

IMPACT OF GREEN HUMAN RESOURCE MANAGEMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR TOWARDS ENVIRONMENT: MEDIATING ROLES OF SUSTAINABILITY RATIONALES

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ABSTRACT

This study examines the role of Green Human Resource Management, in understanding the employees' perception about the value and rationale their organizations hold for sustainability, both as a business case and morality and to find out its impact on organizational citizenship behavior for the environment (OCBE), in the textile companies of Lahore, Pakistan. This is a cross-sectional study with an unknown population and includes employees of the Lahore based Textile companies of Pakistan, as the unit of analysis. Questionnaires were used to collect data from a sample size of (N = 165). Multiple regression was run and mediation Analysis in PROCESS (Andrew F. Hayes) was conducted for data analysis, which is one of the Gaps, which this study addresses. A detailed data analysis concluded that this study supports its hypotheses. Furthermore the study also concludes that Eco-Centric Rationale for Sustainability and Organization-Centric Rationale for sustainability partially mediate between Green HRM and OCBE. The sample size was kept small due to Covid-19 and the country-wide shutdown of companies. Moreover academically, this study includes only four GHRM practices while examining its impact on Organizational Citizenship behavior towards environment. Insight into the green HR practices would be beneficial to managers and academic researcher and for local and international investors who value green culture inside and outside an organization. This study theoretically contributes by examining the HRM Attribution theory in the context of Green HRM.

Keywords: Green HRM, Eco-Centric Rationale for sustainability, Organization-Centric Rationale for sustainability, OCBE

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1 Introduction

1.1 Background

In the coming years, sustainability is expected to remain an area of discussion for managers and organizations. The term Green human resource management was invented by Renwick et al. in year 2008. This term explained how the environmental practices of the businesses coincide with the green HRM practices such as employees' involvement, training, performance management, recruitment and selection. A number of benefits can be derived from the adoption of green human resource practices such as empowering employees, obtaining sustainability, easing of the environmental supply chain management, enhancement of ecological performance, innovation and increased customer satisfaction (Wikhamn, 2019). In addition to these practices, companies ought to pay attention towards building of sustainability as their core value. What perception an employee holds for its organization's sustainability matters more than the organizations actual actions (Tosti-kharas, Lamm, & Thomas, 2016). This process is known as "organizational rationale for sustainability". The perceived organizational rationale for sustainability (ORS) has more strength than personal beliefs (Tosti-kharas et al., 2016). Subsequently corporations which aim to adopt green practices, have to ensure that sustainability is very much supported by employees according to their belief and perception (Tosti-kharas, Lamm, & Thomas, 2016).

In spite of all the promising research, little work has been done on exploring the reason behind the fact that what makes the employees believe that adopting a sustainable behavior is a vital practice. Various possible logics exist. Intrinsically, individuals believe in adopting a green behavior at work because preserving environment is a moral duty of the company (De Groot & Steg, 2008; Stern & Dietz, 1994; Thompson & Barton, 1994). On the other hand, extrinsically they believe in protecting environment for business reasons, i.e. good reputation and saving of the cost. Rationales for sustainability could be the reason for employees those themselves believe or employees' insights of what their organizations believe about sustainability. The latter is said to be of more importance than the company's actual activities (Identification, Glavas, & Godwin, 2013).

1.2 Research Gap

Previous study (Jerónimo, Henriques, Lacerda, Pires, & Vieira, 2019) has analyzed the effect of green hiring, green training and green compensation on Organizational Rationale for

Sustainability (ORS), using the fuzzy-set-qualitative-comparative-analysis (fsQCA). Whereas the current work extends the above mentioned model by analyzing the effect of Green HRM on OCBE with the mediating role of employees' perceived organization-centric rationale for sustainability and employees' perceived Eco-centric Rationale for sustainability, through Multiple regression technique and mediation analysis suggested by (Andrew F. Hayes) . Also, this study adds green performance appraisal as another dimension to the above mentioned Green HR practices as suggested by (Cabral, Jose, & Jabbour, 2019). Our study gives an insight into how the Perceived organizational Rationale for sustainability impacts OCBE in Textile Companies (secondary sector) of Lahore, Pakistan. This is recommended by (Jerónimo et al., 2019) that further studies may investigate the impact of GHRM practices in secondary sector where such practices may not be a primacy. Previous studies have discussed the degree to which organizational practices and workers' views support the sustainability of the company (Paillé & Raineri, 2015). Yet, a more profound question of why employees support organizational sustainability and the logic behind this perceived rationale is yet to be studied. The current study bridges the gap by studying in detail the organization-centric and eco-centric rationale of employees' views on why organizational sustainability is important.

