The role of GHRM practices towards organizational commitment: A mediation analysis of green human capital

Muhammad Shoaib , Zuhair Abbas , Muhammad Yousaf , Roman Zámečník , Junaid Ahmed & Shahnawaz Saqib |

Published online: 13 Jan 2021.

Submit your article to this journal ↗

Article views: 307

View related articles ↗

View Crossmark data ↗

*Corresponding author: Zuhair Abbas, Business Administration, Univerzita Tomase Bati ve Zline Fakulta Managementu a Ekonomiky, Czech Republic
E- mail: abbas@utb.cz

MANAGEMENT | RESEARCH ARTICLE

The role of GHRM practices towards organizational commitment: A mediation analysis of green human capital

Muhammad Shoaib[1], Zuhair Abbas[1*], Muhammad Yousaf[2], Roman Zámečník[1], Junaid Ahmed[3] and Shahnawaz Saqib[4]

Abstract: There are rare studies that have attempted to explore the association among green human resource management (GHRM) and organizational commitment in the existing literature. Besides, the mediating role of green human capital has also garnered little attention in the literature. Hence, the present study intends to address the research gap by extending the ability-motivation-opportunity theory (AMO) to determine the indirect and direct impact of GHRM in the dairy companies which has so far neglected in Pakistan. A convenience sampling technique was deployed to obtain data from 287 respondents through self-administered survey. SmartPLS (3.2.9) software was used to analyze the structural and measurement model. The results demonstrate the direct effect of green recruitment and selection

ABOUT THE AUTHOR

Muhammad Shoaib is a Ph.D. candidate at the FAME at TBU in Zlin. His research focus on green human resource management, green human capital, organization commitment, and sustainable performance.

Zuhair Abbas is a Ph.D. candidate at FAME at Tomas Bata University in Zlin, Czech Republic, Europe. His main research on green human resource management, abusive supervision, psychological contract breach, employee wellbeing, and corporate sustainability.

Muhammad Yousaf is a Ph.D. candidate with research interest total quality management and EFQM Model at the FAME at TBU in Zlin.

Roman Zámečník is a Associate Professor at FAME at Tomas Bata University in Zlin, Czech Republic. His research covers controlling, performance measurement, human resources management and human capital management. He has several publications in peer-reviewed scientific journals.

Junaid Ahmed is a Lecturer at SZABIST Hyderabad, Pakistan. His research on consumer attitude, green and sustainability marketing

Shahnawaz Saqib is a Visiting Lecturer with research area on corporate governance, human resource management, and leadership at Lyallpur Business School, GCU, Faisalabad.

PUBLIC INTEREST STATEMENT

Currently, environmental issues have become a major concern for the industries in the Asian countries. Green human resource management (GHRM) is a new path to Sustainable HRM. GHRM is mainly focused on environmental sustainability in business organizations. However, in spite of the growing discussion of GHRM practices and environmental performance in the literature but an insufficient attempt has been made to examine the GHRM practices toward organization commitment and the role of green human capital in the Asian region especially in the context of Pakistan. The main aim of this study to examine the GRHM practices in manufacturing industry because this sector poses more environmental implications as compared to the services sector. The findings provide guidelines to policymakers and managers regarding GHRM to promote environmental culture and employee green behavior at the workplace.

cogent •• business & management

and green training and development on organizational commitment. Also, green human capital contributes an essential role in mediating the effects of green recruitment and selection, green training, and development on organization commitment. The present study suggests that GHRM practices play a crucial role in the deployment of an environmental policy aimed at promoting green practices in the workplace. The findings provide guidelines to policymakers and managers regarding GHRM to promote environmental culture and employee green behavior at the workplace.

Subjects: Personnel Selection, Assessment, and Human Resource Management; Human Resource Management; Employment Relations

Keywords: GHRM; organization commitment; green human capital; Pakistan; AMO theory JEL Classification: M12; M53; M54; L66

1. Introduction

Green Human Resource Management (GHRM) recently has garnered much attention from scholars and researchers (Yong et al., 2019). Although many studies have attempted to examine GHRM in various contexts including multinational companies (Haddock-Millar et al., 2016), health-care sector (Pinzone et al., 2019), sports industry (Gholami et al., 2016), and manufacturing sector (Nejati et al., 2017; Yong et al., 2019; Yusliza et al., 2019; Yusliza et al., 2017). Thus, there still need to undertake a study on GHRM in a multitude of organizational contexts such as the dairy sector. GHRM has become an area of interest for many scholars, managers, and policymakers.

GHRM incorporates a plethora of advantages for the firms such as attracting new talent and employee retention (Muster & Schrader, 2011), cost reduction and creation of competitive edge (Carmona-Moreno et al., 2012), enhancing firm's overall productivity in environment (Kim et al., 2019), enhancing overall efficiency, and improve business sustainability, and enhancing overall employee well-being and productivity (Gholami et al., 2016). Organizational Commitment can be referred to as the willingness of the employees to remain committed to the organization and playing their role in the accomplishment of organizational goals. Cheema et al. (2017) found that many firms have incorporated HRM practices that are aimed at promoting environmental sustainability with a key focus on reducing environmental pollution and environmental degradation. Workforce greening can be labeled as an HRM practice that involves enhancing the overall employee competencies, motivation, and commitment (Elrehail et al., 2019). Organizational Commitment incorporates the degree of employee identification, loyalty, and involvement (Singh & Onahring, 2019). HRM practices are usually aimed at modifying employee attitudes and enhancing overall workforce performance (Li et al., 2019). According to Jawaad et al. (2019), the organizations should undertake initiatives that are aimed at motivating their workforce so that it remains committed.

