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Green Human Resource Management Practices, Employee Engagement, and Sustainable Organizational Performance: The Mediating Role of Employee Commitment

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Abstract
Green Human Resource Management (GHRM) is a new HRM approach that has developed as a critical tool for embedding sustainability into the HRM process. Awareness of the need for the preservation of the environment has increased, and environmentally friendly policies are spreading among organisations in order to minimize their environmental impact and increase employee participation and organisational effectiveness. Some of the key practices used to encourage employees to be green include green recruitment and selection, green training and development, green performance management, green rewards, and employee participation.. The study is based on primary data collected from 200 respondents using a structured questionnaire. A convenience sampling technique was employed to select respondents based on their accessibility and willingness to participate in the study. The questionnaire was designed to collect information relating to the various dimensions of employee commitment, namely affective commitment, continuance commitment, and normative commitment. This article examines the relationship between Green Human Resource Management practices, employee engagement, and sustainable organizational performance, with particular emphasis on the mediating role of employee commitment. It highlights how environmentally responsible HR practices can improve employee attitudes, strengthen organizational commitment, and contribute to long-term economic, social, and environmental performance.

Keywords: Green Human Resource Management, Employee Engagement, Employee

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Commitment, Sustainable Organizational Performance and Environmental Sustainability.

Introduction

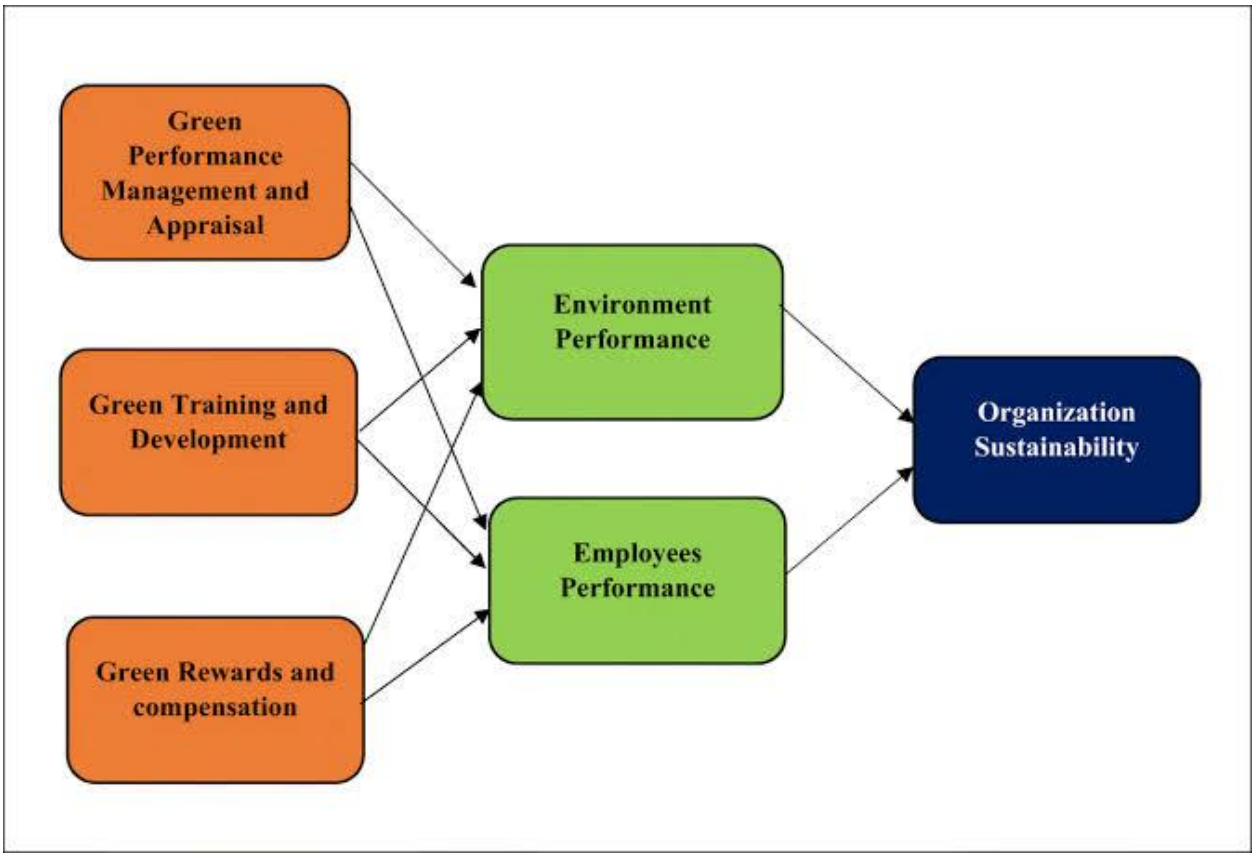
The issue of environmental sustainability is gaining increasing importance for organisations around the globe. Organizations are becoming more aware of their corporate social responsibility and have responded to rising environmental pressures, climate change, resources scarcity and increasing awareness to act sustainably in their business operations. In this context, Human Resource Management (HRM) is a key element in building a culture of the organization that is environmentally responsible. Green Human Resource Management is the adoption of the environment management goals into the traditional human resource management. Employee engagement also has a very important part to play in motivating employees to take part in organizational sustainability efforts. Employee commitment is also a factor that contributes to the relationship between green HRM practices and sustainable organizational performance by fostering a sense of belonging, sense of responsibility, and sense of loyalty among employees.

