

**The Impact of GHRM on Employee Pro-environmental behavior's &
Employee Job satisfaction; Mediating role of Employee
Commitment**



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A thesis submitted in partial fulfillment of the requirements for the Degree of Master of
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Management at the Faculty of Management Sciences

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بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

“In the name of Allah, the most merciful and beneficent”

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Mr.Muhammad Hasan Iqbal

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DECLARATION OF AUTHENTICATION

I hereby declare that my MS thesis titled “The Impact of GHRM on Employee Pro-Environmental behavior’s & Employee Job satisfaction;Mediating role of Employee Commitment” is all my own work & to the best of my knowledge and has not submitted previously, either in whole or in part by me for taking any degree from International Islamic University Islamabad or any other institution.

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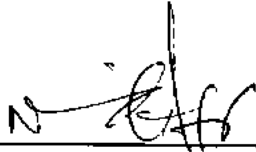
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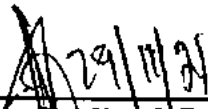
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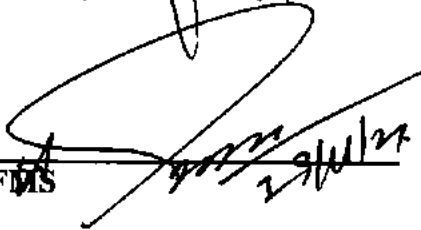
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Abstract

Based on the assumptions of Social exchange theory (SET), we unveil Green HRM to study employee outcomes like Pro-environmental Behavior's, Job satisfaction and employee commitment. Specifically, we hypothesized that Green HRM practices, leads employees to involve in Pro-environmental behavior's. Green HRM practices leads employees to be satisfied from their jobs. Moreover, we hypothesized that Employee commitment affects the relationship between Green HRM and Pro-environmental behavior's. Additionally, we also hypothesized that employee commitment mediates the relationship between Green HRM and Job satisfaction. Employing a multi-wave and single-source sample, data was collected from employees of OG grade 1 and 2 (n=204) in the banking sector of (Central Punjab), Pakistan. We validated the proposed framework using the mediation technique. Results supported the mediating effect of employee commitment between Green HRM and Pro-environmental Behavior's. The results revealed that the mediating effect of employee commitment between Green HRM and job satisfaction study concludes with implications, limitations and directions for future research.

Keywords: Green HRM, Employee commitment, Pro-environmental behavior's, Job satisfaction,

Table of Contents

CHAPTER 1	15
1. INTRODUCTION.....	15
1.1 Background of the Study.....	15
1.2 Research Justification:.....	22
1.3 Problem Statement	24
1.4 Research question:.....	25
1.5 Research Objective:.....	25
1.6Significance of the study:	26
1.6.1 Managerial significance:.....	26
1.6.2 Theoretical significance:.....	26
1.6.3 Contextual significance:	27
1.6.4 Definitions of the variables	28
CHAPTER 2	29
LITEWRATURE REVIEW.....	29
2.1 Green HRM:	29
2.2 Employee commitment:	35
2.3 Pro-Environmental behavior's(PEB's)	37
2.4 Job satisfaction:	39
2.5 Theoretical framework and hypothesis development.....	43
2.5.1 GHRM and PEB	43
2.5.2 GHRM and job satisfaction	44

2.5.3 GHRM and employee commitment.....	44
2.5.4. employee commitment and outcomes	45
2.5.5. Mediating role of Employee Commitment.....	46
2.6: Summary of Hypothesis:.....	49
CHAPTER 3	51
3.1 METHODOLO	51
3.1 Research Design.....	51
3.2 Population Sampling techniques and Sample size	52
3.3 Data collection.....	53
3.4 Data Analysis:	54
3.5 Measurement or Instrument:	54
3.5.1 Green HRM:	54
3.5.2 Employee commitment :.....	55
3.5.3 Employee Pro-Environmental Behaviors (PEB's):	56
3.5.4 Job satisfaction:	56
CHAPTER 4 RESULTS	59
4.1 Summary of examined hypothesis	59
4.2 Normality Test.....	59
4.3 Control Variables	60
4.4 Correlation analysis and Descriptive Statistics	61
4.5 Regression Analysis	64

4.5.1 Mediated role of employee commitment in the relationship between GHRM and.....	64
Pro-environmental behaviours.....	64
4.5.2 Mediated role of employee commitment in the relationship between GHRM and Job satisfaction.....	65
CHAPTER 5	67
DISCUSSION	67
5.1 Overview	67
5.2 Major Findings	68
5.2.1 Overview	68
5.2.2 Hypothesis Testing	69
5.2.3 Main effect Hypothesis:.....	69
5.2.4 Mediation Hypothesis:.....	70
5.3 Theoretical strengths	70
5.4 Methodological Strengths	71
5.5 Limitations and Future Research Directions.....	71
5.6 Theoretical Implications.....	72
5.7 Managerial Implications.....	74
5.8 Contextual implications.....	76
5.9 Conclusion.....	76
References:.....	78
Appendix	94

ABBREVIATION

GHRM=	Green Human Resource Management
PEB's=	Pro-Environmental Behavior's
JS =	Job Satisfaction
EC =	Employee Commitment

List of Tables

Table 1.6.4 Definitions of the variables	20
Table 3.1 Confermatory factor analysis, composite reliability and average variance extracted...	50
Table 4 .1 Skewness and Kurtosis	54
Table 4.2 One Way ANOVA	55
Table 4.3 Correlation Analysis Result	57
Table 4.4 Mediating Role of Employee commitment	59
Table 4.5 Mediating Role of Employee commitment	60

CHAPTER 1

1. INTRODUCTION

1.1 Background of the Study

Sustainability as a concept, is associated with Human Resource Management (HRM) as in the shape of viability-orientated HRM (Wagner, 2013) sustainable HRM (Ehnert et al., 2016), socially responsible HRM (Cohen et al., 2010), and GHRM (Jackson et al., 2010). Last mentioned concept identifies HRM character, as its contribution toward environmental sustainability. HRM can gauge and impact employee environment-related conduct, mentalities, information, and inspiration. Subsequently, organizations can use HRM to adequately convey and execute climate inviting arrangements (Guziana & Dobers, 2013; Jabbour et al., 2013). To incite Pro- environmental practices, duty from the administration, authoritative and boss help, and HR practices, are vital, much the same as broad innovativeness and development (Provasnek et al., 2017; Sugita & Takahashi, 2015). As indicated by Tang et al., 2018, GHRM points to HRM implications with the aim to advance climate well-disposed utilization of assets, which will fortify the reason for environmental performance when all is said in done and will build employee commitment also, duties on the issues of environmental administration in specific.

Sustainability and environmental protection has now become most important issue in current era. Firms which want to maintain competitive advantage in the industry now has to pay more attention towards depleting natural resources and has to reduce waste emission because it's the need of the time that firms has to remain responsible towards not harming their environment (Yong et al., 2019). To address environmental issues now firms are adopting variety of approaches and among them GHRM stands as the most prominent and significant topic for the researchers. GHRM depends on a multidisciplinary approach that envelops speculations and strategies from the fields of the

management, sociology, economics, and psychology, because of a wide cluster of corresponded issues and questions.

GHRM acts a facilitating vehicle for the organization to achieve ecological aims, Paillé et al., 2014). To establish healthy relationship between firms and its stake holders, GHRM is the most vital aspect that plays role in this regard (Yusoff et al., 2018). Recent factual affirmation has revealed, that GHRM practices boosts fir's performance (e.g., Daily, Bishop. & Massoud, 2012; Guerci, Longoni, & Luzzini, 2016; Jabbar & Abid, 2014). Under a sustainable HRM dimension, concept of GHRM can speak to the natural element of maintainable turn of events. GHRM is introduced as another methodology dependent on different angles, for example, the advancement of the naturally well-disposed working conditions and production of a green workforce (Harvey 2013; Guldenmund, 2010; Muster, 2011).

The implementation of GHRM to organization and the top management can prompt a superior corporate picture, Shen J, (2108) and upper hand available in the market (Bombiak 2018; Ziółko M 2015; Chodyński A 2008). It is therefore not astonishing that GHRM is attaining more attention in research and applied literature of management. For the firm to determine which conservation operation should be implemented in each aspect of business and in all phases of an organization human resource functions plays here for ongoing procedure (Cohen, Taylor & Muller, 2012). Now a days many firms have to accept and embrace growingly regulatory and social pressure to augment their ecological administrative aspects, with affectively acknowledge the external pressure specifically when operating in environmentally delicate area.

To augment a good environmental image is the best possible approach a frim can opt to intensify competitiveness when the public question a cleaner environment. To address this environmental concern, numerous firms have planted environmental master plan to mentor their environmental management practices. This features, the significance of Green Human asset the board (GHRM), which is identified with overseeing HR, and giving human asset practices dependent on

environmental administration. Green recruitment and selection, green training, green rewards, green performance appraisal and green organization in dynamic cycle can be concentrated under the GHRM framework (Amrutha, 2020; Renwick et al., 2013, Tang et al., 2018).

Green Human resource strategies urge employees to be engaged in the conservation of the environment and varying tasks during the operational cycle (Huo et al.,2020).As influentially talked by Amrutha and Geetha (2020), employees manifest PEB's(Pro-environmental behavior's) because of their own drives and Green Human Resource practices in the organization.GHRM may incorporate offering inclination to naturally mindful and touchy employees during recruitment and selection phase of the firm (Green recruitment and selection), establishing a learning and advancement framework to improve employees environmental awareness and compliance as well as aptitudes regarding environmental administration (Green training), making a decision about employees presentation regarding their commitment toward propelling the natural objectives of the company's (Green performance management), conveying budgetary or nonfinancial prizes for employees by showing environmental amicable perspectives and practices (Green compensation management), and giving employees chances to connect with or take an interest in natural administration exercises in the organization (Green involvement).

Employees PEB's (Employee PEB 's) is a generally new idea that requires further advancement regarding content and operationalization. In broader sense, Green work environment conduct can be best portrayed as "distinguished activities or practices employees participate or engaged with by further adding to bring down ecological supportability" (Ones and Dilchert, 2012, p. 452). As a rule, there is basic understanding that firm ought not disregard the significance of employee conduct, given that employees fill in as the substance of the organization to the rest of the world and can legitimately impact an organization's notoriety,McShane and Cunningham, (2012) and in light of the fact that employees' conduct likewise impacts the general authoritative viability and at last, budgetary execution (Koys, 2001;Rupp et al.,& Skarlicki, 2013).Inside the extent of in-job behavior, various methods of

functioning just as the advancement of feasible items and cycles may be officially required (Norton, et al., & Ashkanasy, 2015). For instance, employees could be needed to guarantee that harmful material or trash could not affect by adjacent water fields or ponds and hazardous waste would be discarded by following compliance with organizational arrangements and government guidelines.

It is apparent, that this in-job supportive of environmental conduct frames part of formal employment obligations and isn't intentional (Dumont et al., 2017). In-job favorable to environmental conduct is likewise appropriate for different sorts of business regardless environmentally friendly conduct isn't needed yet basically on account of the idea of the job. This may prompt employees being needed to go to compulsory environmental workshops, hold fast to implemented environmental arrangements and execute certain environmentally inviting practices at work. For instance, these necessary practices may incorporate printing two fold sided rather than single-sided, recycling, turning the light off, when going home for oneself or in the interest of others (Ciocirlan, 2017).

The other kind of favorable to ecological work environment conduct is extra-job or deliberate employee conduct. Deliberate supportive of ecological working environment conduct can be characterized as "green conduct including individual activity that surpasses organizational desires" (Norton et al., 2015, p. 105). Exploration features that willful supportive of natural work environment conduct isn't an aspect of employees' responsibilities portrayats however, that these sorts of practices can even now be related with their positions (Lülfes & Hahn, 2013). Studies found that intentional work environment conduct, as a rule, adds to improve by and large work viability, execution and organizational effectiveness (Koys, 2001; Organ, Podsakoff, & MacKenzie, 2006; Rupp et al., 2013).

In accordance with these discoveries, Boiral (2009) contends that intentional supportive of natural work environment conduct adds to a more compelling ecological execution of the organization. If we see by the perspective of employees, they participate in this conduct since they need to decidedly impact the climate. However, when inspecting the benefits of supportive of natural intentional working environment practices with in firm's perspective, these practices could be urged with the mean to use

related monetary advantages. From one perspective, these financial advantages can result from an improved budgetary performance, Albertini (2013) for example, cost decreases through, for instance, improved energy utilization since employees switch lights off when going home (Kim, et al., & Ployhart, 2017).

JS is quite possibly the most broadly engaged spaces of interest in HRM and Public Administration. JS could be portrayed as an employee's emotional reaction to his/her work because of correlation between the real results and the normal or required results (Smith & Jones, 1992). An employee gets fulfillment from being self-insight however this possibly happens when the employee gain fulfillment from the climate they work, for the organization they work they should get fulfillment from them. Or on the other hand, Lu et al. (2005) characterized JS as a positive reaction proportionate to how much an individual makes the most of their work. JS is frequently thought to be a pleasurable or positive impassioned state concluded about because of assessment or evaluation of one's work or professional training (Locke, 1975).

As it is accordant with Lockian perspective of Job satisfaction, "a pleasurable or positive passionate condition" a component of the apparent connection between what one needs from the job and what one recognize it is offering (Locke, 1976, p. 1300). Therefore, JS can be assumed as personal emotional tendency that mirrors the degree to which personal requirements are met by the job. In the Layman's language, JS is the measure that brings gratification in the employees towards their work and keep up the job engagement of the personals towards their job (Judge et al., 2002). Consequently, Spector (2003), summarizes work fulfillment essentially being "the degree by which individuals like their positions" (p. 210).

