

Impact of Green HRM on Environmental Performance: Mediating Role of Employees' Organizational Commitment

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Abstract

The main aim for the research is to examine the relationship between Green HRM and Environmental Performance. Environmental performance of firms is very much about the pollution, life-cycle and environmental aspect of the employee's performance. Which can be highly effected by various environmental factors such as Green HRM. Green HRM includes various factors of HR but this study focused on the three most important factors; Green recruitment, Green training and Green performance Management. This conceptual paper also extends to the vague revelation on Organizational Commitment in which act as a mediator between Green HRM and Environmental Performance. Conclusively, this study proposes a new research directions and hypotheses development to examine the relationship among the variables.

Key words: *Green Human Resource Management, Employees Organizational Commitment, Environmental performance.*

1.0 INTRODUCTION

HRM is a critical area for research and is a well-known high-value activity. HRM is reliable and convenient to use to accomplish the institution's objectives. HRM is the human side of the corporate management that has initiatives, operations, regulations and programs affecting its employees (Sharma & Devi, 2011). In the area of natural resources management, an increasing literature on green management of human resources is available. But there is comparatively a variety and fragmented synthesis in green HRM literature (Macke, & Genari, 2019; Gotsis & Kortezi, 2014). The Green HRM theology is not only the various and tentative, but also has no strong technical and conceptual frameworks which support the valuable information acquired by the researchers, except for very few. Renwick et al. (2013) also indicated that green HRM as a leadership field of study does have significant promise, but that work is more likely to be postponed.

For recent years, protecting the natural surroundings (hereafter "environment") has been a significant consideration. Almost all companies have implemented policies for sustainable development. Many manufacturers targeted at eliminating waste from their goods through processing and recycling, while enhancing company quality (Maxwell & Van der Vorst, 2003; Shooshtarian, Caldera, Maqsood & Ryley, 2020). In the sector, such as restaurants, their environmental activities include pollution management, energy and water recycling throughout their services and consumer and staff education (Gamarra et al, 2018). For instance Hilton set strategic objectives and strategies and environmentally friendly projects to reduce pollution and built analysis tools to track its success. As an outcome, the total water consumption of Hilton Worldwide was lowered by 14.1% and energy consumed by 14.5% from 2009–2014. Another luxury hotel company, Marriott International has embraced environmental conservation programs.

Green human resource management is an emerging concept which concerns about the environmental concerns of the HRM. A number of researches have been done on the tradition HRM (Chang & Huang, 2005; Paauwe, 2009) and a few linked the environmental aspect with the HRM (Wagner, 2011; Ren & Jackson, 2020) and found significant relationship between human resource factors and green HRM practices (Anwar et al. 2020). Researches that studied the green HRM practices were mostly concerned about the greening and adoption of the green HRM practices but the relationship of green HRM with other variables still unexplored. There is the lack of research on the systematization of Green HRM in pesticide firms, as there is little published empirical and theoretical research on this matter.

2.0 LITERATURE REVIEW

2.1. Green Human Resource Management

The company's optimal quality can be assured by incorporation of a resilience plan into the organization via the usage of HR strategies and the implementation of an HRM program (Arthur & Boyles, 2007). A conceptualization which illustrates the efficacy of AMO (theory of resource incentive opportunities) used in an original report by Renwick et al. (2013). The AMO hypothesis centered on Renwick et al. (2013) gives higher human capabilities, such as improved efficiency, reduced loss and excellent quality as well as benefit, to maximize human resources. In regard to the AMO definition, the GHRM operates by improving workplace skills via the recruitment and advancement of high-level workers and through approaches such as discretionary incentives and active quality control. In turn, this technique allows managers and workers to collaborate by environmental mitigation kits in exchanging information and issue-solving behavior.

Green HRM has little background and in the current research, only a few researchers have established the definition of green HRM (Farooq, Javaid, Javaid, Arshad & Arshad, 2020). Prior to 2008, the creation of human resources and ecological protection were not defined. Renwick et al. (2013) also recognized this new area. The research department made this change more systemically in the HRM research program, allowing human resources researchers to focus on climatological issues in their analyzes (Miraglia, Marvin, Kleter, Battilani, Brera, Coni & Filippi, 2009). Organic human resources management (Farjoun, 2002; Brass, 2003) was then created. Jackson et al. (2011) introduced the first GHRM subject in 2011, which has been closely associated to climate / environmental maintenance in the sectors of study of human

resources. GHRM studies have since become increasingly popular and promote new visual obstacles in the field (Renwick et al., 2013).

