	<p><b>Annals of Social Sciences and Perspective</b></p> <p>ISSN (Print): 2707-7063, ISSN (Online): 2788-8797                  Volume 5, Number 1, January-June 2024, Pages 115-125                  Journal homepage: <a href="http://assap.wum.edu.pk/index.php/ojs">http://assap.wum.edu.pk/index.php/ojs</a></p>
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**Effect of Green HRM and Green Self-efficacy on Pro-environment Behavior-  
Mediating Role of Environmental Commitment**

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ARTICLE DETAILS	ABSTRACT
<p><b>History:</b></p> <p>Received: November 14, 2023                      Accepted: June 03, 2024</p> <p><b>Keywords:</b></p> <p>Pro-environment Behavior                      Environmental Commitment                      Green Human Resource Management                      Green Self-Efficacy</p> <p><b>DOI:</b></p> <p>10.52700/assap.v5i1.333</p>	<p>The basic aim of sustainability is to promise a good future for our planet and the upcoming generations. This can be achieved by raising awareness regarding sustainable development among people. The present research explores the relationship between green human resource management, green self-efficacy, and pro-environment behavior with the mediating role of environmental commitment. The research was based on a structured questionnaire on employees working in the universities of Pakistan. The data was collected from 600 employees working in the universities of Pakistan through convenience sampling. Smart PLS-SEM was used in the analysis. The study found that the relationship between green human resource management and green self-efficacy with pro-environment behavior is significant in the presence of environmental commitment. The mediating role of environmental commitment is tested using bootstrapping techniques. The research makes contributions to theoretical and practical fields. Convenience sampling might have introduced a bias in the data, limiting the generalizability of the findings beyond the specific sample of employees from universities in Pakistan. Since the research was conducted in the specific context of Pakistan, cultural factors might have influenced the responses and relationships, thereby limiting the generalizability of the findings to other cultural contexts. Future reserachers might conduct longitudinal studies to investigate the long-term effects of green human resource management and green self-efficacy on pro-environment behavior, thus providing a deeper understanding of the causal relationships over time. In addition future researchers might supplement the quantitative findings with qualitative studies to gain a deeper insight into the underlying mechanisms and to capture the nuances and complexities of individuals' experiences and perceptions related to green human resource management and pro-environment behavior.</p> <p style="text-align: right;">© 2024 The Authors, Published by WUM. This is an Open Access Article under the Creative Common Attribution Non Commercial 4.0</p>

## 1. Introduction

Environmental sustainability is one of the major concerns of organizations and individuals (Zacher et al., 2023). Environmental issue is also one of the most important ones among the 17 sustainable development goals (SDGs) proposed by the United Nations (Foster et al., 2022). This is so because now individuals have realized that human activities have a lot of effect on the environment and there is a dire need to address this issue (Ejumudo et al., 2012; Shivanna, 2022). Organizations and businesses are now playing an immense role in this aspect by enforcing environmentally responsible practices and policies in their organizations. In this regard, a great role is played by Human Resource Management (HRM) to change and mold employee attitudes and behaviors within the organizations. As a result, GHRM has become an emerging concept to make sure that the behavior of the employees within the organizations is environmentally friendly (Aftab et al., 2023; Luu, 2019).

It has been observed that the implementation of GHRM practices has been gaining a lot of attention in organizational research (Bahuguna et al., 2023; Tanova & Bayighomog, 2022). In this regard the mechanisms through which employees are concerned about the environment while performing their professional duties termed pro-environment behavior are still in the introductory stage (Alreahi et al., 2022). In addition to this, personal beliefs and perceptions of the employees about their abilities to make contributions towards environmental sustainability termed self-efficacy (Farooq et al., 2022; Nisar et al., 2022) has also been found to be one of the factors that play an immense role in influencing the pro-environment behavior of the employees. In this regard, research is limited in the context of studying the impact of GHRM and Green Self-efficacy on the pro-environment behavior of the employees and the mechanisms involved (Haj & Anggiani, 2023; Iftikhar et al., 2022).

The literature review suggests that there are many determinants of pro-environment behavior in the workplace of which environmental commitment is very important (Duarte & Mouro, 2022; Foster et al., 2022; Zaidi & Azmi, 2022). The growing environmental challenges, such as climate change, pollution, and resource depletion, necessitate a shift towards more sustainable organizational practices. Green Human Resource Management (Green HRM) has emerged as a critical strategy in fostering environmentally responsible behavior among employees. Additionally, individual psychological factors, such as green self-efficacy, are believed to significantly influence pro-environmental behaviors. Despite the theoretical linkages, empirical research exploring the interplay between Green HRM, green self-efficacy, and pro-environmental behavior remains limited.