1.3 Problem Statement

The reason for becoming environmentally viable is to utilize items and techniques that would not adversely sway the earth through contamination or exhausting regular assets (Robinson, 2008). Studies like these are more important in developing countries, which have serious environmental concerns and weakly implemented government regulations. In the event that the utilization of common assets is diminished by utilizing elective sources, it will have positive results, for example, keeping the ecological impression little, lessening waste and utilizing again materials however much as could be expected (Dallas, 2008). Already, organizations accepted that consolidating 'green' into their business technique would cost cash, yet they presently understand that disregarding negative effects on nature will be expensive later on. The subject of the green human resource management is drawing in expanded consideration among the board researchers. Regardless of its significance to directors, representatives, clients and different partners, nonetheless, there are not many exploration examines that consider a total cycle of HRM in associations endeavoring to accomplish natural manageability. There is, hence,

a developing requirement for the incorporation of natural administration into human resource management.

1.4 Research Questions

1. Does Green HRM positively and significantly relate with OCBE?
2. Does Green HRM positively and significantly relate to organization-centric Rationale for Sustainability?
3. Does Green HRM positively and significantly relate to Eco-centric Rationale for Sustainability?
4. Does Eco-centric Rationale for sustainability positively and significantly relate to OCBE?
5. Does Organization-centric Rationale for sustainability positively and significantly relate to OCBE?
6. Do the Perceived Eco-centric Rationale and perceived organization-centric rationale for sustainability have a mediating effect between Green HRM and OCBE?

1.5 Purpose of the Study

The key research objectives are as follows:

1. To study the outcomes on Organizational citizenship behavior towards environment (OCBE) after adopting the (GHRM) Green Human Resource Management in the organizations.
2. To study the effect of (GHRM) Green Human Resource Management in Textile Companies, on employees' perceived ECR (Eco-centric rationale) and (Organization-centric rationale) OCR for sustainability.
3. To study the effect of Green Human Resource Management (GHRM) on Organizational citizenship behavior towards environment (OCBE), through organization-centric rationale for sustainability (OCR) and Eco-centric rationale for sustainability (ECR).

1.6 Rationale of the study

Rationale of the study means to give a reason and justification for carrying out the research (Brown, 1994). The rationale emphasizes on the gap identification by undergoing and

studying the available research work that relates to the area under study. Many studies in the past, examines, analyzes, investigates and explains the effect of green human resource practices (Ciocirlan, 2016; Cabral et al., 2019; (Cuifang & Rui, 2019) (Krithika, Divyapriyadharshini, & Gokulapriya, 2019) on ORS (Jerónimo et al., 2019), on environmental performance, Organizational citizenship behavior towards environment (Ciocirlan, 2016) (Paillé & Raineri, 2015), using different mediators and moderators. However this study is unique for the reason that it is an extension of an existing model used by (Jerónimo et al., 2019) and carries out the discussion and analysis using different testing techniques in SPSS 25 such as Linear regression model 4 and Mediation by Andrew F. Hayes.

1.7 Research Hypothesis

H₁: There exists a positive and significant relationship between Green HRM and OCBE.

H₂: There exists a positive and significant relationship between Green HRM and organization-centric rationale for sustainability

H₃: There exists a positive and significant relationship between Green HRM and Eco-centric rationale for sustainability

H₄: There exists a positive and significant relationship between Organization-centric rationale for sustainability and OCBE.

H₅: There exists a positive and significant relationship between Eco-centric rationale for sustainability and OCBE.

H₆: Organization-centric rationale for sustainability significantly mediates the relationship between Green HRM and OCBE

H₇: Eco-centric rationale for sustainability significantly mediates the relationship between Green HRM and OCBE

2. Review of literature

2.1 Green Human Resource Management

Businesses that are becoming environmentally focused are changing their strategies, by incorporating green practices in their functional departments. It is proposed by Boudreau and Ramstad (2005) that employees' motivation attitudes and knowledge can be made more sustainable through HR efforts. Therefore organizations are trying to make use of effective

Human Resource Management to ensure eco-friendly attitude of workers (Renwick et al., 2013). Current studies have brought forward a range of green Human Resource Management practices. For example, in order to be effective, green Human Resource management has to make sure that those workers are preferred and recruited whose values and visions are supporting green workplace behavior. In the new age, companies stepped beyond the old age pollution control phenomena by adopting green human resource practices (Renwick, Redman, & Maguire, 2013). Organizations are expected to upgrade their performance by embedding green practices in their policies and procedures (Ardito & Dangelico, 2018). For the achievement of environmental performance and social responsibility, human resources are involved for the application of innovative green ideas to have competitive advantage. This can be done by integrating environmental strategies into organizational goals (Renwick et al., 2013).