Green Human Resource Management is about stimulating employees to exhibit green behaviour and to become involved in corporate sustainable actions. It consists of green recruitment, green training, green performance appraisal, green compensation and employee participation in environmental projects. These practices enable organizations to build an environmental awareness and support base of employees.

The commitment of employees is also essential as it gives an indication of how emotionally attached, loyal and willing employees are towards their organization. Committed workers are more likely to back up an organization's policies and long-term goals with regard to the environment.

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Figure: 1



Sustainable organizational performance is how an organization is able to attain economic success while protecting the environment and being socially responsible. Consequently, the relationship between green HRM practices, employee engagement and employee commitment are important to consider in order to ensure sustainable organizational performance.

Concept of Green Human Resource Management

The term Green Human Resource Management is used for implementing environmentally friendly practices with human resource policies and activities. It seeks to raise awareness among employees of their environment and enhance their involvement in environmental and sustainability efforts, and to promote responsible use of organizational resources.

Green HRM is an integration of environmental objectives within different HR functions. It encourages employees to minimise waste, conserve energy, minimise the use of paper and practice good working environment practices.

The major Green Human Resource Management practices include:

Green Recruitment and Selection: Green recruitment is the process of attracting and selecting people who have environmental awareness and sensitivity for sustainability. Policies can be shared with the organisation during the recruitment process that will draw in those who share

green values.

Green Training and Development: Green training is giving employees knowledge and skills concerning environmental protection. Training can be on energy saving; waste management; recycling; pollution prevention; and sustainable workplace behaviour.

Green performance management: Green performance management is a method of incorporating environmental objectives in employees' performance management. Staff can be evaluated on their efforts to reduce waste, conserve resources and for their role in environmental efforts.

Financial and non-financial incentives can help encourage employees to become environmentally responsible through the use of Green Compensation and Rewards. Recognizing, rewarding, aiding, and thanking employees can help motivate them to join in with sustainability initiatives.