Furthermore, while environmental commitment has been posited as a potential mediator in this relationship, its role has not been comprehensively examined. Understanding how Green HRM practices and green self-efficacy contribute to employees' environmental commitment and, subsequently, their pro-environmental behavior is crucial for developing effective organizational strategies aimed at environmental sustainability.

Organizations including universities face lot of sustainability issues and various employees traits needs to be studied and addressed which promote the positive behavior towards environment and foster the commitment of employees towards environment. The research seeks to address gap by addressing the research questions mentioned. The primary objective of this research is to examine the effect of GHRM and Green Self-efficacy on the pro-environment behavior of the employees. In addition to this, the research aims to investigate the mediating role played by environmental commitment. In order to achieve the research objectives following research questions have been developed:

1. Does GHRM significantly influence the pro-environment behavior of employees?
2. Does Green Self-efficacy significantly influence the pro-environment behavior of employees?
3. Does environmental commitment mediate the relationship between GHRM, Green Self-efficacy, and pro-environment behavior?

The relationship among variables has been shown in the theoretical framework (Fig.1). Previous researchers have identified various determinants, but limited research has been done in the context of examining the relationship of the various determinants and finding implications that will ultimately lead to the improvement of the pro-environment behavior of employees ( Foster et al., 2022; Iftikhar et al., 2022; Patwary et al., 2022). Our research is a major contribution to the existing literature as it investigates the combined influence of the two determinants: GHRM and Green Self-efficacy on the pro-environment behavior of the employees. The research focuses on the employees working in the universities of Pakistan as sustainability is quite important in education sector and limited research has been done in thus context. In addition to this, the mediating role played by environmental commitment has also been explored. The research findings will be beneficial for organizations in developing strategies that will promote pro-environment behavior among employees specifically universities.

By addressing the research questions mentioned above, our research aims to fill the existing research gap and will be beneficial for researchers, scholars, and practitioners who are interested in inculcating pro-environment behavior in their employees through GHRM and behavioral change of the employees.

## **2. Literature Review**

### **2.1. Pro-Environment Behavior**

Pro-environment behavior refers to actions and activities pursued by individuals to minimize the negative impact on the environment (Palupi & Sawitri, 2018; Yang & Gao, 2022). These behaviors include recycling materials, reusing materials, using eco-friendly products, adopting sustainable transportation methods, conserving energy, etc (Duarte & Mouro, 2022; Foster et al., 2022). Pro-environment behavior can be studied at individual, organizational, and societal levels. At the individual level, attitudes, values and beliefs of the individuals can be studied. At the organizational level, the HRM practices adopted by the organization and the organizational culture that promotes pro-environment behavior can be studied. At the societal level, government interventions and social norms need to be studied (Sabokro et al., 2021).

### **2.2. GHRM and Pro-Environment Behavior**

Human Resources (HR) is one of the most important resources of any organization and HRM is an essential aspect of the HR department of any organization managing employees and retaining employees is very essential for any organization (Boon et al., 2019). GHRM is an emerging concept that mainly focuses on encompassing environmental concerns and environmental stability in HRM practices and policies (Ain et al., 2022). It includes various activities like green recruitment and selection, green training and development, green performance management, green rewards, and recognition( Shah Faisal, 2023). In a nutshell, it can be analyzed that the word green has been added to all the HR activities, this is done to make sure that that organization is working towards the sustainability of the organization specifically and the world as a whole (Khaknejad-Khaheh, 2023). The major aim of these practices is to enhance the employee's awareness regarding the environment and thus foster pro-environment behavior within the organizations.

*H1: GHRM significantly influences the pro-environment behavior of employees.*

**2.3. Green Self-Efficacy and Pro-Environment Behavior**

Green Self-efficacy can be defined as the beliefs of the individual about how much capability or capacity they have to ensure that their behaviors are environmentally responsible. (Chen et al., 2014; Javaid et al., 2023). Bandura’s social cognitive theory supports this behavior which helps in molding the behavior of employees such that it is pro-environment. (Sawitri et al., 2015). Employees with a high level of green self-efficacy cause them to perceive that environmental actions are feasible and achievable and this increases the motivation of employees to engage in pro-environmental behaviors (Majeed et al., 2023; Nisar et al., 2022; Tongsoongnern & Lee, 2022).