2.1.1 Green Hiring

The term green-collar-recruitment which was proposed by Renwick et al. (2013, p.3), develops a relationship between both the workers and the companies moral principles and apprehensions regarding safeguarding of the environment which leads to improved employees' motivation (Mandip, 2012). There are many instruments that companies can adopt in the recruitment process for going green. Such as job description, job specification and interviews that align with environmental dimensions. The green hiring of pro-environmental candidates could be done without involving paper in the recruitment process. Some instances include online job portals and assessment tests conducted online, or interviews through video-conferencing and environmental policies and the ways through which these can be implemented can be shared through the company's website (Jerónimo et al., 2019). This as a result expedites their environmental performance (Jabbar & Abid, 2015).

2.1.2 Green Training

Training and development of employees helps in improving their knowledge, skills, attitudes and behaviors towards work (Dutta, 2012). An important effort towards sustainability is green training. It aims at enhancing pro environmental behavior of employees by providing information on green aims and targets; by inculcating ecological responsiveness in employees through their engagement in green HR activities, and by empowering them to search for the best solutions to environmental problems.

Green training can be arranged for employees by organizing seminars and organizational level workshops. This is an important step towards the achievement of green goals. Employees become more sensitive towards the society.

2.1.3 Green Reward

The compensation method must be prepared to inspire green behavior of employees. Through environmental reward system, managers can inculcate eco initiatives in their workers. Environmental rewards and paybacks can take various shapes such as financial and non-monetary and advancement of position. Conversely, it may be a difficult thing when it comes to the measurement of the workers' ecological performance fairly and in a just manner. Literature shows that top level management is mostly rewarded in a green way (Renwick et al., 2013). Lower level staff seldom receives such monetary benefits and even if they do they are usually non-financial acknowledgement benefits (Jerónimo et al., 2019). Green compensation package includes hiring of green skills which have a long run effect on the performance of an organization (Krithika, Divyapriyadharshini, & Gokulapriya, 2019).

3.1.4 Green Performance Appraisal

Green targets set for the employees, makes it easy and effective for the management in evaluating employees' performance and assists in performance appraisal process. As a consequence employees take green initiatives and show responsibility towards achievement of green conclusions (Krithika, Divyapriyadharshini, & Gokulapriya, 2019). Organizations can link up performance evaluation with green HR practices in order to ensure effective execution of performance related management systems. This can be done by highlighting and incorporating the specific green goals and tasks into job description. HR managers try to protect the EM when they align their environmental performance with their EM objectives (David, 2011).

2.2 Sustainability and Green HR practices

For management research and practice, sustainability is of immense importance. And its connection with human resource management is nonetheless vital.

2.3 Perceived Organizational Rationale for Sustainability

The extent to which the workers observe the fact that their corporations upkeep sustainability is termed as "perceived organizational rationale for sustainability". By the help of the

organizations' aims, informal communications, rules, rehearses and decision makers' arguments or arrangements, workers are able to establish views about the primacies of their companies and managers.

2.3.1 Employees' Perceived Organization-Centric Rationale for Sustainability

The perceived organization-centric rationale for sustainability reveals subordinates' perceptions that the company's sustainability preferences are mainly for commercial case, instead of morality. This preference could be due to increased conformity to the law or solely expense savings from condensed resource usage.

Many research conducted on sustainability management has assumed that companies adopt eco-friendly behavior for economic prospects. Steger et al. (2007, p. 162) explains that company's decision making is still emphasized over the company's bottom line. Small companies in the UK adopting pro-environmental behavior find cost savings from efficient resource allocation, as a motivating factor. Alexander (2007, p. 155) claims that sustainability for morality is not sufficient enough to motivate companies to work for a stronger ecology. It is the economic opportunities that pushes a company into greening (Schaltegger, 2017). Subordinates desire their corporations to come up with solid and strong corporate choices that strengthen not just the company but their position in it as well. Thus green performances are positively linked with the acceptance and implementation of organizational citizenship behaviors towards the protection of nature (Jerónimo et al., 2019).

As investigated by Ramus (2001) that the profit motive behind the conservation of resources for future generation actually pushed workers into adoption of a sustainable behavior. It was assumed and believed that the similar connection will be held for OCBs, in a way that subordinates who were of the belief that their companies supports sustainability for Organization Centric logic are expected to will be more likely to carry out OCBs to achieve organizational priorities (Tosti-kharas et al., 2016). From this information the following hypothesis were established: H2, H4 and H6.