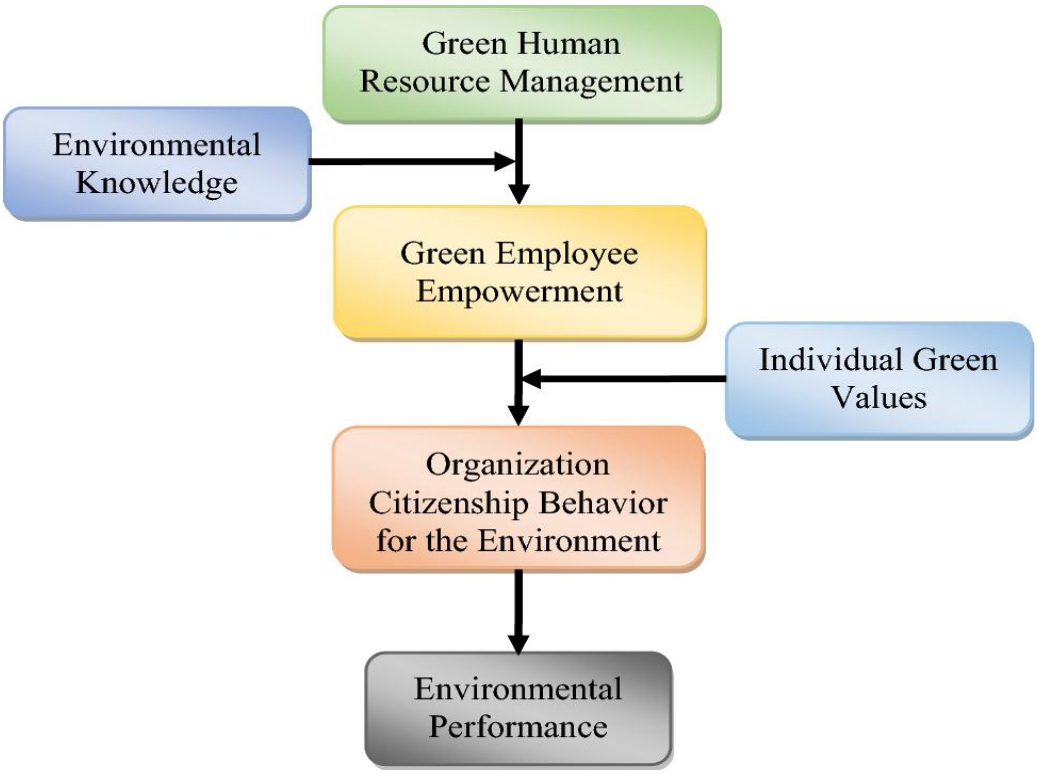
Employee Involvement: Green Employee Involvement is a way to involve employees in environmental decision-making and the implementation of environmental sustainability programmes. Staff have the opportunity to share their ideas on how to minimise environmental impacts and maximise resources.

Employee Engagement and Green HRM Practices

Employee engagement is a measure of how enthusiastic, dedicated, and engaged an employee is to their job and organization. A major benefit of high employee engagement is that they are more likely to be committed to the goals and objectives of the organization, and are more willing to go the extra mile. By fostering a sustainable and conscientious work environment, green HRM practices can help attract and retain employees, thereby improving their engagement. If the company gives employees opportunities to learn and participate in activities that help the environment, then employees will feel a sense of social and environmental value to their work. Green workplace projects also offer the chance to work together and collaborate with one another. Recycling programs, energy-saving initiatives, and environmental awareness events among employees build stronger employee-to-employee and employee-to-management relationships. Companies that embrace sustainability can make their employees feel better about their workplace and their work. Companies that show a care for society and environment may make employees feel proud to work for such companies. So, the green HRM practices can enhance the employee engagement and foster positive work behaviors.

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Figure: 2



Sustainable Organizational Performance

Sustainable organizational performance refers to the ability of an organization to achieve long-term success by balancing economic, environmental, and social objectives. It goes beyond traditional financial performance by considering the organization's responsibility towards employees, society, and the natural environment.

The three major dimensions of sustainable organizational performance are:

Economic Performance: Economic sustainability involves increasing productivity, minimizing operating expenses, effective use of resources and long-term profitability. Economic performance, in terms of reduction of waste, energy saving and employee productivity, are some ways that Green Human Resource Management practices can help.

Environmental Performance: Environmental performance is how well an organisation reduces its adverse effects on the environment. It covers everything from carbon emissions reduction to the conservation of natural resources, waste management and environmentally responsible workplace practices.

Social Performance: Social performance is concerned with the well being of the employees, equality in the workplace, job satisfaction, health and safety of the employees and the social responsibility of the company. By fostering the involvement of employees and raising awareness about the environment, organizations can contribute to a positive working culture and build stronger connections with stakeholders.

Green HRM practices contribute to all three dimensions by developing environmentally responsible employees and promoting sustainable organizational values.

Relationship between Green HRM Practices, Employee Engagement, and Sustainable Organizational Performance

The implementation of green HRM practices is seen to affect the sustainable performance of an organization, and this effect is seen on employee behaviour, attitudes and participation in the workplace. If companies adopt more sustainable HR policies, staff will be more conscious of sustainability goals and will be motivated to participate in the achievement of these goals.Green training enhances the environmental awareness and empowers the skills needed to adopt sustainable activities in the workplace. Green rewards encourage workers to take environmentally responsible actions and green performance management makes green goals part of the regular activities of the organization.