Factual assistance transfers the impacts of JS on personals, or maximum accessible proof is identified with straightforward relationships with organizational factors. Wang & Lee, (2009) suggested that moral environment types like mindful, proficiency, and autonomy of directors yields a notable constructive effect on different aspects of job satisfaction. Consequently, with hierarchical

principles, corporate figurehead could produce great work practices and organizational results. Also, personal attributes and worker salaries are the premier indicator, of JS (Okpara, 2004).

Consequently, employees who holds feeling of contentment with their profession in regard of salary, individual advancement, following accomplishment of professional goals, offer quality support by promptly service failures issues (Karatepe, 2012).

Hypothetically, personals having lower degrees of JS aims by quitting from their work in the event, as not engaged to differ in their work attributes. This is on the grounds that a few investigations, Liden et al. 1993; Thomas and Tymon, 1994 show that more significant levels of personals control are identified with job satisfaction. Likewise, employees authorization is apparent to show more significant extent of job satisfaction.

Employee commitment is the idea which basically centers around the solid connection among organization and personals. Employee commitment emphatically impacts the in general organizational pursuance (Randall, 1990). Kalleberg and Berg (1987), defined employee commitment as; "the degree to which an employee identifies with the goals and values of the organization and is willing to exert effort to help it succeed" (p. 159). Jaramillo et al., (2005), stated that commitment is significant on the grounds that it frequently prompts progressing job performance and along these lines, the upper hand available for the organization. Research indicates, commitment advances fulfillment in one's job role (Patrick and Sonia, 2012; Zhang, Wu, Miao, Yan & Peng, 2014; Peng et al., 2016, p. 55). Arthur (1994), contented organizations having, committed labor force have preferably manufacturing performance over organizations with controlled labor force. Employee commitment could also be understand, as psychological attitude of the worker. Peng et al., (2016, p.51) stated psychological attitude helps employee in identifying organizational goals and upsides of one's organization. This can be assumed that the target of a controlled human asset framework is to build productivity or reduction work cost by manifesting employees to specific standards/models and give rewards dependent on quantifiable results, moreover, successful human resource plan is created by forming employees

practices or perspectives by connecting organizational or personal objectives. Paton and McCalman, (2000, p. 151) stated, "Viable execution comes from having a committed workforce". Menezes (2009, p. 172) characterizes organizational commitment as "a kind of friendly bond set up between organization and employee, comprised with full of feeling segment of distinguishing proof impacting behavioral intentions of proactivity, cooperation, additional commitment or protection of the organization". Lizote et al., (2017) stated increased exploration for the upper hand consistently propels firms to acknowledge job of employees to make a consistent competitive advantage.

Personal execution is emphatically coupled with personal commitment (Chen et al., 2002). So, it can be stated that, employee job satisfaction, motivation, appraisals or results are strongly coupled with organizational commitment. Organizational commitment hierarchical responsibility is an extensive view than, JS (Mowday, Steers, & Porter 1979).

Despite many researches have documented the validity of the theoretical link among employee commitment. To our best information, no exploration work has zeroed in on the investigation of connection between GHRM and employee commitment. Further research is required, in GHRM practices and social line of organizational sustainability while including mediation as well as moderation, as employee green behavior at workplace, government policies and trade unions role.

Secondly, how to change GHRM practices into employee commitment and its unforeseen components are as yet not satisfactory. Thirdly there is not such study which have investigated Green Practices effects on employee job satisfaction. Earlier examinations normally interfaces the impact of GHRM practices usage with endorsed PEB's at work. Restricted investigations have inspected its impact on spurring employees to display an uplifting mentality and conduct in lessening firms' natural impression and upgrading economical strategic policies (Dumont, Shen, & Deng, 2017). Prior research usually links the influence of GHRM practices implementation with prescribed PEB's at work. It is established fact that, GHRM practices could result in voluntary PEB's directly and indirectly through organizational context as well as also within individual factors keeping employees satisfied with their

jobs. Taking this into account, the main objective of the current study is to propose a theoretical framework, that examines the antecedents of voluntary PEB's at work and JS and underlining the role of GHRM in relation of employee commitment as mediator.

The proposed framework embraces antecedents of a different nature altogether, which may broaden the understanding of the origin of motivational factors that promote employee involvement in voluntary PEB's at work. Recent empirical work has done to test serial mediation model by linking GHRM to environmental performance through the mediation of environmental concerns and environmental responsibility. Providing handsome justifications for conducting research which entail mediating mechanism and its effects. We can suppose that GHRM practices can likewise impact deliberate PEB's straightforwardly and in a roundabout way through authoritative setting and individual elements. Particularly, there is no theoretical framework linking Green HRM, PEB's and JS with employee commitment acting as mediator.

So, current study tries to bridge existing literature gaps with firstly investigating, the direct effects of GHRM on PEB's and secondly, examining the indirect mechanism through which GHRM can influence PEB's and employee job satisfaction. Therefore, current research aspire for investigating, the mediating role of employee commitment in Green HRM, PEB's and Employee JS relationship.

1.2 Research Justification:

As with the advent of technology and automation major challenge for the organizations is to maintain the sustainability of the environment and reduce minimal wastes during their operations and to devise ways and operational processes which are environment friendly, and it is necessary for the organizations to make their employees aware about GHRM practices so that they may exercise PEB's which would enable the organizations to resolve the issue of sustainability and help to keep its employees embedded and engaged at individual level so they can contribute toward the environmental protection. Ari et al., (2020), contented that more research is required for investigating the antecedents of GHRM practices along with its consequences at individual level

as well as in organizational settings. As role of Green Practices towards producing Employees PEB and positive workplace variable i.e. work engagement. (Dumont et al., 2017; Nejati et al., 2017; O'Donohue and Torugsa, 2016; Pham et al., 2019; Renwick et al., 2016; Yu et al., 2020) stresses that, as GHRM practices and strategies plays vital role in achieving sustainability, with this emerging novel field now, many scholars are focusing to investigate the GHRM practices and its associated antecedents or outcomes.

Ren et al., (2018), claimed despite of vast research which has been published but, unfortunately this research lags in explaining GHRM antecedents as well as how they produce influence upon organizational outcomes. As, insufficient availability of such studies leads to vague understanding of mechanisms or factors which yields GHRM antecedents or indirect mediating mechanisms, enabling GHRM to produce positive outcomes for the organizations as well as for the employees. Ren et al. (2018) stated, to gain long-term benefits from GHRM system it is essential to acknowledge the GHRM along with mediating mechanisms so that adequate GHRM system could be developed for the organizations. Moreover, other area which needs special attention from the researchers is to investigate how GHRM and its practices yields outcomes on the employees or how they affect employees. Ren et al. (2018) said, it is essential for recognizing the GHRM impacts upon employees, so that effective GHRM system can be developed or put in executable form in the organizations. In light of above mentioned literature, present study tries to bridge the existing gap by determining how GHRM yields productive after-effect on individual i.e. employees level or at in the organizational context.

Chaudhary, (2020) directed that, mediating mechanisms involving additional alternative mediations are required to further unfurl the relationship of GHRM practices and employees PEBs. Ansari et al., (2020) investigated the relationship of GHRM (GHRM), Green commitment, PEB's and contented that additional antecedents or precursors of GHRM can also effectively affect the relationship. Hameed et al., (2020) suggested that, the influence of GHRM on non-green work

attitudes and behaviors has not yet been sufficiently investigated, so it is also worth suggesting that future research should explore the influence of GHRM on employees' non-green outcomes in terms of attitudes and behavior. Such studies will add to the literature of HRM from the green perspective and also contribute to knowledge concerning employee organizational green outcomes. Benevehe et al., (2020) claimed that despite the existence of high number of descriptive papers regarding Green HRM, current evidence-based studies on GHRM precursors or antecedents affecting employees or organizations show a focus on specific GHRM dimensions, in specific countries and types of organization.

Karatepe et al.,(2020) investigated the relationship of employee engagement and employee PEB and pointed that future research can use variables, as the antecedents of employee engagement and effects on employees' PEB and this would add to the current knowledge base.Sathasivam et al., (2020),proposed that future studies should focus to identify how the GHRM practices support the organizations in moving towards environmental sustainability.Sriram and Suba (2017),stated that successful implementation of Green HRM, majorly based on the employee commitment.

Keeping in view the existing literature, and proposed future directions from the researchers we have proposed the relationship of Green Human Resource Practices (GHRM) with employee's PEB (PEB's) and employee JS i.e. with mediating role of Employee commitment. As still there is scarcity of studies which have investigated the antecedents of GHRM and PEB's relation with JS and mediating mechanism of employee commitment especially in cultural context and organizational settings of emerging and developing economies like, Pakistan.

1.3 Problem Statement

As modern era of technology and advancement is bringing some challenges for the mankind to cope with them ,environment sustainability is amongst the top challenge which this age of technology and industrialization is presenting, and especially this issue is still unaddressed in developing economies

like in Pakistan in which major cities are now being industrialized on mass scale but in these industries employees do not have much awareness as how they can contribute towards the sustainability of environment during their working. It is the need of the time to explore the factors to provide supportability toward environment sustainability and research is required to explore the underlying mechanisms which can maintain sustainability in the organizations contributing toward the goodness of the environment.

1.4 Research question:

This study seeks to answer for the following research questions:

1. What is the impact of GHRM on Employee pro environmental behavior?
2. What is the impact of GHRM on employee Job satisfaction?
3. What is the impact of GHRM on employee commitment?
4. What is the impact of employee commitment on Employee pro environmental behavior?
5. What is the impact of employee commitment on job satisfaction?
6. How employee commitment mediates the relationship between GHRM and Employee Pro environmental behavior?
7. How Employee commitment mediates the relationship between GHRM and Job satisfaction?

1.5 Research Objective:

Based upon the above literature our research objective should be:

1. To investigate the impact of GHRM on Employee Pro-Environmental behavior.
2. To investigate the impact of GHRM on Job satisfaction.
3. To investigate the impact of GHRM on Employee commitment.
4. To investigate the impact of employee commitment on pro environmental behavior.
5. To investigate the impact of employee commitment on Job satisfaction
6. To investigate how Employee commitment mediates the relationship between GHRM and Employee Pro environmental behavior.

7. To investigate how Employee commitment mediates the relationship between GHRM and Job satisfaction?

1.6 Significance of the study:

Present study will be significant from the following perspectives.

1.6.1 Managerial significance:

Conceptual model proposed in our paper can be helpful for the corporate managers who can seek guidance from the present study, findings for making decisions and when they would be planning to enhance GHRM practices and how employees can be made more committed or satisfied in their jobs or the organization when they observe or see GHRM practices are adopted effectively in the organizations respectively. Second, management would have now better understating about employees pro environmental behavior and how these behaviors improve employee productivity.

Third, corporate managers should make certain that successful and effective implementation of GHRM practices enhance employee positive attitudes towards their job i.e. employee commitment. This is so significant since service organizations are assailed with a lot of employees at the primary level who are (effectively) withdrawn from their work. In this manner, the management needs to hold satisfied employees because of Green HRM. Fourth, corporate management can exploit present advancement in technology and Artificial intelligence to infuse environmental sustainability programs and green activities for both the employees and the customers. For instance, chatbots can be utilized to pass on such data to them whenever. Utilizing chatbots, it is conceivable to tell employees about the environmental manageability program.

1.6.2 Theoretical significance:

GHRM practices and employee pro environmental behaviors and JS with mediating relationship of employee commitment has never been studied before. Social exchange theory says that human relationships and social behavior are rooted in an exchange process. Present study underpins Social Exchange Theory (SET) to explain the relationship of these constructs. In any relationship, people

weigh the risks and rewards. Relationships when becomes too difficult for the individuals to continue with them, then, individuals decide to finish them. Social exchange theory is also applicable to the workplace. In fact, it's one of the most influential conceptual paradigms in organizational behavior. Despite the fact that the focal point of (SET) theory, the argument could be made that HRM adds to green organizational performance through recruiting and flourishing profoundly skillful employees with green values; improving employee motivation and engagement through green-based strategies and offering plans and strategies in which employees freely can share their knowledge and can solve problems enhancing employee engagement and involvement in their tasks (Renwick et al., 2013).

Empirical evidence has demonstrated that GHRM promotes employee green behavior in their workplace Saeed et al., (2019), as employees have been provided green training to exhibit green behaviors in their workplace and have confidence from the management that employees would be appreciated when they exhibit PEB as they have been appointed through green recruitment and selection policies. Additionally when employees performance is estimated and compensated dependent on an Employee green behavior, employees will feel persuaded to perform considerably more since they comprehend what is anticipated from them. The path to take an interest and involved in environmental management activities would cause employees to feel committed towards an action while sharing knowledge and expertise and giving feedback on the most proficient method to make such strategy much successful. Subsequently, the nexus of this (SET) would urge employees to behave pro-environmentally while remaining committed and satisfied with their jobs.

1.6.3 Contextual significance:

This study has contextual significance also, because it would be conducted in Pakistani culture with a special context of emerging developing economy with the intention to become ASIAN Tiger soon. And is committed to fulfill the MDG (millennium development goals) containing environment sustainability issues and GHRM Practices. As regarding GHRM practices and systems still there is scarcity of researches and studies in Pakistan which investigates underlying mechanisms by which

how GHRM practices produces significant impacts upon the employees especially those employees from eastern mind set and how they become involved in environmental relating affairs.

1.6.4 Definitions of the variables

Variables	Definition	Authors
Green HRM	"Systemic, planned alignment of typical human resource management practices with the organization's environmental goals".	(Jabbour, 2013)
Pro-environmental Behaviors(PEB's)	"Versatile activities and practices that employees participate in that are connected with and add to or bring down ecological supportability".	(Ones and Dilchert, 2012, p. 452).
Employee Commitment	"The degree to which an employee identifies with the goals and values of the organization and is willing to exert effort to help it succeed"	(Kalleberg and Berg, 1987, p.159)
Job Satisfaction	"A pleasurable or positive passionate condition, that is a component of the apparent connection between what one needs from the job and what one recognize it is offering".	"(Locke, 1976, p. 1300).