2.4.2 Employees' Perceived Eco-Centric Rationale for Sustainability

The environmental morals and integrities are always trying hard to find the reasons for why should the nature be shown care to. In Islam and other religions as well, God has given dominance to the human being over the natural resources found above the ground and below it (White 1967). Unfortunately the morality of human fails when they are not able to save the environment. The eco-centric rationale for a sustainable consumption of resources reveals employee's belief, opinion and understanding that the corporations' main concern for sustainability is chiefly based upon an ethical and a moral base. However it is not easy to objectify the measurements of morality. Therefore the entities subjectively come up with determinations of if their corporations' nature preservation choices are embedded in a need to safeguard the earthly renewable and non-renewable resources. Ethical behaviors are not just confined to individual's personal life but to the businesses as well. Employees usually believe in ethical green conduct at their workplace especially where their businesses value eco-centric rationale for sustainability. In the eco-centric view, the employees have to act in pro environmental ways even if doing so is uneasy, dear, or inconvenient (Ciocirlan, 2016). Out of the above discussion the following hypothesis are established: H₃, H₅ and H₇.

2.5 Green HRM and Organizational Citizenship behavior Towards Environment (OCBE)

OCBs have been studied both ways, generally and specifically (Hansen, Dunford, Boss, Boss, & Angermeier, 2011). Specifically, it takes account of environmental behavior and that makes it as OCBE (Boiral & Paillé, 2012). OCBEs take place in the workplace and are vital for corporate sustainability of businesses (Daily et al., 2009). In addition to this Boiral and Paillé (2012) explains that OCBEs are voluntarily individual actions and might not be recognized by an official compensation arrangement and contributes to a more operative eco-friendly management by the business (p. 431). Simply put, OCBE describes those voluntary actions that are particularly beneficial for the environment. There are various reasons for taking into account OCBEs in both practice and research. A formal and well-conversed green Human Resource Management policy for employees increases their organizational commitment to being green, thus leading to their achievement of in-role green responsibilities and extra-role green conduct at work (Renwick et al., 2013). As a result the following hypotheses is established: H₁

2.6 Green HRM and The HRM Attribution theory

The human resource management behavior literature recommends that HRM attributions affect subordinates behavior (Hall, Nishii, Lepak, Hall, & Schneider, n.d.). The reasons for which environmental HR management affects pro-environmental behavior of subordinates at their workplace are described in the upcoming sentences. Firstly, nature friendly human resource management practices, such as focusing on employee's sustainable values in green hiring and pro-environmental trainings, are expected to add up to the subordinates' sustainable perception and empathy. Secondly, it is important that employees are encouraged to follow green activities by aligning their job design and training practices with environmental needs. This eventually improves employees' knowledge, skills and abilities too (Pless, Maak, & Stahl, 2013). Thirdly, the HR management attribution theory proposes that the belief and perception of subordinates for answering the question of why the company espouses some HR management practices defines the efficacy of HRM practices workers conduct in the workplace (Nishii et al., 2008). Lastly, appraisal and rewards that take account of green performance encourage employees to participate in and add to the green accomplishments (Road & Kingdom, 2013).

In the field of social psychology, most of the work related to attribution theory has been done but not much work is done in the field of organizational science (Dasborough, Harvey, & Martinko, 2011). In the organizational context, individuals have used reward related attribution to gauge their success and failure. During the application of co-variation principle to HRM it is derived that employees perceive HRM as distinctive, .i.e. it stands out; it is also perceived as consistent, when different HR practices are aligned with each other. Adding to this, employees perception of understanding HRM in the same way as organizations do, in short shows consensus (Sanders, 2012).

2.6.1 Sustainability in the textile sector of Lahore, Pakistan

US Apparel is into Denim production, and they are making it more sustainable. In order to do so, they are extensively investing in green business processes and practices for the improvement of people and planet. To materialize this US Apparel tries to increase green awareness of their employees at all levels, avoid water wastage and save on other resources while producing jeans. By making use of green technologies, US Apparel comes up with new innovations that are less harmful for the environment. It also maintains environmental impact and measurement data

which is shared with employees and the clients. Formally and informally employees are made aware of the green HR practices in order to enhance their citizenship behavior towards the environment.