*H2: Green Self-efficacy significantly influences the pro-environment behavior of employees.*

**2.4. Mediating Role of Environmental Commitment**

Environmental commitment is an important element that causes individuals to be more dedicated to achieving environmental values and goals (Ahmed et al.,2023). It has been observed that when employees are more environmentally committed, they are psychologically more emotionally connected towards sustainability and they will be more willing to take sustainable steps that help to protect and preserve the environment (Karoso et al., 2022; Ren et al., 2022). It is a crucial predictor as it increases the motivation level of employees and employees pay more attention to environmental concerns (Foster et al.,2022). Literature has proven that environmental commitment is an important determinant of environmental sustainability (Aljumah et al., 2022; Haldorai et al., 2022). In our study, we will prove that it acts as a mediator towards causing pro-environment behavior. Thus, we propose the following hypothesis:

*H3: Environmental commitment mediates the relationship between GHRM and pro-environment behavior.*

*H4: Environmental commitment mediates the relationship between Green Self-efficacy and pro-environment behavior.*

**2.5. Theoretical Framework:**

**Figure 1** describes the theoretical framework of the study; it indicates that both GHRM and Green Self-Efficacy are the independent variables. Pro-Environment Behavior acts as the dependent variable. Furthermore, environmental commitment is the mediation variable. The model was developed based on previous studies and the gap in the literature.

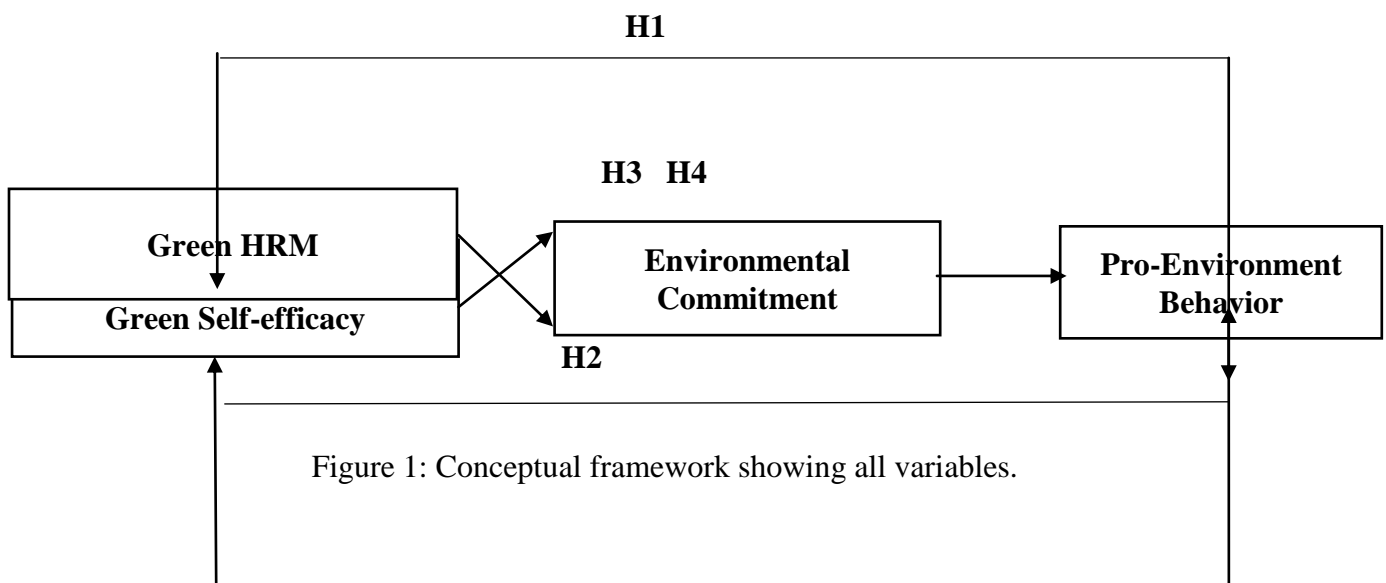


Figure 1: Conceptual framework showing all variables.

### 3. Methodology

A structured questionnaire was used to collect the data. The data was collected from employees working in both private and public sector universities of Pakistan. A convenient sampling technique was implemented to collect data from 600 employees.