CHAPTER 2

LITERATURE REVIEW

This chapter would re-consider the previous research work and studies conducted on GHRM its implications and how GHRM Practices contributes towards maintaining organizational sustainability and employee's PEB as well as previous researches conducted on employee commitment and Job satisfaction.

2.1 Green HRM:

Ardito and Dangelico, (2018) stated that with changing ways of performing organizational operations current era demands from the firms to maintain or enhance existing environment or sustainability. (Ardito and Dangelico, 2018). Jabbour et al., and De Souza Freitas, (2013) asserted that HR department is just like life-blood for every organization and to manage environment sustainability issues are now core responsibilities of the HR department. Renwick et al., (2013, p.1) claimed as, with environment degradation globally, now universal requirements are pushing organizations to develop GHRM systems effectively to keep employees aware or produce Pro-environmental behavior among employees while performing their duties.

Bombiak et al., (2018) has defined GHRM as "A new approach to the realization of the HR function, the nature of which is to include ecological objectives in all HRM sub-areas, from employment planning, through recruitment, selection, employee motivation and development, to their evaluation and influence on working conditions". Systemic, planned alignment of typical human resource management practices with the organization's environmental goals, Jabbour (2013).

"With aim of development GHRM system, its effective implementation, on going maintenance of a system by focusing on employees to become more touchy regarding environment, all comes under the umbrella of Green HRM. GHRM is particular facet of HRM that significantly focuses on transforming employees into more sensitive and Pro-environmental in their working behaviors, as to achieve sustainable goals for the organizations. Policies, systems, practices which all compels

employees of the organization to become more aware or involve in Pro-environmental behavior by producing benefits for the individuals for themselves, society, business or surrounding environment in which company operates (Opatha & Arulrajah, 2014)”.

GHRM entails, HRM principles, policies, theories of aspects including environmental side, Mazur (2016), focusing on accomplishing the organizational environmental agenda Pillai et al., (2014) and upgrading the gross firm’s ecological overall output Ren et al., (2018), which is essential for prolonged business continuity (Kramar, 2014). GHRM can be considered as one of the fundamental supporters of the change in perspective in logical speculation towards all the more environmentally neighborly associations and the management of people (Wells 2011). The term is utilized to characterize the arrangements and practices of the firm pointed toward adding to the corporate environmental agenda (Pillai et al., 2018). Those natural strategies and practices might be advanced by organizational supervisory crew or performed by employees themselves. (Babiak and Trendafilova, 2011; Evangelinos, Nikolaou, and Leal Filho, 2015), an encouraging work environment signaled by Green HR practices correlates positively with an employee’s readiness to generate and device environmentally beneficial ideas.

The fundamental focal point of greening that can likewise be applied to the firm’s setting is summed up in four basic thoughts: protection of regular environment, preservation of nature, minimization of ecological impression and age of normal spots. Hussain, (2018) moving to business setting, this focal point of the new worldview dependent on supportability viewpoint recommends different ramifications for HRM. Specifically, usage of GHRM systems can add to practical utilization of organizational assets, foundation of natural help and ecological organizational culture (Bombiak et al., 2018). (Zoogah, 2011; Mampra, 2013) improving by and large organizational environmental performance (Ren et al., 2018). A few HRM capacities, practices and exercises can be planned in accordance with green administration viewpoints so as to accomplish green culture and green procedure of the organization Dögl et al., (2014), for example, green occupation examination and plan

Bombiak et al.(2018), green employee arranging Arulrajah et al.,(2015). green recruitment, (Renwick et al.,2008; Wehrmeyer 1996) . green selection, green enlistment, green performance assessment, green wellbeing and security the executives, green employee relations Arulrajah et al.,(2015). green training and development (May,1995).

Selection,recruitment,training and development with awareness of pro-environment in behaviors is the core essential facet of GHRM (Renwick et al.,2013).According to Jabbour et al., (2008),now organizations have the option to select and appoint applicants who have awareness regarding environmental affairs.Yusoff and Nejati, (2017),claimed Green recruitment and selection has been seen as a significant part in GHRM practices.Seeking guidance from Renwick et al., (2013) green awareness,green employer branding as well as green standard for engaging applicants, these three parts would be discussed, as in portion of Green recruitment and selection.Applicant's green awareness is the principal facet of green recruitment and selection and includes personality components enhancing organizational goals to be achieved, like green consciousness, and the agreeableness of applicants.Perron et al.,(2006) claimed ,empirical evidence suggested that, employees who have awareness regarding environmental issues actively use their innate knowledge in the routine operations and day to day task,resulting in strengthening the environmental execution of the company.Therefore, organizations should select and appoint candidates having green awareness by evaluating these potential applicants through series of tests, to make certain that all employees are positive regarding environmental issues.

Secondly,Jackson,Renwick, Jabbour, and Muller,(2011) stated that if a particular organization which is involved in GHRM practices displays an image of friendly environment..Applicants assumes a good match between themselves and the organization morals and ethics through green employer branding, automatically sense of pride appears in employees who works in an organization which is thoughtful toward the environment. Organizational environmental performance depicts information about how an organization perceive its immediate environment and this information acts as description

for the applicants that how each organization deal with its employees. Jabbour et al., (2013) acclaimed, willing candidates can also be engaged toward an organization through firm's pragmatic green signs. With this view green branding facilitates the organization to attract employees who keep positive mind toward environment and its issues.

Third, employees ought to be assessed and chosen dependent on green models. For instance, in job description, firms can mention environment related aspects and intended employee behavior regarding environment at the jobs. Renwick et al., (2013) proposed, questions identified with environmental information, qualities, and convictions can be asked and candidates who perform well in these viewpoints can be chosen. According to Jabbour, (2011) green training and development entails mechanism of sets and procedures involving tasks which aspire employees to learn the adequate skills and pay attention to environmental issues, which is the vital cue in achieving environment sustainability. Sammalisto and Brorson, (2008) stated that training can enhance employees', perception, understanding, and expertise in ecological matters. Green training ought to be given alongside coaching projects to all individuals from the organization, not to just those who are concerned with ecological relating daily affairs. Employees' upgrade and consciousness of pro-environmental exercises in the workplace are results from green training. Kjaerheim, (2005) proposed that green training projects can assist employees with comprehension more about the significance of environmental assurance, which makes them more careful to environmental control and additionally avoidance measures, for example, gathering information on scrap and distinguishing contamination sources.

Execution of corporate environmental affairs, for example, making employees aware about protecting of the regular habitat, enhancing environmental perception, permitting them to improve their abilities and self-efficacy for considering environmental issues in a viable way should assist employees to assume amenable conduct in the configuration of Pro-environmental practices (Baumgartner & Winter, 2014). Green training provides awareness to employees making them competent enough to execute favorable environmental practices.

Additionally, gives information the board, that empowers employees to complete natural exercises. Strong urge among the employees to protect environment is raised through as result of Training, appraisal system, rewards and self-determination (Dias & Sardinha & Reijnders, 2001). Sammalisto and Brorson, (2008) by green knowledge management, employees can get broad green training, improving their insight into and aptitudes in environmental protection also, improving their capacities in managing complex environmental management affairs. Employees can pick up information on the most proficient method to gather information on waste and increment their environmental aptitude by green training. Kjaerheim, (2005), green training establishes an atmosphere that urges all employees to become engaged with environmental activities. Incorporated training not just entails extensive initiatives but additionally connects employees to appraisals, Renwick et al., (2013), performance management system, which is a strategy for making an environmentally work atmosphere.

Jabbour et al., (2008), green performance management and appraisal involves a framework of assessing tasks of employees' fulfilment during the time spent on environmental administration. (Jackson et al., 2011; Zibarras and Coan, 2015) claimed that empirical evidences has emphasized on particular side of green performance management such as conveying feedback adjusting metrics. Organizations need to pinpoint a methodical technique for carrying green performance management. Embracing a typical green performance management level consequently a preference for various kind of organizations. Green performance management builds green performance benchmarks to build up, progression of green rules, involving all employees to be evaluated in performance appraisals, including factors, for example, environmental incidence, environmental responsibilities, decrease of emissions, and transmission of ecological affairs or strategies.

For the two supervisors and employees, an essential aspect of green performance management is performance appraisals, Hermann, Kroeze, and Jawjit, (2007), which will influence the cycle and adequacy of resulting rewards and compensation. Carefully and concisely, developed green

performance benchmarks is an integral element of Performance management systems. Assessing managers' green results highlight their part in environmental management, enabling them to adequately respond for environment management performance. It is important to pin down green outcomes and urge managers to be responsible for environmental administration execution. Jackson et al., (2011), other approach to quantify green execution is to manage green execution of employees, which fail to meet environmental management benchmarks and not complying with green objectives.

Jabbour et al., (2013) proposed that better way to deal in reward management, green reward and performance management or compensation includes arrangement of monetary and non monetary benefits, targeting drawing in, holding, leading employees to comply with appraisals system of Green management or to take part in maintaining environment sustainability. For example, acknowledgment and recognition (Jabbour et al., 2008; Jackson et al., 2011) are found to play an important role in inspiring employees as with nonfinancial compensations including green compensation and benefits.

In HRM framework, rewards, perks or incentives are the powerful benchmark of regulating employee's execution toward contributing in achieving firm's goals when comparing with alternative approaches which are available. Many scholars recognizes, (Jabbour et al., 2008; Renwick et al., 2013), incorporating monetary and nonmonetary benefits are much vigorous for producing motivation among employees.

Green travel benefits, green acknowledgment or green tax are offered in couple with nonfinancial motivating forces. Green travel assistance incorporate compensations for employees' conveyance. As they are considered to play a major role in lessening carbon emission or wastes, hence, contributes effectively for environment protection. Green tax incentives can also involves, that firms can encourage employees to use bicycles and hybrid cars rather than conventional gasoline engine cars as these produces less carbon emission. Financial incentives, for example, these have been presented by U.K. Haque, (2017), organizations and majorly affect employees' readiness to secure the environment from pollutants or emissions. Green acknowledgment involves an arrangement of nonfinancial awards

for employees, for example, company-wide public acknowledgment, paid leaves, and endowment certificates. These green acknowledgment rewards lead to sentiments of pride among associates, more adequately empower PEB (Veleva & Ellenbecker, 2001).

GHRM approaches and practices may add to the overall workforce improvement by expanding the interest for green employees. Also, the previously mentioned angles and practices executed by GHRM can bring about a superior corporate picture, Shen et al., (2018), competitive advantage (Bombiak et al., 2018; Ziółko et al., 2015; Chodyński et al., 2008) and the foundation of green associations with green authoritative cycles (Bombiak et al., 2018; Egri nad Hornal 2002; Norton et al., 2017) including the accomplishment of organizational sustainability.

2.2 Employee commitment:

The degree or abilities of employees to remain loyal in regard of their duties and acknowledge them within the organization (Muthuveloo & Rose, 2005). (Sheldon, 1971; Buchanan, 1974) narrates commitment as a key cognitive procedure of recognizing oneself with the organization. It can be defined or understand as a psychological attitude which an individual exhibits at his/her work. (Peng et al., 2016, p. 51) this psychological positive attitude compels or keep on motivating the employee to identify the goals and values of the organization. Therefore, commitment keeps employees motivated, Meyer and Allen, (1991) to track with aligned interests and remained sincere within their organization. Existing research, (Zhang, et al., 2014; Peng, 2014; Patrick and Sonia, 2012; Peng et al., 2016, p. 55) entails this fact that commitment plays vital role in promoting satisfaction of job.

Employees with strong attachment feels or consider sense of attachment, with their respective organizations and enjoys or feel happy while working there (Aghdasi et al. (2011). Awais et al., (2015) claimed scholars enlisted three facets or dimensions of employee commitment.: First, affective commitment entails the level of extent by which an individual consider or feel emotional attachment, Mouhamadou, (2015), develops recognition, or involvement with respective firm ultimately establishes the wishes or feels the need to further advance one's career within the same

organization. Chung, (2013), defined second commitment i.e: continuance commitment, which occurs when individual considers that they left with no other good option so they feel that currently not in a state to left present job. This keeps on going as employee becomes unable to get good salary or other benefits from other organizations rather than this firm in which he is performing current duties.

Normative commitment is third, type of employee commitment, related .Mouhamadou, (2015) with a representative's individual feelings of the need to respond a decent deed agreed to the person in question by the business. Employee commitment in context of environment sustainability was firstly investigated by Polonsky in 1998. So, environmental side now gaining more and more attention. Employee commitment leads employees toward innovation initiatives (Youndt et al., 1996). (Steers, 1977), stated that employee commitment shows positive relationship with turnover. Those employees having less commitment represent barely the required attributes for employment, (Rickett, 2002). Moreover, employees can put maximum and far beyond their duties as well as responsibilities if they feel proud to be attached with the firm, exhibiting employee commitment as they are committed employees and represent loyalty resulting in better results (Allen and Shanock, 2013; Jaworski and Kohli 1993). Employees environmental concerns and their inner desires lead them to share and care about the organizational environmental concerns (Paille & Valeau, 2020). Therefore, organizational sustainability goals can be attained if employees are committed. (Arthur, 1994; Owens 2006), stated that elevated levels of employee commitment results in increased organizational performance coupled with surge in organizational productivity. Moreover, the top leadership inclination toward the environment results in employee commitment (Aguinis & Glavas, 2012). De Menezes (2012), found that significant positive relation is there among JS or employee commitment while exploring the HR practices roadmapping to enhance employee experience in western context as UK. (Fu and Deshpande., 2014) stated in context of China organizations providing supportive environment remarkably increases employee commitment with firms via JS used as mediating variable.