Nishat Mills LTD got ISO 14001 certified in year 2004. And since then it is manufacturing its products that are environmentally friendly. For the achievement of this it believes in adopting green culture within the organization too by encouraging green behavior of employees which leads to the elevation of the environment.

2.7 Conceptual Framework

The conceptual framework whether presented graphically or in a descriptive form explains the relationships between all the variables involved in the study under consideration (Miles and Huberman, 1994:14). As show below in (figure 1), Green Human Resource Management (GHRM) is the independent variable of this study. Organizational citizenship behavior towards environment (OCBE) is the dependent variable. Organization-Centric Rationale for sustainability and Eco-Centric Rationale for sustainability are the two mediators used in this current study. Thus the current work studies the impact of green human resource management on employees' organizational citizenship behavior towards environment using the two mediators as discussed earlier in this chapter and confirms the following Conceptual Model.

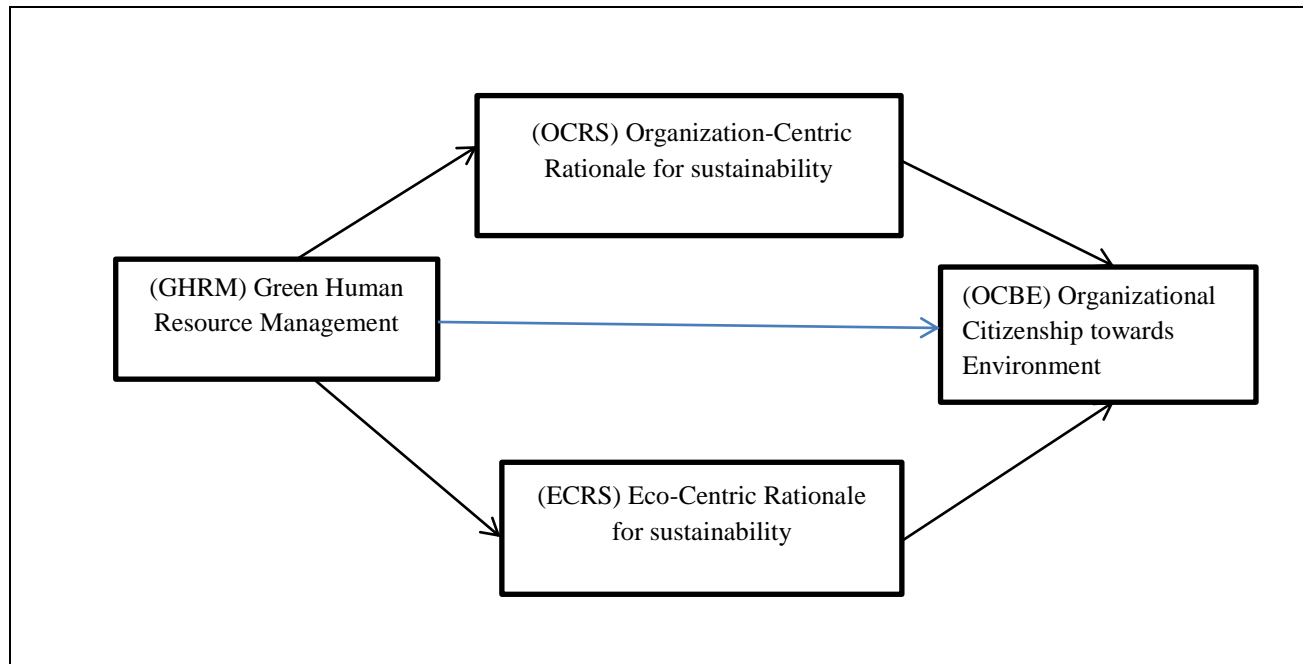


Figure 1

3. METHODOLOGY

3.1 Research Design

This work study is based on the research philosophy that uses research strategies and research instruments for the achievement of research goals. This study is a descriptive research. This is because it defines and surveys the associated links between variables. A research strategy highlights the source from where the data is collected. In addition to this, a research strategy also points out the expected limitations. Surveys and case studies are some of the various research strategies. Questionnaires were used to examine and evaluate the data for this specific study. And the research design picked is Quantitative.

3.2 Population and Sampling

Considering the study in focus, the population included all employees from different backgrounds. Individual employees were the sampling elements. Population in this study is unknown because it was difficult to calculate all the employees working in the textile companies of Lahore. Therefore a total 165 employees (calculated by multiplying each item of the questionnaire with 5, as advised by some statistical experts, Hair, Black, Babin and Anderson,

2010) from the Textile companies of Lahore, Pakistan, participated in this study (Siddiqui, 2015). The employees used for collection of data from formed the unit of analysis. This sampling technique is relied upon by social science, business, and agricultural surveys for the selection of members. The sample units may take different forms of unit of analysis such as persons, establishments, land points etc. (Paul J. Lavrakas, 2008). Convenience sampling is easy to conduct.