#### 3.1 Instruments

The PEB construct was adopted by Blok et al. (2015). The measure consisted of 26 items based on a six-point scale from 0 (“not available”), 1 (“never”), to 5 (always). The Green HRM construct was adopted by Jabbour (2011) and Yong and Yusoff (2016). It was measured by using six dimensions which include green analysis, green recruitment, green selection, green training, green performance assessment, and green awards. The Green Self-Efficacy scale was adopted from Guo et al. (2019) by using five items. The items were measured by using a 5-point Likert scale ranging from strongly disagree to strongly agree. The environmental commitment scale was adopted by Rajneri & Paille (2016). It was measured using eight items and a five-point Likert scale ranging from strongly disagree to strongly agree was used. The analysis consisted of correlation analysis and using Smart PLS 3.0.

**Table 1: Correlation Analysis of Variable**

	PEB	GHRM	GSE	EC
PEB	1			
GHRM	0.354**	1		
GSE	0.352**	0.730**	1	
EC	0.366**	0.980**	0.737**	1

\*\*Correlation is significant at 0.01 level (2-tailed)

The results show that there exists a positive relationship between PEB and GHRM (0.354\*\*), PEB and GSE (0.352\*\*), PEB and EC (0.366\*\*). Similarly, a positive relationship exists between GHRM and GSE (0.730\*\*), GHRM and EC (0.980\*\*). Likewise, a positive relationship exists between GSE and EC (0.737\*\*). All these correlations are statistically significant at the 0.01 level, indicating a strong relationship between PEB and the other variables. The data suggests that there are strong positive relationships between these variables. Composite reliability is calculated as the ratio of the total variance of the indicators that is attributable to the construct (i.e., Common factor variance) to the total variance of the indicators. The value of CR ranges from 0 to 1 with values closer to 1 indicating greater internal consistency or reliability. A benchmark that is commonly used is a composite reliability 0.7 or higher. All the values are greater than 0.7 which means the data is reliable as can be seen from table 2.

**Table 2: Composite Reliability**

Constructs	CR	A	p-values
<b>Pro-Environment Behavior</b>	0.846	0.871	0.000
<b>Environmental Commitment</b>	0.946	0.947	0.000
<b>Green HRM</b>	0.939	0.939	0.000
<b>Green Self-Efficacy</b>	0.923	0.923	0.000

#### 3.2 Structural Model

The structured model Fig 2 and Table 3 presents the path coefficients and corresponding p-values for the relationships among the latent constructs: Environmental Commitment (EC), Pro-Environment Behavior (PEB), Green HRM (GH), and Green Self-Efficacy (GSE). The path

coefficients represent the strength and direction of the relationships between these constructs, while the p-values indicate the statistical significance of these relationships. The findings demonstrate significant positive relationships between various constructs. For instance, there is a notable positive relationship between Environmental Commitment and Pro-Environment Behavior (path coefficient: 0.493), indicating that a stronger commitment to environmental concerns is associated with higher levels of pro-environmental actions. Similarly, the relationships between Green HRM and Pro-Environment Behavior (path coefficient: 0.429), Green HRM and Environmental Commitment (path coefficient: 0.674), and Green Self Efficacy and Pro-Environment Behavior (path coefficient: 0.436) are all statistically significant, suggesting that these factors positively influence each other. Moreover, the strong positive relationships between Green Self Efficacy and Environmental Commitment (path coefficient: 0.737) and between Green Self Efficacy and Green HRM (path coefficient: 0.799) highlight their interrelatedness and their joint impact on encouraging environmentally friendly behaviors. The consistently low p-values (all 0.000) underscore the robustness and reliability of these relationships within the context of the study's focus on universities in Pakistan.