Throughout GHRM, quality assessments and incentives include the incorporation of environmental issues throughout workplace and group performance management systems as well as ways for recompensing workers for their contribution to their environmental targets (Zibarras, & Coan, 2015). Mehta et al. (2015) suggest that an appropriate appraisal and compensation are crucial for organizations that are more environmentally responsible and that human resources is essential in the promotion of climate conservation (Ramus & Steger, 2000) and for creating environmental creativity (Ramus & Steger, 2000) for workers focused on the environmental effects of environmental initiatives (for example, reduction in pollution).

2.2. Environmental Performance of firms

Ecological quality is normally calculated by pollution (Borja, Franco & Pérez, 2000). Life-cycle evaluation (Xu, Bernard, Perry, Xu, & Sugimoto, 2014) and the 3rd-party auditing (Flowerday et al. 2006). Even if the interaction between financial restriction and business quality has been strongly called to notice, there are few research, in general, on financial limitation and environmental output ties. Gray, & Shimshack,

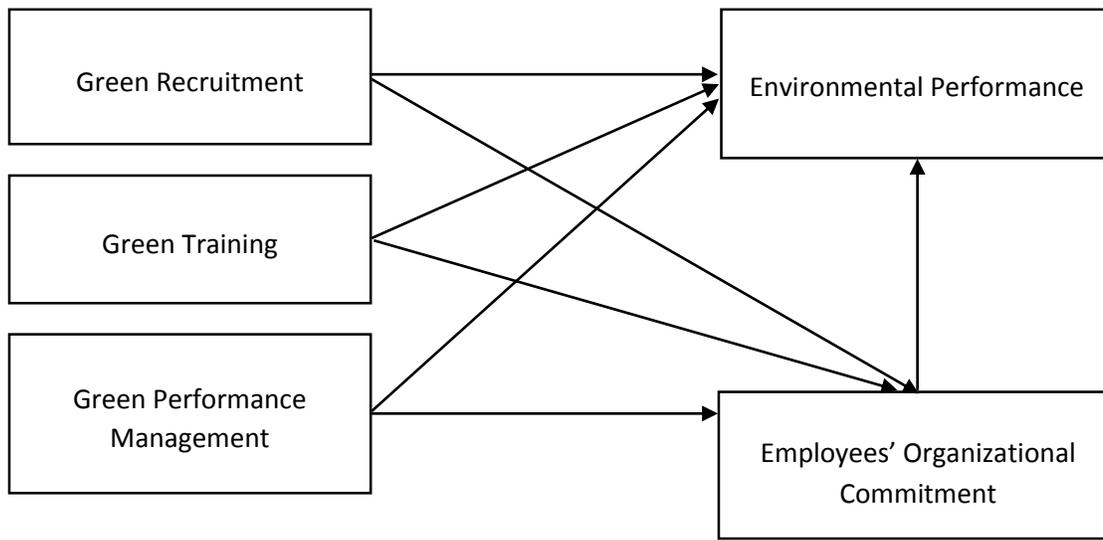
(2011), scientifically analyzed air pollution in the U.S. steel industry, utilizing company-level data. They find that highly successful businesses were less likely to encounter the conditions of emissions control.

As for the conceptual underpinning that funding limitations yield low environmental efficiency, Earnhart and Segerson (2012) analyzed specific forms of economic condition (i.e. stability, liquidity and profit margins). Anderson et al. (2017) built a template of overall balance and studied the effect of lowering funding restrictions on the manufacturing level, the amount of companies producing, the deployment and update of software. The first two results were more polluting, whereas the other decreased pollution. The overall effect therefore might have been a scientific issue. Anderson et al. (2017) established a system where businesses fund pollutant control equipment and other resources from outside in the face of funding restrictions. Because of structural inadequacy and symmetric data, when businesses are defaulting, physical resources hold greater value than fixed resources. Rewards are thus geared toward physical resources rather than immaterial property, and involve advancement in manufacturing technologies (Research and development, R&D), staff education, etc. as companies face financial restrictions. Amplification of wealth among physical resources and immaterial property adds to a society's adverse regulation of emissions.