Employee engagement furthers this relationship by prompting employees to get involved in moving forward environmental initiatives. Satisfied staff members are more inclined to offer innovative ideas, cooperate, and back the organization's sustainability initiatives. Another key factor that affects organizational performance is employee engagement. Employees who are engaged are enthusiastic, committed and willing to participate towards the goals of the organization. Employees' involvement in environmental activities increases their awareness and responsibility for sustainability.

Likewise, employee dedication promotes employees to endure extended associations with the organization in addition to backing the association's environmental goals. Employees that identify with organizational values related to sustainability are more likely to act responsibly and improve organizational performance. Hence, Green HRM practices, employee engagement and employee commitment together help to attain the sustainable organizational performance.

Conceptual Framework

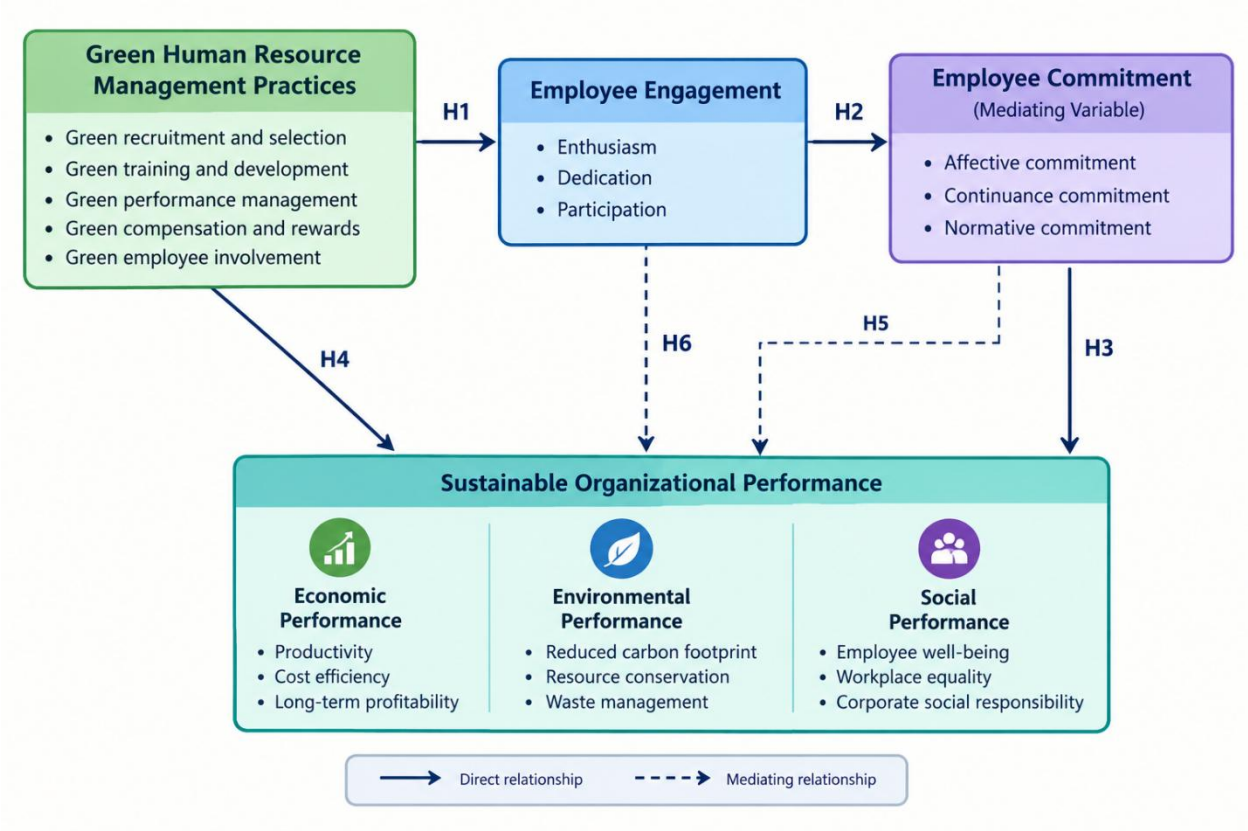
The proposed conceptual framework explains the relationship between Green Human Resource Management practices and sustainable organizational performance. It considers employee engagement as an important organizational outcome of green HRM practices and employee commitment as a mediating variable.