Employee commitment with the firm is an HRM outcome of the similar organization, displaying the focused and attentive attitude of the employee, sharing or communicating organizational goals and aligning with these goals, values and his notable efforts at the workplace (Paillé & Mejía-Morelos, 2014). This signals employee inside motivation and duty, and is not indicated as the necessity for the jobs in the organization. In the green frame of reference, Perez et al. (2009) also inscribe employee's inner motivation, illustrating employee environmental adherence "as an internal, obligation-based, motivation" in relation to the environment. Hence, this notion indicates employee's internal motivation and it is considered as employee's voluntary sense of adherence to the environmental aspect (Luu, 2018). Furthermore, Raineri and Paillé. (2016) designated perception of attachment and responsibility of followers in respect to environmental issues.

2.3 Pro-Environmental behavior's (PEB's)

Environmental protection and long term competitive edge have now become important firm agenda in the course of last year's where organizations are preferably engaging themselves in environmental friendly day to day business activities and hierarchical policies. A similar approach to accomplish environmental supportability (Saeed et al., 2019; Cheema, 2019) is the commitment of employees in PEB's with more consistency and recurrence. PEB's alludes to any quantifiable dependable ecological practices encouraging firms to turn out to be environmentally sustainable (Ringersma 2017 and Wesselink), with abilities of employees to become occupied (Scherbaum and Finlinson, 2008) with supportive of pro-environmental practices. Pro-environmental activities are normally unrewarded employee extra-job practices showed to improve organizational welfare adequacy (Ramus & Killmer, 2007). Firms have started to put more prominent weight (Baughn, and McIntosh, 2007), towards aspect of employee's activities for improving environmental performance. Employees active engagement to deal with environmental affairs (Kangasniemi and Pietilä, 2014; (Djellal & Gallouj, 2016;). And strongly associated with PEB's regarded as successful policy by becoming environment friendly organization and speeds up environmental execution.

Firms achievement in making furthermore,(Robertson and Barling,2013).actualizing some firm-level favorable to Pro-environmental steps depend on employees' PEB's. Additionally, PEB's thought (Wesselink et al., 2017),about noteworthy supporters of corporate ecological performance by ensuring the common habitat on one side (Norton et al.,2014) while upgrading organizational budgetary execution or individual employment fulfillment on the other side. Past studies suggests (Becker, 2006; Nishii,et al.,2008) the importance of behavioral HRM in impacting employee work mentalities and conduct.GHRM practices help employees in growing favorable to ecological mentalities in their professional and individual lives. Cherian and Jacob, (2012) GHRM practices animate workers' dependable practices Čincˇera & Krajhanzl, (2013) to save the climate with their commitment of greening exercises.

GHRM practices additionally encourage firms in bringing down costs and expenses, accomplishing higher operational performances, improving the ways in which businesses or operations are performed on regular basis in friendly environmental way and enhances employee or oragnizational relationships.GHRM rehearses incorporate setting green assignments, targets, and objectives, and designing firms environmental management policies plans and their execution, urges employees to participate in green practices.Besides,GHRM likewise improves climate related performance and creating open doors for the employees to partake and get engaged with organizational green projects.Tasks relating to environment or occupation plans spur employees to accomplish information with respect to the environment.It additionally gives successive and normal training programs with respect to environmental administration frameworks to improve employee's inspiration to engage in PEB's (Tseng,etal.,2013).

A need exists to initiate environmental benevolent conduct by developing insight, trainings, and incitement to intercede and empower more insightful conduct.Employee's view of firms policy towards environment, plays a requisite role in inspiring employees towards PEB (Blok et al.,2014).

Empirical studies has shown that skilled and well trained and motivated employees are probably to involve in behavior that uphold environment sustainability in the organization (Shen et al., 2018).

Mishra (2017),claimed GHRM influences the dedication and inspiration of employees regarding to organizational objectives like environmental supportability activities.So,on the grounds that when organizations signal their help to environmental supportability through the execution of Green recruitment and selection, Green training and development, Green reward and compensation, Green performance management and appraisal, Green empowerment,workers are mentally disposed to comprehend what is anticipated from them, and what advantage they can pick up from that, which will expand their responsibility and inspiration to perform pro environmental behavior that underpins environmental manageability activities.

In summing up, GHRM practices devise methods for employees to see the help of an organization dependent on green values,commitments,training,performance management, encouragement, rewards and recognitions as requesting employees input on the best way to make the environment management process much better. Subsequently, this will prompt employee's benevolent conduct towards the environment in the workplace,(Kim et al., 2019; Saeed et al., 2019) claimed that empirical investigations have appeared that GHRM significantly affects Employee Pro-environmental behavior's.

Employees within the sight of GHRM strengthen environment, generally show green practices that are lined up with the firms green strategies.Employees get their inspiration to take an interest for green exercises by receiving compensations for their environment related initiatives. Henceforth,GHRM practices, Dumont et al.,(2017) have been recommended to empathetically influence work environment PEB's among employees.

2.4 Job satisfaction:

Among industrial and organizational psychologists and researchers, employee satisfaction always been a vital area of research.Individuals like to work and they consider working as important aspect of their

life. Contrary to this some individuals perceive work unpleasant and has to do work because they have no other option. JS describes to much extent people like their jobs. Anwar. (2017) among organizational behavior JS is the most investigated field .For various reasons it is essential to understand the level of satisfaction at the job and it influence both the employees and the organization. From employees point of view it is crystal clear that individuals like to be treated justly. For instance ,employees feel satisfied and contented at his work it entails the reflection of good treatment.

This treatment entails good working conditions, competitive market based salary, career development opportunities, health and safety administration and so forth, consequently it yields positive attitudes on employee's job attitude (Syrek & Antoni, 2017; Van Kleef, 2009, 2010). From organizational point of view, better performance results when employees have good JS and provide the organization a competitive advantage (Smith et al., 2020). Employee retention as well as individual productivity results from employee satisfaction. For enhancing productivity, responsiveness and quality satisfied employees, are prerequisite. Degree of JS is influenced by intrinsic and extrinsic motivating factors, nature and quality of supervision and social relationships with working teams. It is considered that behavior which leads the organization towards success is driven only, when employees are motivated and develops sense of commitment with the organization and when their job roles offer them high degree of JS (Paais, M., & Pattiruhu, 2020). Current literature exhibits that career opportunities ,job influence, teamwork and job challenge are key facets influencing JS (Riyadi, 2020). Equity theory best explains Job satisfaction.

As per Adams and Freedman (1976), equity theory point out toward stabilizing and rearranging the inputs and outputs of an employee. Time, effort, loyalty, ability are all composite of inputs which an employee accomplish in his job. Interchangeably employee obtain intrinsic and extrinsic remunerate comprising pay, benefits, bonuses, job security. Adams and Freedman (1976), stated that employees become demotivated or reaches to the state of burnout when they sufficiently do not receive adequate inputs as comparing to other who is executing a similar job. (Fiorillo, 2014; Joung et al., 2015) stated

that in a broader sense JS can be explained as attitudinal construct regarding working conditions and treatment with an individual with his job role. Definition of JS is narrated by Elsewhere, Locke (1976, p. 1300) as pleasing emotional state felt in assessing individual's work experience.

GHRM isn't just a key intend to improve organization's environmental performance, Chan and Hawkins,(2010), yet additionally assumes a crucial part in magnifying employees outcomes, for example, job satisfaction. Yusoff (2018), claimed employees' assessment of their work qualities is a critical factor affecting their operating practices. Precisely, a few occupation attributes including pride, (Arnett,2002) engagement, acknowledgment, self-esteem, progress, Huyton and Sutton, (1996) goodness, working conditions and the actual work Spinelli,(2000) can impact the manner in which employees view their work and by they feel contented. Hackman,(1976) as it is clear from the focal point of job characteristics theory that pinpoints skill variety, autonomy, task significance, task identity and input as the basic job traits which could elicit diverse psychological states within personalls.

The initial three job characteristics animate Work seriousness, autonomy prompts duty of the work outcomes (Hackman,1976) and feedback invigorates mastery of the work results these are three job facets. The blend of job characteristics Hackman(1980), builds the inspirational part of job prompting employees' positive results, as quality conduct or job satisfaction. Employees proper understanding regarding job characteristics and knowledge regarding this vitals aspects yields their positive behavior or full contentment or satisfaction from their tasks. All in all, when employees see Pollock et al.,(2000), that their work has all the essential job model elements, perceive their job as significant, resulting in more contentment from the job. Green HRM, Paill_e et al., (2014) instrumental technique assists organization's with achieving their environmental objectives, Kim,(2019) through making a green environmental culture and green employees who are anxious about environmental matters.

Chan, (2010) ,to protect environment is a notable objective for organizations, inspite of adding to the responsibility of employees, they yet assume that environment should be the cornerstone for the

organizations. As it is consistent with GHRM objectives to appraise environmental assurance with centring in exercises which lower negative consequences and enhance positive results on the climate. When employees hold natural attention to secure the planet, and add to a better, healthier and safer environment, inside their minds or conscious a sense arises which assure them as they start taking part in some novel aspect as it is natural maintenance of existing environment (Chan, 2010).

By underlining collective qualities or ecological aims, GHRM encourages such surroundings where employees and employers assume that they are doing something very essential. It prompts building up a feeling of meaningfulness through job Chan, (2010) which could eventually bring about job satisfaction. Clair, (1996), GHRM practices starts from setting 4 practices: as a guide, one must have an environmental vision, training including Green aspects by which employees pursue or share and achieve environmental objectives, setting such Green performance and appraisal systems or indicators which assess employees on basis of their environmental related performance and give them reward and benefits accordingly as they deserve. Similarly, Green training, empowerment and rewards as well as, manager's guidance and support are the four essential steps which also mentioned by Daily, (2001), for setting or developing GHRM systems or policies. As this system of establishing GHRM principles, match with basic factors or facets of job as explained from job characteristics framework.

Specifically, by giving training related to environmental matters and by elaborating shared vision in perspective of environment to the employees, skill variety, task identity, task significance are enhanced or add on among the employees through Green HRM. Moreover, when employees are empowered regarding that they could share or exercise environment related activities at their jobs it inculcate sense of autonomy between the employees. Although, employees, environment related activities are constantly evaluated, acknowledged by top management of the organization and they are rewarded. In this way employees understand about the significance of environment related activities. So, employees desired working behavior are produced by GHRM as it provides core job characteristics

to employees working. Hence, GHRM by providing core job characteristics for employees helps them to enhance their work behavior.

2.5 Theoretical framework and hypothesis development

2.5.1 GHRM and PEB

The present study underpins Social Exchange theory (SET) which will investigate between independent variable: GHRM and dependent variable: Employees pro-environmental behavior and JS and mediating variable employee commitment. According to our knowledge, no existing publications exist which have investigated completely, direct, mediating or interactive influence GHRM practices on employee's pro-environmental behavior and JS and employee commitment. According to Social exchange theory (SET) relationship of GHRM and employee pro-environmental behavior JS and employee commitment can be explained. Lambert, (2000), this hypothesis defines about conditions in which people, that is, employees obliged to respond when they actually advantage from others, for instance organizations, colleagues or supervisors.

An organization which regularly invests on its employees in the form of training and development, for improving working conditions with respect to environment sustainability it creates sense of belongingness among the employees and they feel that organization considers them real valuable asset. Employees automatically behave pro-environmentally and behavior of environment friendliness or positive attitude builds in their working styles keeping them engaged in their routine tasks enabling the firm to achieve two goals i.e. one to keep its employees embedded and second to keep them its employees aware or pro-environmental in their routine operations and satisfied with their jobs. Therefore it can be hypothesized, GHRM is positively and significantly related to employee's PEB.

H1: *GHRM significantly impacts employee's pro environmental behaviors.*

2.5.2 GHRM and JS

Social Exchange theory was created by Thibaut and Kelley (1959), widely utilized as the hypothetical establishment of employee turnover and retention studies Coyle,(2005) for understanding employee and management relationships. In perspective of HRM Practices, employees feel committed Simard,(2005) to respond by duty, dedication, Mossholder et al.,(2005) positive conduct or behavior. Eisenberger, (2001) Besides, SET portrays that when an organization supports and own them employees perform better (Bibi, et al.,, 2018). At that point we deduce that contented employees are happy with their jobs because of the management's interest in Green human asset practices and accordingly show PEB and remain satisfied with their jobs. Therefore, it can be hypothesized that GHRM practices has positive impact and significantly related to job satisfaction.

H2: *Green HRM positively related to Job satisfaction.*

2.5.3 GHRM and Employee Commitment

In addition, the primary speculation of Social exchange theory (SET) is that an individual, that is, employee makes a social relationship dependent on commonly gainful relationship. This is known as a response of advantages among employees and organization. In this way, as far as employees or individuals are regarded or respected and their desires are fulfilled, their dedication and commitment will be built up that thusly decline their turnover expectation and remain satisfied with their allotted tasks/job duties. This investigation, hence, accepts that the GHRM practices may effect on the Job loyalty of employees by keeping them committed, in light of the fact that GHRM practices are now perceived useful for employees; thusly, they ought to be obliged towards organization and remain committed while behaving environment friendly during their routine operations. So we can assume

theoretically, under the lens of Social exchange theory (SET) reduced turnover intentions among the employees results from GHRM practices.

H3: *GHRM has positive influence on employee commitment.*

2.5.4. Employee Commitment and outcomes

Additionally, social exchange theory (SET) (Yong et al.) likewise gives a solid establishment to GHRM practices, for example, green recruitment and selection, green training, green performance management, green reward and compensation systems, green empowerment. When employees perceive sense of wellbeing by the organization, they prefer to be committed with their jobs and behave pro-environmentally enabling the firm to achieve sustainability goals as well as they remain satisfied with their work contributing towards profit maximization goal of the employer. It is better to idealize HR practices into three major dimensions: skill-enhancing HR practices, motivation-enhancing HR practices, or HR practices producing contingency events (Lepak, 2006).