More importantly, Hussain et al. (2020) suggested that further research to bring sustainability and competitiveness in the service and non-service-based organizations. There is sufficient evidence available to certify the benefits achieved from the adoption of GHRM practices. It includes the examples of Wal-Mart which reported a saving of 12,000 USD as a result of the reduction in paper usage. Moreover, E.ON Company reported a saving of £106,000 as a result of educating its workforce to turn off unnecessary electrical appliances when not in use. The ever-increasing importance of environmental awareness has prompted HR to adopt GHRM practices such as reduced paper usage and lessening the carbon footprint and other wastes (Ahmad, 2015). According to Alkhateeb (2018) that the increased financial and economic growth has significantly enhanced CO2 emission levels and GHRM can play a constructive role in reversing the effects of environmental degradation. This can be attributed to the fact that GHRM lays the utmost focus on environmental and resource conservation (Jain & D'lima, 2018).

The main aim of this study to examine the manufacturing industry is because this sector poses more environmental implications as compared to the services sector (Guerci et al., 2016). Because the manufacturing sector is closest to the consumers in the supply chain, it often has been a trendsetter with regards to the inculcation of GHRM practices and environmental sustainability initiatives. Moreover, the manufacturing sector has been the focus of environment-related concerns (Zailani et al., 2012). It has been widely accepted that human activities are adversely affecting the environment and the adoption of GHRM practices in the manufacturing sector can aid in mitigating environmental issues.

Pakistan is a rural and agrarian economy and is the fifth largest milk producer in the world (FAO, 2011). The government of Pakistan has taken initiatives to further develop the agri-food sector with utmost focus on the dairy industry (FAO, 2011; Younas, 2013). The dynamic business environment has driven organizations to stay productive. Hence, organizations are consistently focusing on optimizing their business processes. The organizations are of the view that the role of human resources is essential to maintain the competitiveness of the business. Therefore, the retention of competent employees is a major challenge for firms (Farrukh et al., 2016).

This study contributes an important addition to the existing body of knowledge by filling various research gaps. Research on GHRM is still at infancy stage. The present study also extends the literature by examining the mediating effect of green human capital on GHRM. Limited research has been conducted on GHRM and organizational commitment in the context of the dairy industry. This study intends to bridge this contextual gap as well. This study also intends to make a valuable contribution to GHRM under the lens of the AMO theory. Researchers have mainly focused on GHRM practices in developed economies (Renwick et al., 2013). The present study attempts to address the emerging economies such as Pakistan by measuring the impact of GHRM on organizational commitment in the dairy companies of a developing country perspective through a theoretical lens of ability motivation opportunity theory (AMO).

2. Literature review

2.1. Theoretical perspective

2.1.1. Ability-Motivation-Opportunity (AMO)
According to Appelbaum et al. (2000), AMO theory discussed about HRM practices that improve an organization's human capital vis-à-vis enhanced human capabilities lead productivity, less waste, improved quality, and higher profits. GHRM and its associated environmental outcomes can be easily understood through the lens of the AMO theory which significantly aids the effect of HRM practices on overall organizational performance (Boselie et al., 2005).

According to Renwick et al. (2013) GHRM significantly contributes towards environmental sustainability through the development of green employee "ability" (A) that involves attracting, selecting, and training the workforce. Moreover, it also involves green employee motivation (M) that encompasses the encouragement of the workforce through the aid of green initiatives and creating opportunities (O) for the employees so that they make participation in the green initiatives undertaken by the company. Acquired green competencies are held more value than natural green competencies which is why green training is essential for enhancing the capabilities of the employees so that they may perform in a better way (Subramanian et al., 2016).

Previous studies have utilized the AMO theory to examine the impacts of CSR, GHRM practices, and environmental sustainability in the textile industry (Cheema et al., 2017). Pinzone et al. (2019) studied the health-care sector by examining GHRM practices, commitment towards environmental management. Although, Pham et al. (2019) examined the GHRM practices and OCBE in the hospitality sector. However, Yu et al. (2020) study on the automobile industry by examining the

role of GHRM, internal green supply chain management (GSCM), and environmental cooperation with consumers and suppliers.

2.1.2. The link between green human resource management and organization commitment

The practices of green human resources management enhance or create organizational commitment (Jyoti, 2019). The philosophy behind such a relationship is explained from the perspective of an individual's general commitment towards environmental sustainability (Sharma et al., 2016). Therefore, employees who perceive that an organization whose entire operation is dedicated to sustaining the environment; those employees put their share by showing commitment towards the organization. Thus, it can be argued that green human resource management practices have an impact on enhancing and increasing organizational commitment (Yusliza et al., 2019).

The process through which Green human resources management creates the employee's commitment starts from almost every employee-organizational touchpoint and interface (Singh & Pandey, 2020). The commitment generates from the perceived green practices of the organization so that; employees can also promote green and sustainable practices through the organization's operation and offerings (Likhitkar & Verma, 2017). The commitment of employees generates by employees actively engaging in the eco-friendly practices that can help them to satisfy the social and psychological needs of sustaining the environment (Das & Kumar-Singh, 2016).

Further, the commitment of employees generated from green human resource management involves the duty of undertaking eco-friendly HR ingenuities subsequent in higher competences, lowering operational costs and improved employee engagement (Singh and Pandey, 2020) that in return, supports every single organization to reduce employee carbon footprints through the telecommuting and online training (Dumont et al., 2017).