2.3. Employees' Organizational Commitment

EOC is described as the connection among the person and the agency he serves for (Angle & Perry, 1981). Two aspects of the EOC have been established by Analysis by Mowday, Steers, and Porter (1979): effective involvement (AC) and continuing participation (CC). Attitude to the company is dependent on Effective OC whereas behavioral loyalty is centered by CC on the risk of quitting the work (turnover rate). AC's past history falls under one of the four features: employees, professional knowledge and assistance.

Meyer and Allen work (1991) showed that "work experiences" or those activities that most specifically



Variables

Independent Variable= Green HRM (Green Recruitment, Green Training, Green Performance Management)

Dependent Variable= Environmental Performance

Mediator= Employees' Organizational Commitment

satisfied the emotional requirements and beliefs of workers to be happy in the workplace are the best. The level of direct stake in the position and the scarcity of viable work opportunities considered CC to have affected. By suggesting a prescriptive dedication with EOCs, Allen and meyer (1990) expanded the template. Traditional loyalty implies that workers stay committed to an organization based on social pressures before and after joining a sector.

Among long-term workers, those who have had personal achievements in the company and those associated with a dedicated employer team, loyalty is usually stronger. Newstrom and Davies (2002: 211) describe employee engagement as the extent of recognition and active participation by workers in the company. It is a sign of workers ' desire to stay with a company in years ahead, just like a powerful magnetic force that draws one metallic object to another. It often demonstrates the staff's trust in the company's vision and priorities, desire to make sacrifices and ability to keep working there.

3.0 Proposed Research Model

4.0 Research Proposition

The following hypotheses are proposed:

Hypothesis 1: Green human resource Management; a) Green Recruitment; b) Green Training, and c) Green Performance Management has positive and significant impact on environmental performance of the firm

Hypothesis 2: Green human resource Management; a) Green Recruitment; b) Green Training, and c) Green Performance Management has positive and significant impact on employees' organizational commitment.

Hypothesis 3: Employees organizational commitment has a positive and significant impact on environmental Performance.

Hypothesis 4: Employees organizational commitment mediates the relationship between Green HRM; a) Green Recruitment; b) Green Training, and c) Green Performance Management and Environmental performance of the firms.

5.0 Methodology

This paper suggests a conceptual framework that emphasizes the mediating effect of Employees organizational commitment on Green HRM; a) Green Recruitment; b) Green Training, and c) Green Performance Management and Environmental performance of the firms. This study uses a literature review of paper on the aspects that affect Environmental performance. A literature review was conducted to recapitulate the empirical suggestion from the existing literature that fits the context of the paper.

The first step involved searching articles through databases such as google scholar, emerald, Science direct, in the fields of strategic and business management and managerial, organizational psychology and industrial. The second step was involved to select papers that discussed Green HRM; a) Green Recruitment; b) Green Training, and c) Green Performance Management, Employees organizational commitment and Environmental performance. The current article was written after a comprehensive analysis of numerous secondary data sources, that have been written by prominent scholars in the areas of Green HRM; a) Green Recruitment; b) Green Training, and c) Green Performance Management, Employees organizational commitment and Environmental performance. Additionally, a conceptual framework developed in this article.

After thorough literature review, some propositions have been developed. For empirical validation of this conceptual study, PLS-SEM technique will be used by utilizing Smart PLS 3.2.8. PLS-SEM is acceptable technique for testing the complex model.

6. Conclusion and Recommendation

The purpose of this research is to identify the relationship between green HRM and environmental performance. It also illustrates the mediating role of employees' organizational commitment between green HRM and environmental performance. Extensive literature review has been done to identify the green HRM methods, theories behind greening the HRM process, environmental performance and employees' organizational commitment. It has been observed that following three green HRM methods found best by various researchers; i) green recruitment, ii) green training and iii) green performance management that is why this research also keen about these green HRM methods only. Jabbour et al. (2010) suggest that the HRM is a determining factor in corporate environmental management and that HRM training is key to much more effective environmental management, such as the assessment of results and incentives. Previous studies showed that there are relationships of green HRM (its methods) with environmental performance and employees' organizational commitment. The direction for future research should be to empirically test to what extent and how Employees organizational commitment and Green HRM; a) Green Recruitment; b) Green Training, and c) Green Performance Management impacting Environmental performance in the emerging economy like Pakistan. If the framework empirically validated, the finding will offer an important insight to academics, policymakers and practitioners.

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