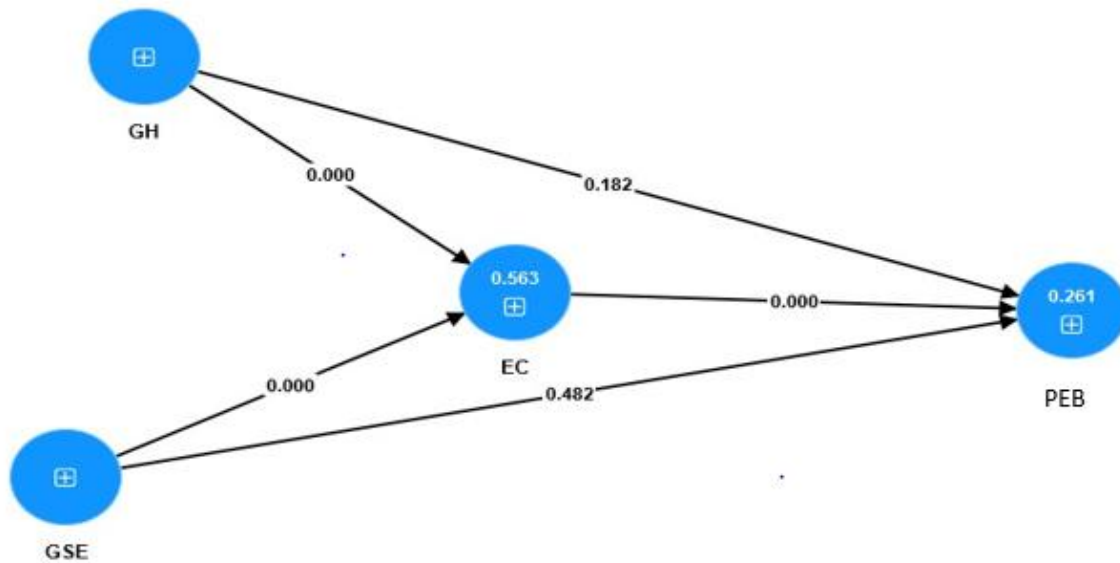


Figure 2: Structural Model

Table 3. Path coefficients and corresponding p-values

Relationship	Path Coefficient	P values	Significance	Decision
EC <-> PEB	0.493	0.000	P<0.01	Supported
GH <-> PEB	0.429	0.000	P<0.01	Supported
GH <-> EC	0.674	0.000	P<0.01	Supported
GSE <-> PEB	0.436	0.000	P<0.01	Supported
GSE <-> EC	0.737	0.000	P<0.01	Supported
GSE <-> GH	0.799	0.000	P<0.01	Supported

#### 4. Discussion:

The findings of this study shed light on the intricate interplay between Green Human Resource

Management (Green HRM), Green Self Efficacy (GSE), Environmental Commitment (EC), and Pro-Environment Behavior (PEB) within the unique context of universities in Pakistan. The strong positive relationships observed between EC and PEB, GH and PEB, GH and EC, GSE and PEB, GSE and EC, and GSE and GH provide compelling evidence of the critical role these factors play in shaping environmentally responsible behaviors among university employees. Our results affirm that a deep commitment to environmental concerns, facilitated are closely associated with a greater inclination toward pro-environmental actions. This suggests that universities in Pakistan can foster a culture of sustainability by not only implementing environmentally friendly HRM practices but also by nurturing employees' confidence in their ability to make a positive impact on the environment. These findings hold significant implications for both academia and practice, emphasizing the importance of holistic approaches to environmental sustainability within educational institutions.

### **5. Future Recommendations:**

Despite the desired results from this study, in moving forward, this research suggests several avenues for future exploration and acknowledges its inherent limitations. Future studies could employ longitudinal designs to trace the enduring impact of Green HRM, Green Self Efficacy, and Environmental Commitment on Pro-Environment Behavior, providing insights into the evolution of these relationships over time. Comparative analyses between universities in Pakistan and other regions would offer cross-cultural insights into the generalizability of these constructs. Moreover, intervention and training programs aimed at strengthening Green HRM practices and boosting Green Self Efficacy among university staff should be developed and evaluated for their effectiveness in promoting environmentally responsible behavior. Additionally, investigations into the roles and contributions of various stakeholders, including administrators, students, and local communities, in advancing sustainability efforts within educational institutions could provide a more holistic perspective. However, it is crucial to recognize the limitations of this study, including its reliance on cross-sectional data, the potential for self-report bias, its context specificity, the limited inference of causality, and the sample size constraints, which should be addressed in future research to enhance the depth and breadth of our understanding in this vital area of sustainability within academic settings.

### **6. Conclusion:**

The empirical evidence of this research garnered from this study underscores the significance of these constructs in promoting environmentally responsible behaviors among university employees. These findings offer valuable insights for academia and practice alike, advocating for comprehensive strategies that integrate Green HRM practices with the development of employees' Green Self Efficacy and commitment to environmental causes. By adopting these holistic approaches, universities in Pakistan can not only reduce their ecological footprint but also empower their workforce to become active stewards of the environment. This research contributes to the growing body of knowledge on sustainability in educational institutions and underscores the need for continued exploration of green initiatives in the ever-evolving landscape of higher education in Pakistan. Ultimately, it is through these concerted efforts that universities can take a leading role in driving positive environmental change for the benefit of current and future generations.

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