In context of GHRM Skill-enhancing HR practices entails comprehensive and planned green recruitment, employees selection, and provides them sufficient training to make them aware regarding sustainability and environmental concerns so that they may be able to exercise these learned techniques when they would be back on their jobs. HR policies and practices which accelerates employees motivation are called motivation enhancing practices these are incentives or benefits and perks, providing adequate career growth, sense of job security, compensation which is associated with employee performance, are bound to give employees extraneous motivation which couple employees endeavors with external rewards.

In context of GHRM these includes green performance management systems, evaluation of employees on producing minimal wastes if they are from manufacturing sector and awarding them with green benefits and all this entails sense of satisfaction and commitment of work in employees

and unintentionally employees work for the environmental sustainability. Opportunity enhancing HR practices are devised including flexible job design, work teams, employee involvement, and information sharing to make employees entitled to use their skills, so that organizational objectives can be met. Practices, for example, work teams, employee involvement, and flexible job design help to produce employees' inherent inspiration, which urges them to search out challenges at work keeping them engaged in their jobs (Ryan & Deci, 2000).

Gardner et al., (2011), HR policies or practices yields motivation among employees while performing their jobs, this sense makes employees not leave current job and organization keeping employees satisfied and committed, Sun et al., (2007) with their work. As a result employee automatically considers employer as the best option he currently owns as during routine observations he comes across several measures being taken by the employer or organization to maintain sustainability which would be beneficial for both ends as for the employee as well as the organization.

A sense of attachment develops inside an employee which keeps employee committed with the job or after observing environment sustainability measures he develops intuitively those behaviors which keeps him to act pro-environmentally and keeps him engaged in his work as positively he develops attachment with his organization and work. Therefore, hypothetically it can be hypothesized that employee commitment positively related to employee pro-environmental behavior and employee commitment positively related to job satisfaction.

H4: *Employee commitment has positive influence on employee pro environmental behavior's.*

H5: *Employee commitment has positive influence on Job satisfaction.*

2.5.5. Mediating role of Employee Commitment

Employee commitment is the degree, to which the involvement of an individual in his organization (Lee et al., 1992). It is important for task performance and organizational collective behavior, Wright

and Boswell, (2002); Chun, et al.,(2013) argument is based on Allen and Meyer, (1996) and contends that organizational commitment and organizational collective behavior visualize at firm level (Bandura & Adams, 1977). Here the argument arises how GHRM is link with employee commitment? Arthur, (1994) Proposed that employee attitude and behavior is always influenced by strategic human resource practices. If these strategic practices become successful in culcating sense of loyalty and commitment in minds of employees then, organizations can get beenfits in dual manner as by develop workforce which is committed with their tasks and by setting HR system which directly contributes toward profit maximization and cost reduction. The previous view was in support of Chun et al., (2013) that organizational commitment is strongly related with corporate ethics because when organization is highly based on some confined standards, the commitment of employees enhances.

In contrast,(Kim,Choi. and Phetvaroon, (2019) affirmed that the positive employee perception about GHRM enhance employee organizational commitment,employee eco-friendly behavior and environmental performance and supported the study of Paillé et al.,(2014) which established that organizational commitment is having strong relations with environmental performance. Further their literatures broaden which is based on social identity theory by investigating organizational commitment role between employee's eco-friendly behavior and GHRM . Organizational commitment is persuaded by environmental management practices (Stites & Michael, 2011).

In contrast, Liden et al.,(2003) the positive behavior of employee is cultivated by employee organizational commitment. According to Paillé et al.,(2014), psychological relations between employee commitment and environmental performance can be best explained by social identity theory. Kim et al.,(2019) gives an insightful connotation through empirical evidences on the relationship between employee organizational commitment and GHRM .Organizations which designs or implement GHRM practices,policies and strategies aligned with green goals,it helps to yield positive behavior among employees toward the organization and desired results can easily be obtained with workforce having optimistic approach.

Additionally, Conway and Monks stated that employees positive behavior can further be enhanced with organizational commitment of developing vigorous GHRM system and strategies and this significantly enhances employee commitment. Aligned results are also produced by the study conducted by Emeagwal and Ogbonmwan that, adequate "HRM practices" corroborated optimistic and direct effect, produced on employee commitment as well as, human capital development. Under light of Social exchange theory (SET), employees in return give back support to organization in the form of commitment Bishop, (2000), and as a result organizational citizenship behavior develops among the employees.

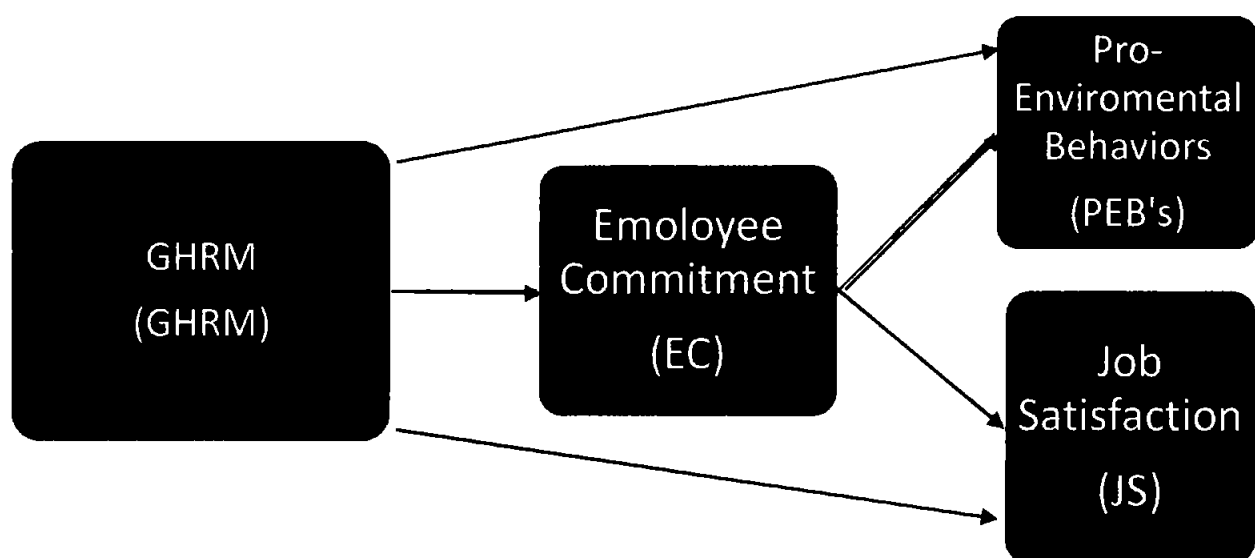
Regarding this aspect studies conducted by Eisenberger and colleagues are quite significant and have worth for future researchers. (Eisenberger et al., 1986, 1990, 2001); (Bishop et al. (2000). These researchers discovered proof of commitment as reimbursement for support. They further illustrated, commitment raises organizational citizenship behaviors among employees by lowering turnover intentions among them. Though, this sort of proof may not be authoritative, it is absolutely unequivocally suggestive. It's anything but a purported social trade relationship, once created, changes the way where individuals treat each other. Moreover, Eisenberger et al., (2001) and Bishop et al. (2000) recommended a comparative corresponding process.

They contended that employees may trade commitment as a trade-off for organizational help. Symbolic and particularistic involving organizational commitment and as well as it is not a tangible commodity both falls under commitment respectively. Employees who have developed sense of commitment they wish more, and develops more desires for continuing their links with current organization and with passing time become more motivated toward their employers. Likewise, it's anything but a proportional trade has caused a nearer relationship stated by, (Molm, 2000). Therefore it can be hypothesized, that employee commitment positively and significantly mediates the relationship between GHRM and Employee Pro-environmental behavior's, and Employee commitment positively and significantly mediates the relationship between GHRM and Job satisfaction.

H6: *Employee commitment positively mediates the relationship between GHRM and employee's pro environmental behavior.*

H7: *Employee commitment positively mediates the relationship between GHRM practices and Job satisfaction.*

In this regard, it is essential to analyze either, the GHRM practices affect employee commitment and employee's pro-environment attitudes. Besides, this examination has been a premise to contend a hypothetical explanation with respect to employee commitment in mediating the selected GHRM practices and Employee Pro-environmental behavioral outcomes job satisfaction. Based upon above theories and established hypothesis theoretical framework for our model is as



2.6: Summary of Hypothesis:

H1 GHRM → PEB's

Hypothesis one states that GHRM has positive influence on employees PEB .

H2 GHRM → JS

Hypothesis two states that GHRM has positive influence on job satisfaction.

H3 GHRM → EC

GHRM has positive influence on Employee commitment.

H4 EC → PEB's

Hypothesis four states that Employee commitment has positive influence on employee pro environmental behavior.

H5: EC → JS

Hypothesis five states that Employee commitment has positive influence on job satisfaction.

H6 GHRM → EC → PEB's

Hypothesis 6 states that Employee commitment positively mediates the relationship between GHRM and employee's pro environmental behavior outcomes.

H7 GHRM → EC → JS

Hypothesis seven states that Employee commitment positively mediates the relationship between GHRM practices and Job satisfaction.

CHAPTER 3

3.1 METHODOLOGY

3.1 Research Design

Research design provides a thorough strategy for the overall study,(Zechmeister & Posavac, 2003). Basically, research design is the initial development or blueprint of a research, which scholar planned for upcoming future,it entails all componenets of a research like a glue that holds everything .The fundamental purpose ,behind this study was to observe or empirically analyse the mediating role of employee commitment between independent variable i.e. GHRM (Green HRM) and the dependent variables i.e. PEB (PEB's) and Job satisfaction. Primarily current research has pointed out a theory based gap from current literature, and this slot has been filled by developed model to test established hypothesis,therefore,current research followed the deductive approach.Research which adopt deductive approach are regarded as more methodological transparent in nature than other approaches stated by, (Aguinis et al.,, 2017). Current study is conducted in natural environment with using non-contrived setting.

This empirical study was quantitative in nature which focused on hypothesis testing. Moreover, current study has adopted an approach to gather data over three time spans by using time-lagged pattern .Cook and Campbell, (1979) narrated that time lag study is advantageous and valuable for causal studies.Time-lagged pattern was used by dividing the questionnaire into three parts on the basis of three times lags, Naseer,et al.,(2016), and the data is collected according to it and behaviours or attitudes of employees through self administered survey questionnaire method was accessed which is considered appropriate for researches involving causal nature. Researchers fundamentally, in social sciences, Naseer. et al., (2016) adopt convenience sampling technique for data collection.So by seeking guidance from past researches and scholars, present study has adopted non-probability convenience sampling technique for data collection.At time 1 Independent variables i.e. GHRM

(GHRM) and time 2 Employee commitment (EC) and time 3 dependent variables PEB (PEB's) and JS (JS) were recorded.

3.2 Population Sampling techniques and Sample size

Malcolm and Blerkom (2009) defined a population as "*the entire set of people or observations in which you are interested, or which are being studied*". Employees of banking sector was the focused population of current research. Sampling technique is used by the researchers due to resource and time constraint as it is difficult to collect data from the entire population. But, it should be noted that selecting sample, care and greater attention should be given as selected sample would be the representative of whole population.

Our survey was self-administered and responses were recorded through providing necessary guidance to the respondents and employees of OG grade 1 and 2 were our respondent from the banks like (Allied bank, Habib Bank Limited, Meezan Bank, Bank Alfalah and MCB Bank) who are operating on the roadmap of "Green Banking" under State Bank of Pakistan 2015 guidelines. As banking sector in Pakistan claims to operate while relying on the notion of sustainability and GHRM so it called as, Green Banking or (Paperless banking). Due to prevailing overall COVID-19 conditions during the 3rd COVID-19 wave, through convenience sampling technique researcher collected the data to determine the impact of GHRM Practices (GHRM) on employees pro-environmental behavior and JS with mediating role of employee commitment. From Regional head offices of Allied Bank, Habib Bank Limited, Meezan Bank, Bank Alfalah and MCB Bank located in Sahiwal division and from branches of Allied Bank located in Okara, Chichawattni, Mianchannu and Khanewal city as these cities are prominent cities of Central and Southern Punjab and have strong agricultural inflows. Many researchers have proposed a different range for determining sample size for different schema: 200 for the simple schema Kelloway, (1998), 300- 400 for the complex schema (Abbas & Raja, 2015;). Current study has used time lag design (e.g, three-time lags). Boomsma, (1983) stated that 200-300 sample size is

meaningful for longitudinal (time lagged) nature of research. But in present we have the 204 as the final sample size.

3.3 Data collection

Questionnaires which we floated all were in English ,as Official language of Pakistan is English and people can easily understand English (Naseer, Donia, Syed & Bashir, 2019). Self administered survey was used. Currently, years Raja et al..(2018) many researchers used English questionnaire for their studies conducted in Pakistan (Javed, 2017). We floated the questionnaires during working hours after seeking permission from regional heads of all Banks especially (Allied Bank, Meezan Bank, Alfalah Ban and MCB Bank) while adopting convenience sampling technique we converged data at three time lags from above mentioned Banks their regional offices and branches. We thoroughly explained the purpose and background of the study verbally and with attached cover letter and requested the respondent for ID (employee ID ,employee code) so that next time response could be matched.

At Time 1 on dated April,12,2021 we distributed 470 self-reported questionnaires in regional offices and their branches among employees of OG grade 1 and 2, which includes items of the independent variable (Green HRM) and after two weeks contacted back and received 380 with percentage of 43.4%. After interval of three weeks on 6 May, 2021 ,we contacted with same individuals and floated 380 questionnaires comprising of items of mediating variable (Employee commitment) and received 290 responses with percentage of 53.6%. After three weeks on 25 May,2021 we distributed same 290 questionnaires comprising of dependent variable items (PEB and Job satisfaction) and received 204 with 70% and overall percentage is 43%. By using the time-lagged approach past studies also have the same percentage of response (Jahanzeb & Fatima, 2017).