Employee commitment can be deemed as a bond or association with the organization (Rahman et al., 2013). Organizations should come up with incentive plans and motivation initiatives to enhance employee commitment (Jawaad et al., 2019). Employee commitment can be depicted through their attitudes and behaviors and other organizational outcomes such as job satisfaction, affective commitment, and retention levels (Rubel et al., 2018). Moreover, organizational commitment also involves the overall degree of employee identification, involvement, and loyalty towards the company (Devananda & Onahring, 2019).

H1: Green HRM will be positively associated with green human capital

H2: Green HRM will be positively associated with Organization Commitment

2.1.3. The mediation role of green human capital

The green human capital can be described as "the summation of employees' knowledge, ability, experience, wisdom, creativities, and commitments, etc. about environmental protection or green innovation, and was embedded in employees, not in organizations" (Chen, 2008). The green human capital has been the one of significant constructs in organizational science (Yong et al., 2019) as it has been dubbed significant variable in the adaptation of green human resources management practices (Chen & Chang, 2013).

It has been argued that skills and knowledge of the employees regarding sustainability contribute significantly in the adaptation of green human resources management (Campbell et al. 2012) and on other hand, it is also seen that employee's knowledge and skills also polishes when employees perceive organizational commitment towards the environmental sustainability (Chahal & Bakshi, 2014) which directly contributes to enhancing the employee's commitment

towards the organization. Therefore, it is argued here that, green human capital mediates association among green human resource management and employee commitment (Delgado-Verde et al., 2014).

H3: Green human capital has positive effect on organization commitment

H4: Green human capital mediates the relationship between Green HRM and Organization Commitment

3. Methodology

3.1. Sampling design and data collection
The present study has adopted a positivist approach. Under this approach, a survey method has been deployed. An explanatory research framework was proposed that was aimed at investigating how one variable affects the other (Creswell & Creswell, 2017). Moreover, researchers have also adopted a deductive reasoning approach to develop a research model and hypotheses which is also harmonious with the positivist approach.

The present study employed a quantitative technique to propose a framework that involved 287 employees associated with dairy companies working in Pakistan. Through this approach, this study intended to investigate how GHRM affects organization commitment. A non-random, non-probability convenience sampling technique was deployed for this purpose. A partial least squares (PLS) technique was used to test the proposed model. The SmartPLS (3.2.9) was used to determine the structural and measurement model. To test the theoretical model, a sample was collected from dairy companies in Pakistan.

A survey-based questionnaire was administered to the employees of Engro Foods, Nestle Foods, and Haleeb Foods which are core companies of dairy. A convenience sampling technique was adopted for this purpose. The data were obtained between September 2019 and March 2020. The power analysis technique has been labeled as the most suitable approach in the Partial Least Square-Structural Equation Modelling literature to determine effective sample size (Hair et al., 2017). Hair et al. (2019) posited that a power analysis should be used to determine a sample size based on the constructs in the model having the highest number of predictors.

Six hundred questionnaires were disbursed to the employees working in the dairy companies through physically visited the companies. Out of this, 287 useable responses were obtained. A rationale has been established regarding the use of this technique based on its strengths, weaknesses, convenience, and cost implications. The response rate of the present study was 47.83% (i.e. 287 useable responses). No specific benchmark exists regarding a minimum acceptable response rate (Mellahi & Harris, 2016). Malhotra & Grover (1998) describe that a response rate of less than 20% was not desirable for research purposes. Cohen (1992) suggested that the minimum sample size requirement for a PLS-SEM analysis should be 103. The sample size of the present study (i.e. 287 responses) fulfills this requirement satisfactorily.

3.2. Demographic profile of the sample
The sample size constituted 78% males and 22%, females. It is pertinent to mention that 37.6% of the study participants were aged between 30 and 40 years, 10.8% were below the age of 30 years. Moreover, 34.1% of the participants were aged between 40 and 50 years. As far as the departments are concerned, 25.8% of respondents belonged to the HRM people working on environmental sustainability. This speaks volumes regarding the focus on GHRM. Furthermore, 32.8% of the respondents possessed experience of more than 10 years (see Table 1).

Table 1. Demographic profile of the sample			
Demographic Variable	**Characteristic**	**Frequency**	**Percentage (%)**
Gender	Male	224	78
	Female	63	22
	Total	287	100
Age	Under 30	31	10.8
	30–40	108	37.6
	40–50	98	34.1
	Above 50	50	17.5
	Total	287	100
Department	Finance	49	17.1
	Health safety & Environment	30	10.5
	HRM	74	25.8
	Marketing	38	13.2
	QEC	32	11.1
	Other	64	22.3
	Total	287	100
Work Experience	Less than 1	27	9.40
	1–3	36	12.5
	4–6	76	26.5
	7–10	54	18.8
	Above 10	94	32.8
	Total	287	100

n = 287 Source: Authors' field survey September2019-March 2020.

3.3. Construct measurement

This study adopted measuring scale from existing literature. For clarity, all items were measured on a five-point Likert scale (1 = completely disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = completely agree). Also, all of the measurement items were in a positive statement. Green Recruitment & Selection scale was adopted from Jabbour et al. (2010, 2016). The three items of green training and development were adapted from (Jabbour et al., 2010). Green Human Capital, Chen (2008), Organization Commitment scale was taken from Mowday et al. (1979).