Proposed conceptual model

The framework suggests that Green HRM practices encourage employee engagement, which can strengthen employee commitment and ultimately contribute to sustainable organizational performance. Employee commitment is proposed as a mediating variable that helps explain how green HRM initiatives translate into organizational sustainability outcomes.

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Figure: 3



Research Gap

Previous studies have largely concentrated on green employee behaviour and environmental performance, and the effect of employees' engagement on enhancing the sustainability of the organization needs to be explored. While there have been several studies on the impact of green HRM practices on organizational performance and how these practices affect employee engagement, few studies have investigated the combined relationship between green HRM practices, employee engagement and sustainable organizational performance.Furthermore, the employee commitment as a mediating variable has not received adequate research attention in the explanation of the role green HRM practices play in achieving long-term organizational success. A need exists for an integrated framework that would consider the direct and indirect relationship between these variables. Thus, the present study tries to overcome this gap and examines the role of employee commitment as a mediator.

Importance of the study

The present study is of importance due to the fact that environmental sustainability is emerging as a major concern of the contemporary organizations. Green Human Resource Management practices are tools that can be used to educate organizations to become environmentally responsible and encourage sustainable behavior in the workplace. The study points towards the fact that employee engagement is crucial to the effective promotion of active involvement in organizational environmental action. It also clarifies the link between employee commitment

and sustainable organizational performance through the link of green HRM practices. The results of the study can contribute to the development of efficient human resource policies, higher employee engagement and loyalty within organizations. In addition, the investigation offers important information on the economic efficiency, environmental protection and social responsibility. It also is useful to the body of literature on sustainable human resource management.

Statement of the Problem

There is a growing need to have sustainable organizational practices and have employees who are satisfied with their jobs and work performance. But, a lot of organisations are having trouble effectively implementing environmental policies in their HRM policies. In addition to having a policy, human resources also play a role in the successful implementation of Green Human Resource Management practices. There can be a lack of environmental awareness, motivation and involvement of employees in sustainability matters. Therefore, outcomes of green HRM practices are not likely to be realized at its fullest extent. Despite the recognition of green HRM as an important management strategy, the relationship between green practices and sustainable organizational performance still needs to be explored with the help of employee commitment. Hence, the relationships between the variables of this study, and the mediating role of employee commitment, are examined.

Research Methodology

The present study adopts a descriptive research design to examine employee commitment across different demographic groups. The study is based on primary data collected from 200 respondents using a structured questionnaire. A convenience sampling technique was employed to select respondents based on their accessibility and willingness to participate in the study. The questionnaire was designed to collect information relating to the various dimensions of employee commitment, namely affective commitment, continuance commitment, and normative commitment. The collected data were analysed using appropriate statistical tools. Descriptive statistics were used to understand the characteristics of the respondents, while the Kruskal-Wallis H test was applied to identify significant differences in employee commitment across different age groups. The statistical analysis was carried out to examine the research hypotheses and draw meaningful conclusions from the findings.

Analysis and Findings

Employee commitment is described as the emotional bond and dedication felt by employees towards their organization. It's a reflection of the commitment of the staff to stay and play a positive role in the organization. Employee commitment is a key factor in the link between Green HRM practices and sustainable organizational performance. Green HRM practices reflect values of the organization and indicate the commitment of the management towards environmental and social responsibility. If employees see that their organization is truly committed to sustainability, they can become more trustful, loyal, and emotionally attached to the organization. By providing green training, environmental rewards, fair performance evaluation and employee participation, the sense of belonging of employees can be strengthened.

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Table.1

Perception towards dimensions of commitment and Age group

Descriptive			
Factors	Age Group	N	Mean Rank
Affective Commitment	Young	38	102.56
	Middle	140	98.18
	Old	22	110.26
	Total	200	
Continuance Commitment	Young	38	107.31
	Middle	140	96.44
	Old	22	114.71
	Total	200	
Normative Commitment	Young	38	108.58
	Middle	140	95.27
	Old	22	119.43
	Total	200	

The descriptive analysis of employee commitment based on age group reveals differences in mean ranks across the three dimensions of commitment. In the case of affective commitment, the old age group recorded the highest mean rank (110.26), followed by the young age group (102.56), while the middle age group recorded the lowest mean rank (98.18). Regarding continuance commitment, the old age group obtained the highest mean rank (114.71), followed by the young age group (107.31) and the middle age group (96.44). Similarly, for normative commitment, the old age group recorded the highest mean rank (119.43), followed by the young age group (108.58), while the middle age group had the lowest mean rank (95.27). Overall, the results indicate that older respondents demonstrate relatively higher levels of affective, continuance, and normative commitment compared to the other age groups. However, statistical significance cannot be determined from mean ranks alone.