3.3 Data Collection

This study used primary source of information for the collection of data. Primary data for this study was collected via field survey. Data collection was done by using the social networks of other textile employees. The questionnaires were circulated to and collected back directly and indirectly from the top, middle and lower level management. Full anonymity for all participants was guaranteed, ensuring that the company's workers have no right to use or edit to the questionnaires that have been done and completed. This data collection method using questionnaires is commonly used in many other researches and literature for example, (Spell & Arnold, 2007).

3.3.1 Research Questionnaire

The research questionnaire for this study contains 8 sections. The first section is about the respondents profile while the other 7 sections contain questions related to the mediating, dependent and independent variables of the study. For the interpretation of the demographics, a simple percentage method was used.

3.3.2 Measurements

Demographics of the study included variables concerning respondents at the individual level (e.g., gender, age, and experience, level of management, functional department, and ISO certification. All items were measured on a five-point scale (1 = strongly disagree to 5 = strongly agree). Green HRM covers four dimensions .i.e. (Green Hiring, Green Training, Green Reward and Green Performance Appraisal) and each dimension is measured using different items. Green Hiring (GH) is measured with three items adopted from (Tang, Chen, Jiang, & Jia, 2018). Green Training (GT) was measured with three items adopted from (Tang, Chen, Jiang, & Jia, 2018).

Green Reward (GR) was measured with three items adopted from (Masri & Jaaron, 2017). Green Performance Appraisal (GPA) was measured with three items adopted from (Sun et al.2007). Organizational citizenship behavior towards environment (OCBE) is measured with 12 items adopted from (Boiral, De, & De, 2012). Perceived organization-Centric Rationale for sustainability is measured with four items adopted from (Tosti-kharas et al., 2016). Perceived Eco-Centric Rationale for sustainability is measured with five items adopted from (Tosti-kharas et al., 2016).

3.4 Data Analysis

The study carried out the analysis of the data using SPSS version 25. At primary level, descriptive analysis is carried out to find the performance of data. Descriptive statistics like tables, bar charts are used for the analysis of objectives. This analysis shows mean, standard deviation, minimum value and maximum value. Once it is ensured that information is normal, statistical test is run in order to draw conclusions from the sample. Linear regression analysis and mediation analysis suggested by Andrew F. Hayes was used to check the impact of Green human resource management on organizational citizenship behavior towards the environment with the mediating roles organization-centric Rationale for sustainability and Eco-Centric Rationale for sustainability of the textile companies of Lahore, Pakistan.

4. RESULTS AND DISCUSSION

4.1 Reliability Test

In order to check the internal consistency of the instrument used in this study, reliability test was carried out. Cronbach Alpha is used commonly when a questionnaire has many likert scale items. After analyzing the Pilot test results it is indicated that Cronbach's Alpha of the variables varies from 0.832 to 0.981. Cronbach's Alpha which is greater than 0.7 is acceptable, but values above 0.6 are also acceptable (Griethuijsen et al., 2015; Taber, 2018). However Cronbach's Alpha whose value is greater than 0.8 is preferred and desirable (Pallant, 2011; Hair et al. 2010). The Cronbach's Alpha of all 33 variables came out to be 0.920 resulted in a figure greater than 0.8. This indicated a good reliability of the instrument used for this research work. For this reason no items were excluded from the instrument. Upon individually studying the reliability of the items, it was concluded that the Cronbach's Alpha value of the four scales of Green Human Resource

Management (GHRM) .i.e. Green Hiring (GH), Green Training (GT), Green Reward (GR) and Green Performance Appraisal (GPA) was 0.852, 0.707, 0.672 and 0.847 respectively. The dependent variable Organizational citizenship behavior towards environment (OCBE) has a Cronbach's Alpha value of 0.842, which is greater than 0.8 and preferred. The first mediator Organization-centric Rationale for Sustainability (OCRS) has a value of 0.766 which is an acceptable value of reliability. The other mediator Eco-centric Rationale for sustainability (ECSR) is 0.677 which is said to be acceptable according to the reference mentioned above. Overall it can be concluded that the value of all the items used is reliable.