The current analysis has been performed through "Smart-PLS 3.2.9" in which PLS-SEM was performed because it has many corresponding constructs in this current study. The factor loadings are described concerning Table 2 with regards to the indicator loadings of the latent constructs, all items were loaded meaningfully to their corresponding construct. The measured indicators have minimum loadings (coefficients) approximately 0.43 and maximum loadings of approximately 0.83. The variance inflation factor (VIF) for all factors was lower than the threshold value of +5 (Diamantopoulos & Siguaw, 2006), showing that multicollinearity was not a problem in the research model. Hence, the summary of all the research constructs as well as their measurement items are shown in Table 2 with their corresponding loadings (coefficients).

4. Empirical results

Partial Least Square and Structural Equation Modelling (PLS-SEM) tests were carried with the aid of the SmartPLS 3.2.9 statistical package. PLS-SEM technique was adopted instead of co-variance-based structural modeling (CB-SEM) because the latter requires the data to be distributed normally. On the other hand, the PLS-SEM technique does not hold any assumption regarding data

cogent • business & management

Table 2. Factor loadings, composite reliability, and AVE

Constructs	Indicator	Indicator reliability	Cross loadings	VIF	Alpha	rho-A	Composite Reliability	Ave
Green Human Capital	GHC1	0.769	0.769	4.267	0.76	0.797	0.84	0.521
	GHC2	0.796	0.796	4.520				
	GHC3	0.750	0.750	1.706				
	GHC4	0.794	0.794	1.600				
	GHC5	0.433	0.433	1.079				
Green Human Resource Management	GRS1	0.614	0.614	3.953	0.855	0.876	0.888	0.535
	GRS2	0.815	0.815	5.301				
	GRS3	0.719	0.719	1.782				
	GRS4	0.837	0.837	3.198				
	GRS5	0.640	0.640	4.247				
	GTD2	0.768	0.768	4.480				
	GTD3	0.697	0.697	2.336				
Organizational Commitment	OC1	0.619	0.619	1.968	0.745	0.795	0.817	0.428
	OC3	0.591	0.591	1.960				
	OC5	0.758	0.758	1.363				
	OC6	0.662	0.662	2.201				
	OC7	0.641	0.641	2.165				
	OC8	0.645	0.645	1.824				

distribution. Therefore, the overall results are not confounded by abnormal data (Goodhue et al., 2012), which is why the PLS-SEM approach has been adopted.

Moreover, to gauge discriminant validity, the Fornell and Larcker (1981) approach was utilized. The findings suggested that the under-study constructs meet both the basic as well as the stringent assumption thus establishing the presence of discriminant validity. It is pertinent to mention that the values lying at the diagonal (mentioned in bold) of the Fornell Lacker's table (see Table 3) depict the AVE's of the constructs and they must be greater than 0.50. The AVE's of each construct should be of greater value than other constructs at both the row and column position to certify the presence of discriminant validity (Fornell & Larcker, 1981).

4.1. Structural equation modeling—Hypotheses testing
The coefficients, standard errors, t-qualities, and significance values (p) of the proposed model were calculated through the aid of a 5000-re-test bootstrapping system (Ramayah et al., 2018). Path analysis is essential following a thorough analysis of the model fitness. At this phase of the analysis, the causal relationships amongst the under-study constructs are examined and identified. The results indicate the direct and indirect effects of GHRM practices on organizational commitment in the dairy industry of Pakistan.

4.1.1. Direct effect
The results show that GHRM practices have a significant degree of association with green human capital (GHC) ($\beta = 0.374$, $t = 7.32$). GHRM also has a positive link with organizational commitment ($\beta = 0.333$, $t = 5.82$). GHC has positive impact on organization commitment ($\beta = 0.416$, $t = 6.65$) (see Table 4).

4.1.2. Indirect effect (Mediating effect)
Mediating effect was tested by calculating the variance account for (VAF) approach, here VAF was calculated by dividing indirect effect through total effect. Calculated value was 32% which indicated partial mediation Figure 1.

5. Discussion
This study found that green human resource management (GHRM) has a significant and positive impact on the organization commitment ($\beta = 0.333$ and $P = 0.000$). The findings are consistent with the theory and it can be argued that green human resource management can significantly enhance the organizational commitment. The findings demonstrate that GHRM has a significant and positive impact on the Green Human Capital (GHC) ($\beta = 0.374$ and $P = 0.000$). The findings are consistent with theory and it is argued here that, Green human resource management is a strong predictor of green human capital in the model (Chahal and Bakshi, 2014). Lastly, current research developed a hypothesis to examine the relationship between green human capital and organizational commitment (Norhasnina et al., 2018). This study demonstrates that green human capital has a significant and positive impact on organizational commitment ($\beta = 0.416$ and $P = 0.000$). The findings are also consistent with theory and it is argued here that, Green human capital is a strong predictor of organizational commitment in the model (Chen and Chang, 2013).

The researchers have also been calling for the analyze the mediation effect of green human capital in between green human resource management and organizational commitment (Verde et al., 2014). This study applied a mediation analysis and results concluded that there exists a mediation effect of the green human capital in between green human resources management and organizational commitment. Therefore, it is argued here that, employee's skills and green knowledge is can be developed from organization's adopting the green human resource management practices and once a particular employee has developed such kind of skills and knowledge from the fact that, organizations have adopted the green human resource practices, it develops strong organizational commitment within the employees.