From the collected data there were 165 males (80.9%) and 39 Females (19.1%). In age demographics, the majority of the respondents are related to 26-40 years age group (74.5%). As the data was collected from banking staff, the whole staff were educated. Regarding to position, customer service employees were 95 with (46.6 %) highest and from total sample there were 88 managers with

(43.1%) and management personnals were 19 with (9.3%) (who were regional or zonal heads of respective banks) from total sample population and clerical employees were 2 with (1.05) from total sample. Out of total sample employees with experience from 6-10 years were 74 the highest, with (36.3%) and employees with 0-5 years were 70 with (34.3%) and respondents with expiernce of 11-20 years were 52 with (25.5%) and employees with experience of 21-20 years were 8 with (3.9%) respectively.

3.4 Data Analysis:

Regression analysis were used to analyze the data by using MACRO Process as this study involved testing research frameworks from a prediction perspective and requiring latent variable scores for measurement of GHRM which was used for follow-up analyses. Adopted questionnaire was used to collect data and regression analyses was used to test the data. Current study has adopted 7-point Likert-type scale. This is on the grounds Weisberg, (1996) proposed that a short scale might be intellectually simpler, however it may not separate respondents' sentiments. Then again, (Cox 1980: Preston and Colman 2000) contend that human data preparing ability can be augmented by utilizing a 7-point response scale.

3.5 Measurement or Instrument:

All variables of current study were tapped and measured by the already developed and validated scales by different researchers. All variables measured on 7 point Likert scale. Through three processes Construct validities were verified; the premier was Factor loading of each item; followed by, Average Variance Extracted (AVE); and lastly reliability test. Details for all the measures are elaborated below:

3.5.1 Green HRM:

To measure GHRM we used adopted 17 items scale developed by (Guiyao Tang et al. 2017) and these dimensions were measured by using a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). GHRM scale is a composite scale in literature which shows measuring 4 dimensions of Green HRM, i: e: Green recruitment and selection, Green training and development, Green

Performance Management and appraisal, Green reward and compensation. Sample items are: “We use green employer branding to attract green employees” and “Our firm sets green targets, goals and responsibilities for managers and employees”. Internal consistency reliability of the scale is (.74).

Table 3.1 reveals the CFA result that the factor leading to Green HRM. Factor loading of GHRM1 is 0.53, Factor loading of GHRM2 is 0.76, Factor loading of GHRM3 is 0.79, Factor loading of GHRM4 is 0.74, Factor loading of GHRM5 is 0.75, Factor loading of GHRM6 is 0.71, Factor loading of GHRM7 is 0.73, Factor loading of GHRM8 is 0.75, Factor loading of GHRM9 is 0.7, Factor loading of GHRM10 is 0.53, Factor loading of GHRM11 is 0.50, Factor loading of GHRM12 is 0.60, Factor loading of GHRM13 is 0.75, Factor loading of GHRM14 is 0.73, Factor loading of GHRM15 is 0.71, Factor loading of GHRM16 is 0.73, Factor loading of GHRM17 is 0.75. Factor loadings of all items are acceptable as they are above the threshold value (≥ 0.3). Moreover, results have shown that AVE value of GHRM is 0.50 which is equal to the threshold level (0.50) and also, CR of GHRM is .90, which is greater than the .70 recommended by Sekaran and Bougie (2016).

3.5.2 Employee commitment :

Employee commitment measured by using Revised Version (Meyer, Allen, & Smith, 1993) scale for measuring Affective Commitment, and has 6 items for measurement. Sample item for Affective Commitment is: “I would be very happy to spend the rest of my career with this organization”. We used only single dimension of employee commitment, i.e. Affective commitment for measuring employee commitments as this single dimension fulfills our research objective to record employee’s commitments towards Green perspectives. All items were measured by using 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree) to record employee commitment. Internal consistency reliability of the scale is (.75). Table 3.1 reveals the CFA result that the factor leading to Employee commitment. Factor loading of EC1 is .84, Factor loading of EC2 is .76, Factor loading of EC3 is .76, Factor loading of EC4 is .84, Factor loading of EC5 is .72, Factor loading of EC6 is .62. Factor loadings of all items are acceptable as they are above the threshold value (≥ 0.3). Moreover, results

have shown that AVE value of Employee commitment is 0.59 which is greater than threshold level (0.50) and furthermore, CR of Employee commitment is .89, which is greater than the .70 recommended by Sekaran and Bougie (2016).

3.5.3 Employee Pro-Environmental Behaviors (PEB's):

PEB's measured by using (Robertson et al., 2013) adopted scale comprising 17 items by using 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree) to record employees PEB at the workplace. Sample items are: "I am passionate about the environment" and "I enjoy practicing environmentally friendly behaviors." Internal consistency reliability of the scale is (.73). Table 3.1 reveals the CFA result that the factor leading to Pro-environmental Behavior's. Factor loading of PEB1 is 0.65, Factor loading of PEB2 0.72, Factor loading of PEB3 is 0.74, Factor loading of PEB4 is 0.72, Factor loading of PEB5 is 0.71, Factor loading of PEB6 is 0.53, Factor loading of PEB7 is 0.74, Factor loading of PEB8 is 0.81, Factor loading of PEB9 is 0.85, Factor loading of PEB10 is 0.7. Factor loading of PEB11 is 0.74, Factor loading of PEB12 is 0.70, Factor loading of PEB13 is 0.66, Factor loading of PEB14 is 0.69, Factor loading of PEB15 is 0.64, Factor loading of PEB16 is 0.71, Factor loading of PEB17 is 0.65. Factor loadings of all items are acceptable as they above the threshold value (≤ 0.3). Moreover, results have shown that AVE value of Pro-environmental behavior's is 0.52 which is greater than the threshold level (0.50) and furthermore, CR of Pro-environmental behavior's is .92, which is greater than the .70 recommended by Sekaran and Bougie (2016).

3.5.4 Job satisfaction:

For measuring JS we adopted the Michigan Organizational Assessment Questionnaire JS Subscale (MOAQ-JSS; Cammann, Fichman et al., 1983) as our measure comprising 3 items. Sample item is: "All in all, I am satisfied with my job." All items are assessed through by using 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). Internal consistency reliability of the scale is (.74). Table 3.1 reveals the CFA result that the factor leading to Factor loading of Js1 is 0.70-factor loading, Factor loading of Js2 is 0.82, Factor loading of Js3 is 0.71. Factor loadings of all items are

acceptable as they above the threshold value (≤ 0.3). Moreover, results have shown that AVE value of JS is 0.56 which is greater than the threshold level (0.50) and furthermore, CR of JS is .79, which is greater than the .70 recommended by Sekaran and Bougie (2016).

Table 3.1 Confermatory factor analysis, composite reliability and average variance extracted

<i>Items</i>	<i>Factor loading</i>	<i>@</i>	<i>CR</i>	<i>AVE</i>
GHRM1	0.53	.74	.90	.50
GHRM2	0.76			
GHRM3	0.79			
GHRM4	0.75			
GHRM5	0.73			
GHRM6	0.714			
GHRM7	0.732			
GHRM8	0.75			
GHRM9	0.7			
GHRM10	0.53			
GHRM11	.508			
GHRM12	.603			
GHRM1	0.75			
GHRM14	0.73			
GHRM15	0.714			
GHRM16	0.732			
GHRM17	0.75			
EC1	.849	.75	.89	.59

EC2	.765			
EC3	.765			
EC4	.849			
EC5	.728			
EC6	.623			
PEB1	.650	.73	.92	.52
PEB2	.720			
PEB3	.742			
PEB4	.724			
PEB5	.713			
PEB6	.538			
PEB7	.742			
PEB8	.818			
PEB9	.854			
PEB10	.7			
PEB11	.74			
PEB12	.700			
PEB13	.667			
PEB14	.690			
PEB15	.640			
PEB16	.719			
PEB17	.651			
JS1	.706	.74	.79	.56
JS2	.824			
JS3	.710			

CHAPTER 4

RESULTS

4.1 Summary of examined hypothesis

Hypothesis 1

GHRM has positive influence on employees PEB .

Hypothesis 2

GHRM has positive influence on job satisfaction.

Hypothesis 3

GHRM has positive influence on Employee commitment.

Hypothesis 4

Employee commitment has positive influence on employee pro environmental behavior.

Hypothesis 5

Employee commitment has positive influence on job satisfaction.

Hypothesis 6

Employee commitment positively mediates the relationship between GHRM and employee's pro environmental behavior outcomes.

Hypothesis 7

Employee commitment positively mediates the relationship between GHRM practices and Job satisfaction.

4.2 Normality Test

As this test is used to determine or gauge the normal distribution of the data set. After performing normality test it was identified that kurtosis and skewness values lies within the range of -3 to +3 which exhibits the normality of the data and results are mentioned below.

Table 4 .1 Skewness and Kurtosis

	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Green HRM	-1.318	.170	2.253	.339
Employee Commitment	-.780	.170	1.245	.339
Pro-Environmental Behavior	-1.947	.170	6.331	.339
Job Satisfaction	-1.230	.170	4.206	.339

4.3 Control Variables

Control variables are those which needs to control, in the current research gender, ag, position and experience were our controlled variables. On the otherhand ,if control variables are not controlled, then overall findings or results would be contaminated (Spector & Brannick, 2011). Additionally for data analysis, one-way ANOVA was used statistically to control the effect of demographics which compared Employee commitment, Pro-Environmental behavrior's and JS across gender, age, position and working experience .Results shows, all demographics have notable variations on employee attitudinal and behavioral outcomes. One way results shows (see Table 4.2) that gender significant variation exists across Pro-environmental Behavior ($F = 1.89, p=0.01$) and JS ($F = 2.33, p=0.01$). while possiton was siginificantly related to employee commitment ($F = 1.89, p=0.01$) and Pro-environmental Behavior ($F = 1.86, p=0.01$). further, experience was significanclty related to JS ($F = 3.12, p=0.001$).

Table 4.2 One Way ANOVA

Variable	Gender		Age		Position		Experience	
	F	Sig	F	sig	F	sig	F	Sig
Employee Commitment	1.69	.06	.64	.849	1.89	.032	1.07	.392
Pro-Environmental Behavior	1.89	.004	.96	.54	1.86	.009	.98	.52
Job Satisfaction	2.33	.01	.25	.99	1.19	.300	3.12	.002

4.4 Correlation analysis and Descriptive Statistics

By utilizing SPSS 20 Correlation analysis as well as Descriptive statistics were carried out for all variables used in current study prior to proceed for regression analysis. Below enlisted Table 4 exhibits the mean, the standard deviation, correlation analysis as well as reliabilities of all studied variables and Cronbach Alpha (in parenthesis). For GHRM arithmetic mean as well as standard deviation were (M=6.09, SD=.45) Employee Commitment (M=6.27, SD=.44), PEB (M=6.25, SD=.46), and JS (M=6.33, SD=.55) respectively. Nunnally (1978) proposed that cut value for Cronbach's alpha is 0.70. In present study all constructs are reliable as value of Cronbach's alpha is greater than 0.70. The value of Cronbach's alpha of GHRM (.74), Employee commitment (.75), Pro-Environmental Behavior's (.73) and for JS Cronbach's alpha is (.74).

Variables of current study were tapped at different times with two weeks interval between each data collection point. Correlation is used to gauge the linear relationship which exist between two variables. Key factor behind executing Pearson Correlation is its ability to gauge the direction as well as strength between studied variables. Its ranges between -1 to +1, in which positive or negative signs shows direction of the relationship and correlation strength shows the extent of the relationship. Negative value exhibits that existing relationship among variables is negative whereas, 0 shows there is not any relationship or absence of relationship and +1 or positive value entails that

relationship among variables is positive. When measuring Pearson Correlation in the population, then population is represented with the symbol “ ρ ” while when it is used to measure sample it is shown with “ r ”. In present study Correlation between all studied variables is found to be significant at $p < 0.01$ and $p < 0.05$.

Results have revealed that time 1 independent variable i.e. GHRM independent variable tapped in time 1, also has a positive relationship with mediating variable tapped at time 2 i.e. Employee commitment ($r = .52, p < .01$). GHRM has a positive relationship with time 3 tapped dependent variable i.e. Pro-Environmental Behavior's ($r = .58, p < 0.01$). GHRM independent variable tapped in time 1 also has a positive relationship with dependent variable tapped at time 3 i.e. JS ($r = .29, p < .01$). Mediating variable tapped at time 2 i.e. Employee commitment has a positive relationship with dependent variable tapped at time 3 i.e. Pro-Environmental Behavior's ($r = .51, p < .01$). Mediating variable tapped at time 2 i.e. Employee commitment has a positive relationship with dependent variable tapped at time 3 i.e. JS ($r = .27, p < .01$). *Dependent variable tapped at time 3 i.e. Pro-Environmental Behavior's positively relationship with dependent variable tapped at time 3 i.e. JS ($r = .52, p < .01$).*

Table 4.3 Correlation Analysis Result

Sr #		Mean	SD	1	2	3	4	Ghrm	EC	PEB	JS
1	Gender										
2	Age										
3	Position					1					
4	Experience	1.99	.87	-.124	.483**	-.535**	1				
5	GHRM (T1)	6.09	.45	-.219**	.060	.212**	-.025	(0.74)			
6	Employee commitment (T2)	6.27	.44	-.124	.050	.255**	-.074	.524**	(0.75)		
7	Pro-environmental behavior (T3)	6.25	.46	-.078	.000	.130	-.041	.585**	.513**	(0.73)	
8	JS (T3)	6.33	.55	-.035	-.018	.090	-.071	.290**	.270**	.504**	(0.74)

** . Correlation is significant at the 0.01 level (2-tailed). *N* = 204; Control Variables are gender, age, position and experience. Alpha reliabilities are presented in parentheses; *T1* time 1, *T2* time 2, *T3* time

4.5 Regression Analysis

In current study, mediation was proposed, so to test our hypothesis we used PROCESS macro (Hayes, 2017) for indirect effect (mediation) bootstrapping test was used with using confidence intervals (lower limits and Upper limits) are enforced.