Table.2

Factors	Affective Commitment	Continuance Commitment	Normative Commitment
Kruskal-Wallis H	1.160	2.978	5.103
df	2	2	2
Asymp. Sig.	.560	.226	.078

The Kruskal-Wallis test was conducted to examine whether there is a statistically significant difference in employee commitment across different age groups. The results indicate that the significance value for affective commitment is 0.560, continuance commitment is 0.226, and

normative commitment is 0.078. All three significance values are greater than the 0.05 level of significance. Therefore, there is no statistically significant difference in affective, continuance, and normative commitment among employees belonging to different age groups. Hence, the null hypothesis is accepted, and the alternative hypothesis is rejected. It can be concluded that age group does not have a statistically significant influence on the three dimensions of employee commitment.

Managerial Implications

The study offers several important implications for organizational managers and human resource professionals. Organizations should integrate environmental sustainability into their HR policies and develop a workplace culture that encourages environmentally responsible behaviour.

- At first, organisations must implement green recruitment and selection processes and recruit employees who are aware of and supportive of environmental sustainability.
- Second, the regular training on greening should be carried out to enhance employees' knowledge and competence in the environmental field. Thirdly, organisations need to have appropriate reward and recognition systems that encourage their employees to be involved with sustainability efforts.
- It is also important that managers actively involve employees in environmental decision making. Facilitating opportunities for staff to make suggestions and engage in green activities can enhance their organizational commitment and engagement.
- Additionally, the commitment of employees should be taken into account when formulating sustainability strategies. Supportive work environment, effective communication, recognition and employee participation can enhance employees' commitment to organizational goals.
- Finally, management should measure the performance of their organization using the economic, environmental and social measures and not just financial.

Conclusion

Green Human Resource Management (GHRM) has emerged as an effective organizational strategy for fostering environmental sustainability while enhancing overall organizational performance. It involves incorporating environmental considerations into key human resource functions, including recruitment and selection, training and development, performance appraisal, compensation, and employee participation. These practices encourage employees to adopt environmentally responsible behaviours and contribute to organizational sustainability initiatives. Employee engagement plays a significant role in motivating individuals to actively participate in green activities, whereas employee commitment strengthens their dedication and willingness to support the organization's long-term environmental goals. In this context, employee commitment serves as an important mediating factor that explains how green HRM practices influence sustainable organizational performance. The proposed framework emphasizes the interconnected role of green HRM practices, employee engagement, and employee commitment in achieving economic development, environmental preservation, and social responsibility. Therefore, organizations need to recognize sustainability not only as an environmental concern but also as an integral part of their human resource management strategy. In conclusion, the effective adoption of Green Human Resource Management practices,

combined with higher levels of employee engagement and commitment, can promote a green organizational culture, improve operational effectiveness, and contribute to sustainable long-term organizational performance.

The present study examined the differences in employee commitment across different age groups, considering three dimensions: affective commitment, continuance commitment, and normative commitment. The study was conducted using primary data collected from 200 respondents through a convenience sampling technique. The Kruskal-Wallis H test was employed to identify differences in employee commitment among young, middle-aged, and older respondents. The findings revealed that older respondents recorded higher mean ranks across all three dimensions of commitment compared to the other age groups. However, the statistical results indicated that there were no significant differences in affective commitment ($p = 0.560$), continuance commitment ($p = 0.226$), and normative commitment ($p = 0.078$) at the 5% level of significance. Therefore, it can be concluded that age does not significantly influence the different dimensions of employee commitment. Organizations should focus on developing a supportive work environment and effective employee engagement practices to strengthen commitment among employees irrespective of their age. When an organization expands in a exponential way, the focus should be made on designing a structure where in not that there is technical relationship existing but also personal and informal relation exist. This paves way to enhancing employee engagement.

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