Table 3. Fornell–Larcker discriminant validity

Construct	GHRM	Green Human Capital	Organizational Commitment	R-Square	R-Square Adjusted	Q-Square
GHRM	0.731	0.439	0.533	-	-	-
Green Human Capital	0.375	0.722	0.628	0.140	0.137	0.066
Organizational Commitment	0.489	0.542	0.655	0.389	0.385	0.139

Square roots of average variance extracted (AVE's) shown on diagonal Source: Authors' estimations from SmartPLS 3.2.9

Table 4. Path coefficient hypothesis relationship					
Hypotheses		**Beta**	*t*	*p*	**Status**
H1	GHRM → Green Human Capital	0.374	7.32	0.00	Supported
H2	GHRM → Organizational Commitment	0.333	5.82	0.00	Supported
H3	Green Human Capital → Organizational Commitment	0.416	6.65	0.00	Supported
Hypotheses		**Indirect effect**	**Total effect**	**VAF**	**Status**
H4	GHRM → Green Human Capital → Organizational Commitment	0.156	0.489	32%	Supported

Figure 1. Path analysis model (Extracted from SmartPLS 3.2.9).
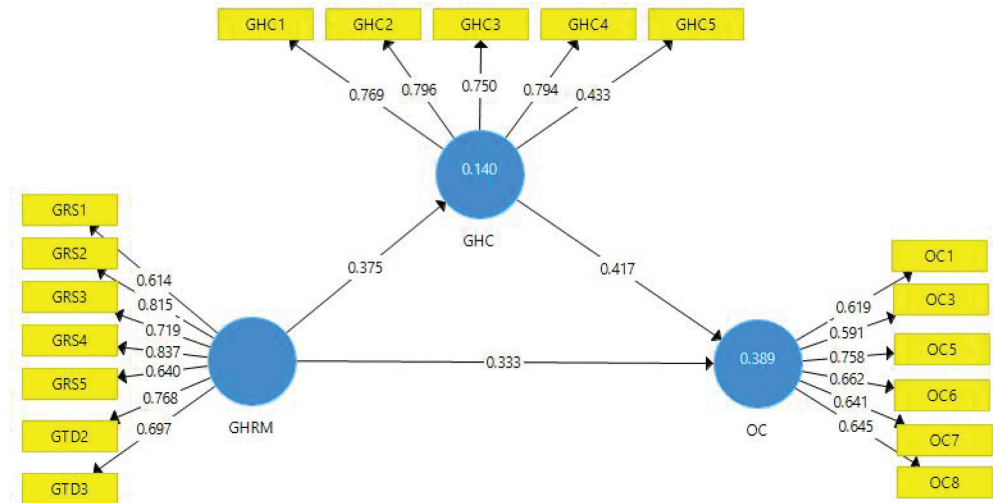
5.1. Theoretical implications

This study has several theoretical implications; first, this study addresses the contextual gap by conducting a study in the context of Pakistan in dairy companies. Second, this study extends the AMO theory in the body of knowledge. Third, this study examined the mediating role of green human capital, which is neglected by the previous studies.

The results of our study provide guidelines to policymakers with HRM practices in dairy companies that support green behavior. Training programs for increasing environmental awareness and knowledge is crucial because employees with environmental abilities are more likely to engage in pro-environmental behavior. However, another finding suggests that green human capital plays a crucial role in the implementation of strategies to promote Green practices. GHRM practices can facilitate policymakers to take advantage of the skills and expertise of employees in providing solutions for environmental issues at the workplace.

5.2. Conclusion

The main aim of this study was to examine the GHRM practices on organization commitment in dairy companies. This study tested a mediating analysis of green human capital. Our study

extends the literature by underpinning the lens of the ability-motivation-opportunity (AMO) theory towards employee green behavior. A survey-based method was adopted and SmartPLS software for statistical analysis was used to achieve research objectives. The findings show that the direct impact of green recruitment and selection, green training, and development with organizational commitment. Also, green human capital has a mediating impact on green recruitment and selection, green training, and development on organization commitment. Moreover, our results supported the ability-motivation-opportunity (AMO) theory about greening the dairy companies. This study provides guidelines to policy-makers, managers, and top management to develop human resource policies to bring the green culture at the workplace.

5.3. Limitation and future research

Despite several strengths, this study has two limitations, first, our study collected data from the manufacturing sector only. Future researchers may conduct a study in the service sector. Thus, we expect future researchers to constructively re-examine the model tested in this study by applying multilevel modeling and potential moderators. Second, this study explored the impact of only one mediator green human capital. However, other variables such as green intellectual capital, green social capital, green work–life balance, and green health and safety also can explain the relationship between GHRM and organization commitment.

Author details
Muhammad Shoaib[1]
E-mail: shoaib@utb.cz
ORCID ID: http://orcid.org/0000-0003-0970-2343
Zuhair Abbas[1]
E-mail: abbas@utb.cz
ORCID ID: http://orcid.org/0000-0003-2242-2848
Muhammad Yousaf[2]
E-mail: yousaf@utb.cz
Roman Zámečník[1]
E-mail: zamecnik@utb.cz
ORCID ID: http://orcid.org/0000-0003-4564-2317
Junaid Ahmed[3]
E-mail: junaid.ahmed@hyd.szabist.edu.pk
Shahnawaz Saqib[4]
E-mail: Shahnawaz_saqib@yahoo.com
[1] Business Administration, Univerzita Tomase Bati ve Zline Fakulta Managementu a ekonomiky, Tomas Bata University in Zlin, Zlin 76001, Czech Republic.
[2] Regional Development, Public Sector Administration, Univerzita Tomase Bati ve Zline Fakulta Managementu a Ekonomiky, Mostni 5139, Zlin 76001, Czech Republic.
[3] Management Science, Shaheed Zulfikar Ali Bhutto Institute of Science and Technology - Hyderabad Campus, Thandi Sarak, Bangali Colony, Hyderabad, Sindh 71000, Pakistan.
[4] Lyallpur Business School, Government College University, Faisalabad, Pakistan.