4.5.1 Mediated role of employee commitment in the relationship between GHRM and

Pro-environmental behaviours

Below Table 4.5 exhibits, the regression results for direct and mediational hypotheses (H1, H3, H4, H6). GHRM is positively linked with Pro-environmental behaviours ($B=.44$, $t= 6.81$, $p< .001$) and employee commitment ($B=.51$, $t= 8.75$, $p< .001$). Additionally employee commitment is positively linked with Pro-environmental behavior's ($B=.30$, $t=4.43$, $p< .001$). Employee commitment positively mediates the relationship between GHRM and Pro-environmental behavior's. Current results give back for H1, H3, H4 and H6. Therefore, study hypotheses (H1, H3 and H6) are accepted. GHRM has a significant indirect influence on Pro-environmental behaviours through employee commitment. The indirect influence was significant. Additionally, for the validation of mediation effect researcher also consider the bootstrap estimates and 95% biased-corrected confidence interval. So Table 4.5 indicate that the indirect effect not containing zero (effect= .15, LL= .08, UL= .23). Where the effects are significant when both interval (upper limit and lower limit) does not contain zero. So Table 4.5 indicate that the indirect effect not containing zero (LL= .08, UL=.23).

Table 4.4 Mediating Role of Employee commitment

Sr.	Variable	R ²	B	SE	T	P
1	GHRM → Pro-Environmental Behavior	.40	.44	.06	6.81	.000
2	GHRM → Employee Commitment	.28	.51	.06	8.75	.000
3	Employee Commitment → Pro-Environmental Behavior	.40	.30	.07	4.43	.000

Results from the bootstrap for indirect effects

Effect	Employee Commitment	M	SE	LL95% CI	UL95% CI
		.15	.04	.08	.23

Note: n= 204. Unstandardized regression coefficients. Bootstrap sample size=10000. LL=Lower limit, CI= Confidence Interval, UL= Upper Limit.Path-1=IV→DV, Path-2=IV→MV, Path-3=MV→DV, Path-4=IV→MV→DV.

4.5.2 Mediated role of employee commitment in the relationship between GHRM and Job satisfaction

Below Table 4.6 exhibits, the regression results for direct and mediational hypotheses (H2, H5, H7).GHRM is positively linked with JS ($B=.25, t= 2.61, p .01$).Employee commitment is positively linked with JS ($B=.21, t=2.07, p< .05$). Employee commitment positively mediates the relationship between GHRM and Job satisfaction. The indirect influence was significant. Additionally, for the validation of mediation effect researcher also consider the bootstrap estimates and 95% biased-corrected confidence interval. Where the effects are significant when both interval (upper limit and lower limit) does not contain zero. So Table 4.6 (effect= .10, LL= .01, UL= .23) indicate that the

indirect effect not containing zero (LL= .01, UL=.23). Current results give back for (H2, H5, and H7). Therefore, study hypotheses (H2, H5 and H7) are accepted. GHRM has a significant indirect influence on JS through Employee commitment.

Table 4.5 Mediating Role of Employee commitment

Sr.	Variable	R ²	B	SE	T	P
1	GHRM → Job satisfaction	.10	.25	.10	2.61	.01
2	GHRM → Employee Commitment	.28	.51	.06	8.75	.000
3	Employee Commitment → Job satisfaction	.10	.21	.10	2.07	.04

Results from the bootstrap for indirect effects

Effect	Employee Commitment	M	SE	LL95% CI	UL95% CI
Effect	Employee Commitment	.10	.06	.01	.23

Note: n= 204. Unstandardized regression coefficients. Bootstrap sample size=10000. LL=Lower limit, CI= Confidence Interval, UL= Upper Limit.Path-1=IV→DV, Path-2=IV→MV, Path-3=MV→DV, Path-4=IV→MV→DV.

CHAPTER 5

DISCUSSION

5.1 Overview

From the results current study thrivngly answers critical questions.Relying upon the existing literature we devise some specific questions.Firstly in current study we devised the research question about the impact of GHRM on Employees pro-environmental behavior,as GHRM practices have significant impact on employee's PEB .Thus,current study stresses that a positive and significant relationship exists between GHRM and Employees pro-environemntal behaiors.As,GHRM Practices adopted by the organizations will make their employees more pro active and inclined towards environmental matters while performing their routine and daily assigned tasks. Secondly,we respond to the research question that whether GHRM prtices produces impact on JS of the employees.Results of current study signifies and highlights that GHRM produces positive impact on employees Job satisfaction.

Thirdly,current study successfully answers the research question that whether GHRM practices produces impact on employee commitment. Results show that a positive and significant relationship found between GHRM and employee commitment.

Fourthly, we have answered the research question whether employee commitment has impact on Employee PEB .Results has shown the significant relationship exists between Employee commitment and Employee PEB .Fifthly,we tried to answer the research question whether Employee commitment produces some impact on Job satisfaction.Results have shown a significant and positive relation exists among the two behavioral and attitudinal veariables.In sixth research question we established whether Employee commitment mediates the relationship between GHRM and Employee Pro-environmental behaiors and lastly we tried to naswer that whether Employee Commitment mediated the relationship between GHRM and Job satisfaction.Results have revealed that employee commitment.

5.2 Major Findings

5.2.1 Overview

The focus of this research was to study the Impact of GHRM practices on the behavioral and attitudinal responses of employees via employee commitment. Specifically, current study related to GHRM practices which leads to Employee Pro-environmental behaviors and employee Job satisfaction. It is also postulated that employee commitment as a mediator enhances the relationship between GHRM practices and Employee pro-environmental behavior's and Job satisfaction.

Organizations who have employees which are actively engaged in Pro environmental practices have more competitive advantage available in hand rather than organizations of same industry. That is why, this aspect is gaining more and more attention and recently many researchers and scholars have investigated the antecedents of employee Pro-environmental behavior's i.e; Joana et al., (2021), investigated the relationship between Knowledge ,Perceived Impacts and Pro-environmental Behavior's. Peng et al., (2019) studied the antecedents of PEB as Self discipline or Self-interest. On the other hand, handsome studies investigated the precursor of job satisfaction, such as Justin et al., (2019) studied relationships between burnout, job demands, turnover intention, and job resources. J Culiberk et al., (2018) identified organizational commitment and Job involvement as antecedents of Job satisfaction. Further researchers studied the employee commitment as Md et al., (2019) studied, employee commitment and organizational citizenship behavior. Work engagement and psychological work environment as antecedents of employee commitment was investigated by studied (Stephen et al., 2020).

In current study we postulated seven hypothesis, comprising of five main effect hypothesis ,two mediation hypothesis. Data was collected from employees of banking sector of OG grade 1 and 2 with the help of survey method by adopting convenience sampling technique. In current study, we embraced a time lagged approach for data collection and we received (204) final responses with the response

rate of (43%). All analysis were carried out by using the SPSSv23.0, PROCESS macro and Mplus version seven.

5.2.2 Hypothesis Testing

Current study comprises hypothesis of main effect and mediation effects. All these studied hypothesis were assessed by adopting the PROCESS macro approach developed by (Hayse, 2017). We utilized model 4 for finding of main effect and mediating role.

5.2.3 Main Effect Hypothesis:

Seven main effect hypothesis were put forward linking GHRM practices to Pro-environmental behavior's (H1), GHRM Practices to JS (H2) respectively, GHRM practices and Employee commitment (H3), Employee commitment and Pro-environmental behavior's (H4), Employee commitment to JS (H5), and mediating hypothesis of employee commitment as mediating between GHRM practices and Pro-environmental behavior's and GHRM Practices and JS respectively (H6, H7). Summary of the findings have been reported in Table 4.4 and table 4.5 while detail results have shown in table 4.3, respectively.

Results have shown a positive and significant relationship between GHRM and Pro-environmental behavioral outcomes which support our proposed hypothesis H1. Moreover, results also have supported our established positive and significant relationship between GHRM and JS H2. Additionally, results have validated our hypothesis as positive and significant relationship exists between GHRM and Employee commitment H3. Moreover, results have revealed and confirmed our established hypothesis H4 and H5 between employee commitment and Pro-environmental behavior's and employee commitment and JS and have shown a positive and significant relationship exists among them respectively. So, results have validated main effect hypothesis. Moreover, GHRM practices inculcate behavioral and attitudinal aspect in employees in the form of PEB and JS providing organizations with more sophisticated employees having greater sense of sustainability and these behavioral and attitudinal factors are not easily gauged without deep research and investigation. Current

study adds to this principal area. Result of current study are aligned with past studies M Alzgoool, 2019; Hameed et al., 2020; Aboramadan 2020.

5.2.4 Mediation Hypothesis:

We postulated two mediation hypothesis, employee commitment mediated the relationship between GHRM and Pro-environmental behavior's (H6) and employee commitment mediates the relationship between GHRM and JS (H7). For pinpointing the indirect effect of employee commitment we confide in Bootstrapping technique and Sobel test. Results have shown that employee commitment mediated the relationship between GHRM and Pro-environmental behavior's and GHRM and Job satisfaction. Past studies have investigated the mediating role of Employee commitment (Hamadamin et al., 2019; Md et al., 2019).

5.3 Theoretical Strengths

Current study has adopted the theoretical lens of Social Exchange Theory (SET) (Blau 1964, Topa et al., 2014, Xerri M 2013) to support the suggested model and to establish the rationalization for the prior studied relationships. Social exchange theory (SET) provides solid base for proposed relationships in the assumption of theoretical framework. Past research also pinpoints the importance of social Exchange theory (SET) while studying GHRM practices in the organizations Muhammad et al., (2020); Mohammad Aboramadan (2020), and that Social Exchange (SET) theoretical framework is suitable and best fit to root out the impact of GHRM practices on employees and in the organizations. Therefore, we investigated the impact of GHRM practices resulting in employee outcomes via mediation model while using the underline assumptions of Social Exchange Theory (SET).

Although previous studies explained the employees behavior in the lense of Social Exchange Theory (SET) and to justify their actions and behaviors against organization. The application of this theory in present study is GHRM and unique or novel in nature.

5.4 Methodological Strengths

Present study resides on time-lagged research design which is considered appropriate for the causal studies (Joseph et al.,2017;Wei Hong et al.,2021).Past studies also have used time lagged research design (Trong Tuan luu 2018; Khan 2019; Muhammad Farrukh et al.,2020;Talat et al.,2020;Mohd. et al., 2021.) Data which is self reported and single source have greater chances of common method bias as due to social attractiveness bias. Therefore, to address common method bias issue ,current study has used three-source time lagged research design in which responses for independent variable (Green HRM) were tapped at first time.After three weeks gap we contacted with same individuals and recorded responses comprising of items of mediating variable (Employee commitment).And then after further three weeks gap we distributed same questionnaire comprising items of dependent variables (Pro-Environmental Behavior's and Job satisfaction).

Another methodological soundness of current study is the use of a vigorous technique for sample analysis.We implied PROCESS macro techniques established by Preacher & Hayes (2003) for analysis of the proposed hypothesis.Current study also has used AMOS for the Confirmatory Factor analysis, correlation, as well as substantiate the convergent and discriminant validity of all the studies constructs.

5.5 Limitations and Future Research Directions

As per established above discussion,present study has numerous strengths but yet,it contains some limitations which could be addressed by the future research.First,data which was collected from the sample it was small in size as due to resource constraint and due to COVID-19 third wave which may had possibly hinder the results generalizability.So ,for more valid results future studies should entail large sample size .Second,current reaserch has adopted time-lagged (time 1,time 2, and time 3) research design by following three to four weeks gap which is not idealy longitudinal in nature.This factor even so keeps the research co-relational in nature.So,it is suggested that future research should focus on conducting longitudinal research design by using long pauses (three to six months) for more

valid and authentic results and to gauge causal effects (Aroosa et al.,2017; Sadaaki et al.,2019; Samir 2019; Dorota et al.,2020;Syed et al.,2020).

Third,the current study examined the effect of GHRM practices on employees behavioral and attitudinal outcomes i.e; PEB and JS but,future studies may also incorporate the other GHRM factors such as GHRM effect on organizational environmental performance and Green service behavior in the organizations.

Fourth,present study has investigated the mediating role of employee commitment in the relationship between GHRM and PEB and JS and results have revealed that employee commitment significantly mediates the relationship.But,it is also suggested that future studies can also test mediating variables like Perceived organizational support,Psychological contract fulfillment,(Ifzal et al.,2019).Employees green attitude,green psychological climate,employee environment commitment, (Mohammad et al.,2021).

5.6 Theoretical Implications

Current study also holds some vital theoretical implications .First,current study adds value in the most emerging and scanty literature on GHRM practices, its impact upon the employees and organizational sustainability to achieve MDG (millennium development goals).Past research investigated the GHRM in terms of M Alzgoor,(2019) studied the nexus between GHRM ,Green management for explaining green values.Adedapo Oluwaseyi Ojo et al.,(2020) investigated GHRM practices on producing employee pro-environmental information technology (IT) behavior.Aboramadan, (2020) investigated GHRM affects on employee in-role ,extra-role and innovative green work behavior (GIWB).(Talat et al.,2020) studied ethical leadership with relation to GHRM practices on employees in-role and extra-role behaviors with individual green values.