4.2 Correlation Analysis

For this study there are four main variables and their relationship was tested using the Pearson correlation test. Under this analysis, the 2-tailed value is called the P-value. If the P value is less than or equal to 5% or 0.05 then the relationship between the variables is said to be significant. If the P value is less than or equals to 5%, we reject the Null Hypothesis and accept the alternate hypothesis. A P value of less than 5% means that the relationship of two variables with each other is 95%. The correlation between GHRM_C and OCRS_C is sig as the P value is 0.000 which is less than 0.05, thus the independent and the mediating variables significantly associate with each other. The correlation between GHRM_C and ECSR_C is sig as the P value is 0.000 which is less than 0.05, thus the independent and the mediating variables significantly associate with each other. The correlation between GHRM_C and OCBE_C is Sig as the P value is 0.000 which is less than 0.05, thus the independent and dependent variables significantly associate with each other. The P value between OCBE_C and GHRM_C is 0.000 this shows a significant relationship between the dependent and independent variable. The P value between OCBE_C and OCRS_C and ECSR_C is 0.000 this again shows a significant relationship between the dependent and the mediating variables. The mediating variable OCRS_C significantly associates with GHRM_C, OCBE_C and the other mediating variable ECSR_C, as the P values between them are less than 0.05. The mediating variable ECSR_C significantly associates with GHRM_C, OCBE_C and the other mediating variable OCRS_C, as the P values between them are less than 0.05. However there is a medium or moderate degree of correlation between ECSR_C with other three variables. Because if the coefficient value is between $+0.30$ and $-$

+0.49 then the variables have a moderate degree of correlation. If the coefficient value lies between -+0.5 and -+1 then correlation degree is strong.

4.3 Regression Analysis

The variables (GHRM_C, OCRS_C and ECRS_C) are statistically significant with OCBE_C as the Significance value is 0.000 and F value is 98.257 and the independent variable accounted for 64% variability in the dependent variable OCBE_C. So the regression model was a good fit. Thus the regression equation is: $1.062+(0.310+0.371+0.036)+e$

4.4 Mediation Analysis

The mediating effect of OCRS (organization-centric Rationale for sustainability) on Green HRM and organizational citizenship behavior towards employees was studied and produced significant results, presenting that OCRS partially mediates between GHRM and OCBE. To check the significance of the direct effect, the direction of the upper (.2267) and lower (.4170) cases was checked. They moved in the same direction and their difference is not equals to 0. Therefore the direct effect is significant. The indirect effect was also significant as the upper (.1622) and lower (.3314) cases moved in the same direction and their difference is not equals to 0. Likewise, the mediating effect of Eco-centric Rationale for sustainability (ECRS) between GHRM and OCBE was studied. The outcome shows a positive and significant mediating relationship of ECRS between the constructs. To check the significance of the direct effect, the direction of the upper (.4232) and lower (.5909) cases was checked. They moved in the same direction and their difference is not equals to 0. Therefore the direct effect is significant. The indirect effect was also significant as the upper (.0192) and lower case (.1064) moved in the same direction and their difference is not equal to 0. For this data we analyzed mediation analysis with reference to the Bootstrapping by Andrew F. Hayes. Level of confidence for all confidence intervals in output is 95.0000 and the number of bootstrap samples for percentile bootstrap confidence intervals is 5000. Under this analysis we explained the relationship and effects (direct and indirect) between variables.

5. CONCLUSION AND RECOMMENDATION

This study reveals that those textile companies which are export based in particular abide by the ISO 14001 standards. And as a result their employees are aware of green human resource management practices. However there are employees who are not aware of the term “GHRM” but still follow these practices. After conducting the research in the textile companies, it came to our knowledge that textile businesses are moving closer towards green practices that play an important role in decreasing employees’ carbon footprint. Hundred percent successful implementations of green HR practices might not be possible in companies. However it might not be impossible either. For such green HR adoptions and integrations a change is needed to be accepted within the work approach by not only the companies’ policy makers but also by the subordinates at the same time.

5.1 Significance of the study

Significance of the study is demarcated as the prominence of the literature for varying internal and external stakeholders such as academicians, practicing people and the society as well. These stakeholders eventually may yield from studying and applying this study (Creswell, 2014). The contribution made by this study is to check whether the eco-centric rationale and organization-centric rationale have a mediating effect between Green HRM and OCBE in Textile companies of Lahore, Pakistan.

There are two ways by which the results of the study would add to the literature. First, by examining the mediating effect of (ECR) eco-centric Rationale for sustainability and organization-centric rationale for sustainability, between Green HRM and OCBE. Second, it will also be generalizable to other emerging countries that have similar economic, culture, political and environmental conditions.