Citation information
Cite this article as: The role of GHRM practices towards organizational commitment: A mediation analysis of green human capital, Muhammad Shoaib, Zuhair Abbas, Muhammad Yousaf, Roman Zámečník, Junaid Ahmed & Shahnawaz Saqib, *Cogent Business & Management* (2021), 8: 1870798.

References
Ahmad, S. (2015). Green human resource management: Policies and practices. *Cogent Business & Management, 2*(1), 1–13. https://doi.org/10.1080/23311975.2015.1030817

Alkhateeb, T. T. Y. (2018). Green human resource management, financial markets and pollution nexus in Saudi Arabia.

Appelbaum, E., Bailey, T., Berg, P., & Kalleberg, A. (2000). *Manufacturing Advantage: Why High- Performance Work Systems Pay off.* Cornell University Press.

Boselie, P., Dietz, G., & Boon, C. (2005). Commonalities and contradictions in HRM and performance research. *Journal of Human Resource Management, 15*(3), 67e94. https://doi.org/10.1111/j.1748-8583.2005.tb00154.x

Campbell, B. A., Coff, R., & Kryscynski, D. (2012). Rethinking sustained competitive advantage from human capital. *Academy of Management Review,371*, 376–395. https://doi.org/10.5465/amr.2010.0276

Carmona-Moreno, E., Céspedes-Lorente, J. and Martinez-del-Rio, J. (2012). Environmental human resource management and competitive advantage, *Management Research, 10*(2), 125–142. https://doi.org/10.1108/1536–541211251607210 doi:10.1108/1536-541211251607

Chahal, H., & Bakshi, P. (2014). Effect of intellectual capital on competitive advantage and business performance: role of innovation and learning culture. *International Journal of Learning and Intellectual Capital,11*(1), 52–70. https://doi.org/10.1504/IJLIC.2014.059227

Cheema, S., Javed, F., & Nisar, T. (2017). The effects of corporate social responsibility toward green human resource management: The mediating role of sustainable environment. *Cogent Business and Management, 4*(1), 1310012. https://doi.org/10.1080/23311975.2017.1310012

Chen, Y-S.. (2008). The positive effect of green intellectual capital on competitive advantages of firms. *Journal of business ethics,77*(3), 271–286. https://doi.org/10.1007/s10551-006-9349-13 doi:10.1007/s10551-006-9349-1

Chen, Y-S.. (2008). The positive effect of green intellectual capital on competitive advantages of firms. *Journal*

of business ethics,77(3), 271–286. https://doi.org/10.1007/s10551-006-9349-1

Chen, Y-S., & Chang, C-H.. (2013). Utilize structural equation modeling (SEM) to explore the influence of corporate environmental ethics: the mediation effect of green human capital. *Quality & Quantity*,47(1), 79–95. https://doi.org/10.1007/s11135-011-9504-3

Cohen, J. (1992). A power primer. *Psychological bulletin*,112(1), 155. doi:10.1037/0033-2909.112.1.155

Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.

Das, S. C., & Kumar Singh, R. (2016). Green HRM and Organizational Sustainability: An Empirical Review. *Kegels Journal of Social Science, 8*, 227–236

Delgado-Verde, M., Amores-Salvadó, J., Martín-de Castro, G., & Navas-López, J. E. (2014).Green intellectual capital and environmental product innovation: the mediating role of green social capital. *Knowledge Management Research & Practice, 12*(3), 261–275. https://doi.org/10.1057/kmrp.2014.1

Devananda, S., & Onahring, B. (2019). Entrepreneurial intention, job satisfaction and organisation commitment - construct of a research model through literature review. *Journal of Global. Entrepreneurship Research, 9* (16). https://doi.org/10.1186/s40497-018-0134-2.

Diamantopoulos, A., & Siguaw, J. A. (2006). Formative versus reflective indicators in organizational measure development: A comparison and empirical illustration. *British Journal of Management, 17*(4), 263–282. https://doi.org/10.1111/j.1467-8551.2006.00500.x

Dumont, J., Shen, J., & Deng, X. (2017). Effects of Green HRM Practices on Employee Workplace Green Behavior: The Role of Psychological Green Climate and Employee Green Values. *Human resource management*,56(4), 613–627. https://doi.org/10.1002/hrm.21792

Elrehail, H., Harazneh, I., Abuhjeeleh, M., Alzghoul, A., Alnajdawi, S., & Ibrahim, H. M. H. (2019). Employee satisfaction, human resource management practices and competitive advantage. *European Journal of Management and Business Economics, 29*(2), 125–149. https://doi.org/10.1108/EJMBE-01-2019-0001

FAO, F. (2011). Available online at: http://faostat. fao. org/site/291/default. aspx. *Food and Agriculture Organization*

Farrukh, M., Wei Ying, C., Abdallah Ahmed, N. O., & Nisar, T. (2016). Organizational commitment: Does religiosity matter? *Cogent Business & Management, 3* (1), 1239300. https://doi.org/10.1080/23311975.2016.1239300