Habil et al.,2020 investigated Green HRM, Organizational citizenship behavior and environment (OCBE).Mohammad Rabiul et al.,(2021) examined influence of GHRM on green service behaviors through green Knowledge sharing.As still there is scarcity of studies, which have investigated the

antecedents of GHRM and PEB's relation with JS and mediating mechanism of employee commitment especially in cultural context and organizational settings of emerging and developing economies like, Pakistan. So, current study enhanced the existing literature of GHRM practices by underpinning new outcomes i.e. employee commitment, JS and Pro-environmental behavior's.

Second, findings of present study adds in the existing literature of GHRM by using Social exchange theory (SET) Blau (1964). Aboramadan (2020) postulated that Social Exchange (SET) theoretical framework is suitable and best fit to root out the impact of GHRM practices on employees and in the organizations. As GHRM practices leads employees towards PEB and JS, ultimately increases the sustainability goals of the organizations in today's most dynamic and competitive changing business environments. In addition, the primary speculation of SET is that an individual, that is, employee makes a social relationship dependent on commonly gainful relationship. This is known as a response of advantages among employees and organization. In this way, as long as employees are given worth and their desires are met, their dedication and commitment will be built up that thusly decline their turnover expectation and remain satisfied with their allotted tasks/job duties. This investigation, hence, accepts that the GHRM practices may effect on the Job loyalty of employees by keeping them committed, in light of the fact that GHRM practices are now perceived useful for employees; thusly, they ought to be obliged towards organization and remain committed while behaving environment friendly during their routine operations. Therefore, theoretically, that is, according to SET, the GHRM practices will lead employees to be involved in PEB with maximizing JS and commitment towards their assigned tasks.

Third current research has investigated the antecedent and consequences of employee commitment by examining the mediating role of employee commitment. Additionally employee commitment is positively linked with Pro-environmental behavior's. Employee commitment is positively linked with Job satisfaction. Employee commitment positively mediates the relationship

between GHRM and Pro-environmental behavior's. Employee commitment positively mediates the relationship between GHRM and Job satisfaction. The indirect influence was significant.

5.7 Managerial Implications

In the field of management research is conducted with aim to serve dual purpose as to enhance or add on the existing knowledge or to further strengthen the management practices and job, Aguinis et al., (2019). Schwab and Starbuck (2017) stated: "Scientific progress hinges on motivating researchers not just to publish articles, but also to contribute to the accumulation of knowledge across studies with the ultimate goal of positive impact on management practice" (p, 138). Current study states that GHRM practices leads employees in Pro-environmental behavior's making them more conscious regarding the environment and keep them satisfied with their jobs.

For further defining the HRM concept green stance is adopted here by making it more unique, robust entailing all environmental management issues inside the milieu of organizational sustainability. In this regard organizations can find solid reasoning for GHRM policy and strategies for achieving sustainability goals. In organization when top level management and leaders inclined toward GHRM it automatically nurture culture and competencies that develop environmental performance (Singh et al., 2020). If particular organization aims sustainability as its organizational goal, it needs to ensure that HR practices must be executed in term of GHRM context and executing practices as well as strategies which enhance green behavior at employee level.

Empirical evidence has demonstrated that GHRM promotes employee green behavior in their workplace Saeed et al., (2019) as employees have been provided green training to exhibit green behaviors in their workplace and have confidence from the management that employees would be appreciated when they exhibit PEB as they have been appointed through green recruitment and selection policies. Additionally when employees performance is estimated and compensated dependent on an employee green behavior, employees will feel persuaded to perform considerably more since they comprehend what is anticipated from them. The path to take an interest and involved in

environmental management activities would cause employees to feel committed towards an action while sharing knowledge and expertise and giving feedback on the most proficient method to make such strategy much successful.

Today's dynamic and changing business environment demands organizations to be well informed about the vital importance of aligning ecological objectives with their particular environment concerns. Therefore, assistance and guidance of top level management and ecological commitment must be acknowledged in GHRM policies. As our research has shown that employee commitment plays a vital role in helping the firm to achieve sustainability role and ultimately organization performance increases as employee becomes committed. As current study states that employee commitment plays a significant role in organization for achieving sustainability as employees remain engaged in their Pro-environmental behavior's due to the GHRM strategies and practices as these includes training and performance appraisals as well as compensation and benefits policies these help employees to be committed toward GHRM perspective. Organizations should invest in Green training. While developing such training firms must take care of underlying challenging ecological issues and goals and make them connected with employee Pro-environmental behavior's. Organizations can use new training methods and techniques established on challenges, as employee competition and consequential games e.g, Stanitsas et al., 2018. Organizations also need to make crystal clear the positive impact of such Green training by aligning them with their inner satisfaction and with their assigned jobs. If employees make suggestions or give ideas about the environment to welcome these ideas by the organizations on strengthening the environment is the core essence of Green HRM. It is the psyche of employees that employees feel secure, and fear of getting lost their job went away in employee minds, when employee ideas or suggestions are accepted or policies are developed in favor of employees. This leads employees to create sense of belongingness about the firm in which they work and ultimately reduces turnover by keeping employees committed or satisfied with their jobs. For every business or firm cost cutting always remain the most critically focused area it is the need of time that organizations must provide their

employees with the cost cutting training so that during their tasks employees could be able to produce minimal wastage leading the firms toward attaining sustainability goals and protect their available resources. Strategies and policies which are developed about environment management issues must be clear to all employees so that they could be able to execute them without any trouble or hinderance.

Organizations should need to promote eco-friendly behavior and this would encourage employees to remain committed by preserving organizational resources such as minimal usage of water, prefer to use both sides of paper rather than single sided, minimum usage of electricity and maximumly try to get benefit from sunlight during day time by doing, these firms can make their surrounding environment secure and safe. When organization performs key personal related tasks in a greener way, it creates sense of understanding and concern among the employees and they remain committed toward their pro-environmental behavior while remaining satisfied with their jobs.

5.8 Contextual implications

This study has contextual significance also because it would be conducted in Pakistani culture with a special context of emerging developing economy with the intention to become ASIAN Tiger soon. And is committed to fulfill the MDG (millennium development goals) containing environment sustainability issues and GHRM Practices. As regarding GHRM practices and systems still there is scarcity of researches and studies in Pakistan which investigates underlying mechanisms by which how GHRM practices produces significant impacts upon the employees especially those employees from eastern mind set and how they become involved in environmental relating affairs.

5.9 Conclusion

In a nut shell, this study provides significant evidences regarding impact of GHRM systems and practices and how these practices and policies can benefit the organizations and their employees. Result of study reveals that successful implementation of GHRM system produces significant results as present study empirically has shown that it inculcate sense of environment friendliness among employees or create feeling among the employees that they are participating for the noble cause when

they perform their duties and results have shown that it leads to committed workforce which organization can use as competitive advantage and satisfied employees, who always want to add more value in their tasks. Current study has collected data from Banking sector as this is the premier Public and private business sector which claims to successfully implement Green HR system with name of "Green banking". Summing up the whole current study has used Social Exchange (SET) theory to develop hypothesis and opens the door for future researchers to further explore the mechanisms of GHRM practices and its policies in other business sector of Pakistan like Textile sector, Chemicals and fertilizers, automobile sector and Energy or petroleum sector.

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APPENDIX

International Islamic University
Faculty of Management Sciences
Department of Management



Dear Participant:

My name is Muhammad Hasan Iqbal and I am a post graduate student at International Islamic University Islamabad. For my final thesis, I am examining The Impact of Green HRM on Employees Pro-environmental Behavior's and employee Job satisfaction: mediating role of employee commitment. We have selected your Bank, your specific answers will be completely anonymous, but your views, in combination with those of others, are extremely important. So your response will be very valuable to us. Thank you for taking the time to assist me in my educational endeavors. Completion and return of the questionnaire will indicate your willingness to participate in this study.

QID: _____

Time 1 Date: _____

Please Circle the Appropriate Answer.

1. Bank Name _____
2. NIC/Employee Number/Any Primary Key (you will remember for your second time response):

3. Gender:
A. Male B. Female
4. Age:
A. 18-25 B. 26-40 C. 41-60 D. Over 60
5. Position:
A. Management B. Manager C. Customer Service D. Clerical
6. Years of job experience with current Organization:
A. 0-5 B. 6-10 C. 11-20 D. 21-30 E. Over 30

1= Strongly Disagree	2= Agree	3= Neither Disagree nor agree	4= Undecided	5= More or Less Agree	6= Agree	7= Strongly Agree
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Green HRM :

To what extent does Green HRM Practices are being followed in your Bank.

		1	2	3	4	5	6	7
1	We attract green job candidates who use green criteria to select organizations							
2	We use green employer branding to attract green employees							
3	Our firm recruits employees who have green awareness							
4	We develop training programs in environment management to increase environmental awareness, skills and expertise of employees							
5	We have integrated training to create the emotional involvement of employees in environment management.							
6	We have green knowledge management (link environmental education and knowledge to behaviors to develop preventative solutions)							
7	We use green performance indicators in our performance management system and appraisals							
8	Our firm sets green targets, goals and responsibilities for managers and employees							
9	In our firm, managers are set objectives on achieving green outcomes included in appraisals.							
10	In our firm, there are dis-benefits in the performance management system for non-compliance or not meeting environment management goals.							
11	We make green benefits (transport/travel) available rather than giving out pre-paid cards to purchase green products							

12	In our firms, there are financial or tax incentives (bicycle loans, use of less polluting cars)							
13	Our firm has recognition-based rewards in environment management for staff (public recognition, awards, paid vacations, time off, gift certificates)							
14	Our company has a clear developmental vision to guide the employees' actions in environment management							
15	In our firm, there is a mutual learning climate among employees for green behavior and awareness in my company							
16	In our firm, there are a number of formal or informal communication channels to spread green culture in our company.							
17	In our firm, employees are involved in quality improvement and problem-solving on green issues.							



International Islamic University
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Dear Participant:

My name is Muhammad Hasan Iqbal and I am a post graduate student at International Islamic University Islamabad. For my final thesis, I am examining The Impact of Green HRM on Employees Pro-environmental Behavior's and employee Job satisfaction: mediating role of employee commitment. We have selected your Bank, your specific answers will be completely anonymous, but your views, in combination with those of others, are extremely important. So your response will be very valuable to us. Thank you for taking the time to assist me in my educational endeavors. Completion and return of the questionnaire will indicate your willingness to participate in this study.

QID: _____

Time 2 Date: _____

Please Circle the Appropriate Answer.

1. Bank Name _____
2. NIC/Employee Number/Any Primary Key (you will remember for your second time response):

3. Gender:
A. Male B. Female
4. Age:
A. 18-25 B. 26-40 C. 41-60 D. Over 60
5. Position:
A. Management B. Manager C. Customer Service D. Clerical
6. Years of job experience with current Organization:
A. 0-5 B. 6-10 C. 11-20 D. 21-30 E. Over 30

1= Strongly Disagree	2= Agree	3= Neither Disagree nor agree	4= Undecided	5= More or Less Agree	6= Agree	7= Strongly Agree
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Employee Commitment:

To what extent you are loyal and committed with this Bank.

Affective Commitment Scale		1	2	3	4	5	6	7
1	I would be very happy to spend the rest of my career with this organization.							
2	I really feel as if this organization's problems are my own.							
3	I do not feel a strong sense of "belonging" to my organization. (R)							
4	I do not feel "emotionally attached" to this organization. (R)							
5	I do not feel like "part of the family" at my organization. (R)							
6	This organization has a great deal of personal meaning for me.							



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Department of Management



Dear Participant:

My name is Muhammad Hasan Iqbal and I am a post graduate student at International Islamic University Islamabad. For my final thesis, I am examining The Impact of Green HRM on Employees Pro-environmental Behavior's and employee Job satisfaction: mediating role of employee commitment. We have selected your Bank, your specific answers will be completely anonymous, but your views, in combination with those of others, are extremely important. So your response will be very valuable to us. Thank you for taking the time to assist me in my educational endeavors. Completion and return of the questionnaire will indicate your willingness to participate in this study.

QID: _____

Time 3 Date: _____

Please Circle the Appropriate Answer.

1. Bank Name _____
2. NIC/Employee Number/Any Primary Key (you will remember for your second time response):

3. Gender:
A. Male B. Female
4. Age:
A. 18-25 B. 26-40 C. 41-60 D. Over 60
5. Position:
A. Management B. Manager C. Customer Service D. Clerical
6. Years of job experience with current Organization:
A. 0-5 B. 6-10 C. 11-20 D. 21-30 E. Over 30

1= Strongly Disagree	2= Agree	3= Neither Disagree nor agree	4= Undecided	5= More or Less Agree	6= Agree	7= Strongly Agree
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Pro-environmental Behaviors (PEB's):

To what extent you are supportive to pro-environmental practices.

		1	2	3	4	5	6	7
1	I am passionate about the environment.							
2	I enjoy practicing environmentally friendly behaviors.							
3	I enjoy engaging in environmentally friendly behaviors.							
4	I take pride in helping the environment.							
5	I enthusiastically discuss environmental issues with others.							
6	I get pleasure from taking care of the environment.							
7	I passionately encourage others to be more environmentally responsible.							
8	I am a volunteered member of an environmental group.							
9	I have voluntarily donated time or money to help the environment in some way.							
10	I feel strongly about my environmental values.							
11	I print double sided whenever possible.							
12	I put compostable items in the compost bin.							
13	I put recyclable material (e.g. cans, paper, bottles, batteries) in the recycling bins.							
14	I bring reusable eating utensils to work (e.g. travel coffee mug, water bottle, reusable containers, reusable cutlery).							
15	I turn lights off when not in use.							
16	I take part in environmentally friendly programs (e.g. bike/walk to work day, bring your own							
17	I make suggestions about environmentally friendly practices to managers and/or environmental committees, in an effort to increase my organization's environmental performance.							

Job satisfaction:

To what extent you are satisfied from the environment where you work.

1	All in all I am satisfied with my job	1	2	3	4	5	6	7
2	In general, I don't like my job (R)							
3	In general, I like working here							