5.1.2 Practical Implications

Insight into the green HR practices would be beneficial to managers and academic researcher and for local and international investors who value green culture inside and outside an organization. The study is significantly important for practitioners and policy maker as it will help them in identifying the appropriate green human resource practices for promoting sustainability.

With respect to the managerial recommendations, the managers need to make old and current employees aware of those green HRM practices that improve their perception of organizational

sustainability. Green hiring should be done very thoughtfully by ensuring that those candidates should be hired that value the protection of the environment. Training increases employees' participation in environmental program management. Once green hiring and green training are done, practitioners need to reward their employees in order to promote their green behavior. Reward should not have to be in monetary form only, but it can take non-monetary shape as well, for instance, job recognition, promotion, company cars which are environmentally friendly and etc. Performance of employees should be appraised by adding achievement of green goals into employees' yearly objectives. The rationale behind employees' perception of organizational sustainability is two-fold: organization-centric and eco-centric. Organizations make their employees adopt green behaviors for two reasons, one for business-case .i.e. to elevate its business reputation in the market and enjoy long term benefits in the form of high profitability. Second, for the sake of Morality .i.e. considering it to be a moral duty, employees should behave in a pro-environmental way and benefit the environment and society as a whole.

This study brings forth noteworthy managerial implications which are derivative of the results that green human resource management practices make a way to eco-friendly performance. In Pakistan, the afore-discussed four dimensions of Green HRM are in general being carried out by some textile units in Lahore, but informally rather than formally, majorly to cut down costs.

Additionally one main loophole is the absence of effective and operational techniques to quantify the effectiveness and proficiency of green human resource management practices especially green training and green performance appraisal. With respect to this it is suggested to the managers they need to consider the spending on adoption of Green Human Resource Management as an investment rather than as a cost or a mere expense. Also managers need to incorporate green objectives into the line of action that is undertaken by the employees. Furthermore employers ought to take account of the economic and environmental perception that employees hold in regard to the adoption of green practices. Formulating green strategies and ensuring their implementation while hiring candidates and during their performance appraisal, training and rewarding them accordingly, would help the managers and organizations in achievement of their green goals. Through these practices, employees' organizational citizenship behavior towards the environment is enhanced, organizational commitment increases towards the environment.

5.1.2 Theoretical Implication

Theoretically speaking this study contributes through the HRM Attribution theory. The HRM attribution literature explains “that employees’ perception of why the organization adopts certain HRM practices determines the effectiveness of HRM practices on employee work behavior” (Hall, Nishii, Lepak, Hall, & Schneider, 2008). Employees’ workplace green behavior is influenced by GHRM (Unite, Sullivan, & Shi, 2019). Green HRM will be attributed to the management, if it is viewed as distinctive, consistent and consensual by the employees of the organization (Sanders, 2012). Green HRM sounds more logical and stimulates stronger impact on employees’ behavior and attitudes when employees perceive them as consensual, distinctive and consistent. In a nutshell this study recommends a deep study of employees’ attitudes towards green HRM in the light of the Attribution theory. This research also depicts that while communicating their policies organizations should take account of three measurements of Attribution theory .i.e. Consistency, Distinctiveness and Consensus. If employees perceive HRM as distinctive, consistent and consensual, they are expected to attribute Green HRM to management and this way green HR practices will be applied as the management planned it. For this reason HR managers need to find out how their employees perceive Green HRM.

5.2 Limitations and Future Research

This study has some limitations. Firstly, due to the sudden natural calamity of COVID-19 and the lockdown in the country, all textile companies’ were shut down and not operational. For this reason, questionnaires could only be shared ‘online’ via emails, with employees of different textile companies, in Lahore. This does not guarantee honest responses and thus may lead into biased results. The sample size was not big enough to be a representative of the entire textile sector of Lahore. Therefore, further research can test the same model in a bigger context for instance, the entire textile sector of Pakistan. This study is a cross-sectional survey; other researchers can use the same model and explore the impact of green human resource practices on OCBE using a longitudinal survey instead. Academically, this study did not include all practices of GHRM. Moreover, other sampling techniques or instruments may be used to measure the same concept and individual or nationwide culture may be studied as a moderating tool between the said variables. Additional studies can explore the impact of Green HRM practices in organizations where paper is used more extensively than in any other organization, such as

educational institutes, as this is an understudied region in developing countries such as Pakistan. In addition to this while using the same model, a comparison can be made between the textile sector of a developing and developed country. Besides the four dimensions used for green human resource management, the effect of others (such as, green vision and values) can also be tested on OCBE, using ORS as the mediator.

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