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research, 18*(1), 39–50. https://doi.org/10.1177/002224378101800104

Gholami, H., Rezaei, G., Saman, M. Z. M., Sharif, S., & Zakuan, N. (2016). State-of-the-art Green HRM System: Sustainability in the sports center in Malaysia using a multi-methods approach and opportunities for future research. *Journal of Cleaner Production, 124*, 142–163. https://doi.org/10.1016/j.jclepro.2016.02.105

Goodhue, D. L., Lewis, W., & Thompson, R. (2012). Does PLS have advantages for small sample size or non-normal data?. *Mis Quarterly*, 981-1001. https://doi.org/10.2307/41703490

Guerci, M., Longoni, A., & Luzzini, D. (2016). Translating stakeholder pressures into environmental performance–the mediating role of green HRM practices.

The International Journal of Human Resource Management,27(2), 262–289. https://doi.org/10.1080/09585192.2015.1065431 2 doi:10.1080/09585192.2015.1065431

Haddock-Millar, J., Sanyal, C., & Müller-Camen, M. (2016). Green human resource management: A comparative qualitative case study of a United States multinational corporation. *The International Journal of Human Resource Management, 27*(2), 192–211. https://doi.org/10.1080/09585192.2015.1052087

Hair, J., Hollingsworth, C. L., Randolph, A. B., & Chong, A. Y. L. (2017). An updated and expanded assessment of PLS-SEM in information systems research. *Industrial Management & Data Systems, 117*(3), 442–458. https://doi.org/10.1108/IMDS-04-2016-0130

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review, 31*(1), 2–24. https://doi.org/10.1108/EBR-11-2018-0203

Hussain, K., Abbas, Z., Gulzar, S., Jibril, A. B., Hussain, A., & Foroudi, P. (2020). Examining the impact of abusive supervision on employees' psychological wellbeing and turnover intention: The mediating role of intrinsic motivation. *Cogent Business & Management, 7*(1), 1818998. https://doi.org/10.1080/23311975.2020.1818998

Jabbour, C. J. C., Santos, F. C. A., & Nagano, M. S. (2010). Contributions of HRM throughout the stages of environmental management: Methodological triangulation applied to companies in Brazil. *The International Journal of Human Resource Management, 21*(7), 1049–1089. https://doi.org/10.1080/09585191003783512

Jain, N., & D'lima, C. (2018). Green HRM–a study on the perception of Generation Y as prospective internal customers. *International Journal of Business Excellence, 15*(2), 199–208. https://doi.org/10.1504/IJBEX.2018.091916

Jawaad, M., Amir, A., Bashir, A., & Hasan, T. (2019). Human resource practices and organizational commitment: The mediating role of job satisfaction in emerging economy. *Cogent Business & Management, 6*(1), 1608668. https://doi.org/10.1080/23311975.2019

Jyoti, K. (2019). Green HRM–people management commitment to environmental sustainability. In proceedings of 10th international conference on digital strategies for organizational success.

Kim, Y. J., Kim, W. G., Choi, H. M., & Phetvaroon, K. (2019). The effect of green human resource management on hotel employees' eco-friendly behavior and environmental performance. *International Journal of Hospitality Management, 76*(August 2017), 83–93. https://doi.org/10.1016/j.ijhm.2018.04.007

Li, C., Naz, S., Khan, M. A. S., Kusi, B., & Murad, M. (2019). An empirical investigation on the relationship between a high-performance work system and employee performance: Measuring a mediation model through partial least squares–structural equation modeling. *Psychology Research and Behavior Management, 12*, 397. https://doi.org/10.2147/PRBM.S195533

Likhitkar, P., & Verma, P. (2017). Impact of green HRM practices on organization sustainability and employee retention. *International Journal for Innovative Research in Multidisciplinary Field*,3(5), 152–157.

Malhotra, M. K., & Grover, V. (1998). An assessment of survey research in POM: from constructs to theory. *Journal of operations management*,16(4), 407–425. https://doi.org/10.1016/S0272-6963(98)00021-7

Mellahi, K., & Harris, L. C. (2016). Response Rates in Business and Management Research: An Overview of Current Practice and Suggestions for Future Direction. *British Journal of Management,27*(2), 426–437.https://doi.org/10.1111/1467-855112154

Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The Measurement of Organizational Commitment. *Journal of Vocational Behavior, 14*(2), 224–247. https://doi.org/10.1016/0001-8791(79)90072-1

Muster, V., & Schrader, U. (2011). Green Work-Life Balance: A New Perspective for Green HRM. *German Journal of Human Resource Management: Zeitschrift für Personalforschung,25*(2), 140–156. https://doi.org/10.1177/239700221102500205 2 doi:10.1177/239700221102500205

Nejati, M., Rabiei, S., & Jabbour, C. J. C. (2017). Envisioning the invisible: Understanding the synergy between green human resource management and green supply chain management in manufacturing firms in Iran in light of the moderating effect of employees' resistance to change. *Journal of Cleaner Production, 168*, 163–172. https://doi.org/10.1016/j.jclepro.2017.08.213

Norhasnina, M., Dato Mohamad, N. and Wan, N. (2018), "The effects of human resources management (hrm) practices on employee performance with the mediating role of employee engagement: preparing for industrial revolution 4.0", 1st National Conference on Multidisciplinary Research and Practice, 2018

