive correlation between GHRM bundle practices and SP (supporting H7c). Many advantages have resulted from a company implementing both GHRM and GSCM, including an engaged workforce, enhanced employee productivity, and an enhanced brand (Mishra and Mishra, 2017). Both GHRM studies have shown theoretically and empirically that specific practices designed to improve the performance of an organization lead to higher sustainable performance, as shown in the literature review. While it is true that GHRM fields have emerged and developed together, it is also true that in doing so, the connection between GHRM practices and sustainable performance has been neglected (Jabbour and de Sousa Jabbour, 2016; Longoni et al., 2016). This research therefore selected environmental concepts and explored how environmental principles and norms can be disseminated in an organization to mitigate a wide range of environmental problems.

Theoretical implications

This research seen as an answer to the literature by directing the current need to investigate the incorporate impact of resource GHRM and environmental commitment practices on the performance of banking sectors and by determining precisely what can stimulate enhanced capability (Longoni et al., 2016; Jabbour and de Sousa Jabbour, 2016). This study provides evidence that GHRM is a legitimate strategy that businesses can use to improve implementation, which can have a beneficial impact on their long-term performance in banking sector organizations. In addition, this work confirms and enhance the basic knowledge outlined the earlier literature. Primarily, it offers empirical support for the claim that the integration of environmental management into banking and HR organizations improves the performance of sustainable environments. The need for environmental strategies that develop management practices in conjunction with GHRM practices is highlighted by this research. Consequently, this study supports other studies highlighting the importance of green HRM for successful GHRM. Our “understanding of how organizations strategically engage their human resource functions to improve their environmental sustainability is enhanced by the discovery of these links, which define the theoretical priority and validity of GHRM practices in the banking sector setting. Third, given the paucity of empirical studies relating GHRM to settings (Jabbour and de Sousa Jabbour, 2016; Longoni et al., 2016; Nejat et al., 2017), study contributes to field by providing confirmation from a developing country outlook (in the context of Pakistan) that balances the information that already exists from rich countries. Last but not least, it can be argued that this study adds to the literature by testing what was previously considered a Western-oriented tool in the context of Asia, where there has been a noticeable lack of research focus in this theoretical framework.

Managerial Implications

Practically, this study can assist banking sector companies in achieving robust, long-term performance by directing their managers to connect environmental strategy goals with particular HRM practices. Employees may become very involved in establishing environmental practices as a result of this engagement. The main argument is that organizations should invest in supply chain management and human resource management friendly models of environmental commitment management because doing so can improve the company's sustainable performance. Second, the study findings provide guidelines for managers to emphasize synergistic investments in GHRM, such as programs to increase staff knowledge and motivation. Managers should then continue to make targeted investments and develop cross-functional strategies for green management. Third, the findings of this study simultaneously provide management guidance for those seeking to enhance sustainable performance. Internal operational work processes should be considered. Because the integration of environmental requirements beyond organizational boundaries falls short of fully demonstrating the organization's capabilities, this situation may require more care.

Study Limitations and Future Research

Several limitations identified in this study, these limitations can serve as a foundation for future research. First, given that all participating organizations in this study came from the same country and because the regulatory environment, national culture and organizational background may influence GHRM practices and their performance, this may limit the generalizability of the results. Integration of sustainability into HR practices, Green HRM will continue in future to evolve by embedding sustainability principles into recruitment, training, and performance management processes. Technology-driven sustainability solutions, HR departments will increasingly leverage technology, such as AI and data analytics, to measure and improve their environmental impact, from reducing energy consumption to promoting eco-friendly employee behaviors. Global collaboration and standards, the future of Green HRM will involve international cooperation and the development of standardized frameworks to ensure consistent and impactful sustainability practices across organizations and industries. Emphasis on ESG integration, Green organizational culture will increasingly prioritize the integration of Environmental, Social, and Governance (ESG) factors into core business values, decision-making and performance metrics. Employee empowerment and engagement, fostering a green culture will involve empowering employees to take ownership of sustainability initiatives, fostering a sense of purpose, and encouraging innovation for eco-friendly practices. Stakeholder collaboration, Companies will collaborate with diverse stakeholders, including customers, suppliers, and communities, to co-create and reinforce a green culture, promoting transparency and accountability in sustainability efforts.

Gratification and incentivization, Companies will increasingly use gratification and reward systems in future to encourage voluntary workplace green behavior, making sustainability initiatives more engaging and appealing to employees. Personalized sustainability programs, tailored green behavior programs that cater to individual employee interests and preferences will become more prevalent, promoting a perception of possession and commitment to sustainability goals. Integration of technology, Advances in technology, such as IoT and data analytics, will enable real-time tracking and feedback on green behaviors in future, allowing employees to make more informed choices and companies to measure and improve their environmental impact effectively. Net-zero and carbon neutrality goals, Companies will increasingly set and work toward ambitious net-zero emissions and carbon neutrality targets, driving innovation in sustainable technologies and practices. Circular economy adoption, a shift towards circular business models, where resources are reused, recycled, and repurposed, will become a cornerstone of corporate environmental commitment to reduce waste and resource consumption. Supply chain sustainability, Greater emphasis will be placed on supply chain transparency and sustainability, as companies collaborate with suppliers to ensure responsible sourcing and reduce the environmental footprint of products and services. The use of qualitative or multilevel research strategies can enhance the progress of this research. Because mixed approaches (quantitative and qualitative) have not yet been used in this field, it is proposed that quantitative research, supplemented by exploratory research approaches such as in-depth interviews, is still relevant when researching this topic.

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