Pham, N. T., Tu_ckov_a, Z., & Jabbour, C. J. C. (2019). Greening the hospitality industry: How do green human resource management practices influence organisational citizenship behaviour in hotels? A mixed-methods study. *Tourism Management, 72*, 386e399. https://doi.org/10.1016/j.tourman.2018.12.008

Pinzone, M., Guerci, M., Lettieri, E., & Huisingh, D. (2019). Effects of 'green'training on pro-environmental behaviors and job satisfaction: Evidence from the Italian healthcare sector. *Journal of Cleaner Production, 226*, 221–232. https://doi.org/10.1016/j.jclepro.2019.04.048

Rahman, M. M., Uddin, M. J., & Miah, M. S. (2013). The role of human resource management practices on job satisfaction and organizational commitment in banking sector of Bangladesh-A comparative analysis. *Journal of the Faculty of Business Administration JFBA), Islamic University Studies, 10*(1), 1–13.

Ramayah, T., Cheah, J., Chuah, F., Ting, H., & Memon, M. A. (2018). *Partial least squares structural equation modeling (PLS-SEM) using SmartPLS 3.0: An updated and practical guide to statistical analysis.* Pearson.

Renwick, D. W. S., Redman, T., & Maguire, S. (2013). Green human resource management: A review and research agenda. *International Journal of Management Reviews, 15*(1), 1–14. https://doi.org/10.1111/j.1468-2370.2011.00328.x

Rubel, M. R. B., Rimi, N. N., Yusliza, M.-Y., & Kee, D. M. H. (2018). High commitment human resource management practices and employee service behaviour: Trust in management as mediator. *IIMB Management Review, 30*(4), 316–329. https://doi.org/10.1016/j.iimb.2018.05.006

Sharma, P., Kong, T. T. C., & Kingshott, R. P. (2016). Internal service quality as a driver of employee satisfaction, commitment and performance. *Journal of Service Management., 27*(5), 773–797. https://doi.org/10.1108/JOSM-10-2015-0294

Singh, D., & Pandey, A. (2020). Green HRM: An organizational commitment. JIMS8M: *The Journal of Indian Management & Strategy,25*(1), 14–18. doi:10.5958/0973-9343.2020.00002.2

Singh, K. D., & Onahring, B. D. (2019). Entrepreneurial intention, job satisfaction and organisation commitment-construct of a research model through literature review. *Journal of Global Entrepreneurship Research, 9*(1), 1–18. https://doi.org/10.1186/s40497-018-0134-2

Subramanian, N., Abdulrahman, M. D., Wu, L., & Nath, P. (2016). Green competence framework: evidence from China. *The International Journal of Human Resource Management,27*(2), 151–172.https://doi.org/10.1080/09585192.2015.1047394 2 doi:10.1080/09585192.2015.1047394

Yong, J. Y., & Mohd-Yusoff, Y. (2016). Studying the influence of strategic human resource competencies on the adoption of green human resource management practices. *Industrial and Commercial Training, 48*(8), 416–422. https://doi.org/10.1108/ICT-03-2016-0017

Yong, J. Y., Yusliza, M. Y., Ramayah, T., & Fawehinmi, O. (2019). Nexus between green intellectual capital and green human resource management. *Journal of Cleaner Production, 215*, 364–374. https://doi.org/10.1016/j.jclepro.2018.12.306

Yong, J. Y., Yusliza, M-Y., Ramayah, T., & Fawehinmi, O. (2019). Nexus between green intellectual capital and green human resource management. *Journal of cleaner production, 215*, 364-374. https://doi.org/10.1016/j.

Younas, M. (2013). *The dairy value chain: A promoter of development and employment in Pakistan*. ICDD.

Yu, W., Chavez, R., Feng, M., Wong, C. Y., & Fynes, B. (2020). Green human resource management and environmental cooperation: An ability-motivation opportunity and contingency perspective. *International Journal of Production Economics, 219*, 224e235. https://doi.org/10.1016/j.ijpe.2019.06.013

Yusliza, M-Y.., Othman, N. Z., & Jabbour, Charbel Jose Chiappetta.. (2017). Deciphering the implementation of green human resource management in an emerging economy. J*ournal of Management Development. 36*(10), 1230–1246. https://doi.org/10.1108/JMD-01-2017–0027 doi:10.1108/JMD-01-2017-0027

Yusliza.m, M.-.-Y., Norazmi, N.A., Jabbour, C.J.C., Fernando, Y., Fawehinmi, O. and Seles, B.M.R.P. (2019). Top management commitment, corporate social responsibility and green human resource management: A Malaysian study, Benchmarking: *An International Journal,26*(6), 2051–2078. https://doi.org/10.1108/BIJ-09-2018–0283

Zailani, S., Jeyaraman, K., Vengadasan, G., & Premkumar, R. (2012). Sustainable supply chain management (SSCM) in Malaysia: A survey. *International Journal of Production Economics, 140*(1), 330–340. https://doi.org/10.1016/j.ijpe.2012.02.008

Cogent Business & Management (ISSN: 2331-1975) is published by Cogent OA, part of Taylor & Francis Group.

Publishing with Cogent OA ensures:

- Immediate, universal access to your article on publication
- High visibility and discoverability via the Cogent OA website as well as Taylor & Francis Online
- Download and citation statistics for your article
- Rapid online publication
- Input from, and dialog with, expert editors and editorial boards
- Retention of full copyright of your article
- Guaranteed legacy preservation of your article
- Discounts and waivers for authors in developing regions

Submit your manuscript to a Cogent OA journal at www.CogentOA.com