An Empirical Relationship Between Green Human Resource and Environmental Performance with The Interceding Impact of Culture and Employee Commitment

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Abstract

This study explores the relationship between Environmental Performance with Green human resource practices in Pharmaceutical Companies, in Karachi, Pakistan. However, no study has charted employee commitment toward a sustainable environment and gone over the literature. Moreover, culture also plays an important role in Environmental performance, and it has also not been addressed previously with this framework. Therefore, this research study intends to assess the mediating impact of employee commitment towards the relationship between Green HRM and Employee Performance, moderating the impact of Culture. To select the samples for the statistical tool, the Convenience sampling method was used. This study is based on the quantitative approach in a single sector. The findings from the structural analysis show that Green recruitment and selection towards Environmental performance demonstrates less influence on the employees to commit towards green environmental activities as compared to green recruitment and training. Furthermore, it's determined that the moderating role of culture has no impact in this framework. Overall findings approach the level of understanding of the following framework for the achievement of a sustainable environment through green HR practices. Discussions and limitations for future research are provided in concluding the study.

Keywords: *Green HR, Green recruitment and selection, Green training, Green rewards, Employee commitment, Environmental performance, Organizational culture, Sustainable environment.*

Introduction

Climate change is a serious issue globally which surely is one of the biggest issues faced by humans nowadays. The world is facing environmental concerns and there is a dire need to save natural eco-friendly resources for future generations. Organizations, mainly the healthcare sector as well have serious pressure to apply environmentally friendly management, by adopting environmental-friendly friendly practices. Businesses are under pressure from the stakeholders to bring environmental activities to a minimum. For this, most organizations have started working and creating a formal management system i.e. Green Human Resource Management (GHRM) to achieve sustainable development. This study focuses on the Healthcare sector which is considered a decisive service provider and it has a great area of focus among organizations that are fretful about environmental issues (Romero & Carnero, 2017). Therefore, this study is conducted to further research the human of Human resources in these types of organizations. Healthcare sectors usually try to avoid extra expenses and ignore the environmental practices that relate to sustainability. This sector produces a significant amount of perilous waste and provisions and the managers in the healthcare sector are rising under pressure regarding environmental concerns by society. Their roles & responsibility should be prolonged to involve environmental protection activities as well, limiting the natural resources. Rather than just quality and low-cost services (Pinzone & Lettieri, 2016). Human Resource management plays an important role in making green HRM practices and policies.

Different studies have shown the considerations that the Human resource department plays a significant role in achieving constructive growth in the organization (Singh et al., 2020). Since it is significant for organizations, many scholars directed their attention toward environmental performance in the organizations are influenced by Green practices. This association of Human resource management with environmentally friendly performance is

called Green Human resource management. Green practices can impart environmental values to employees (Dumont, Shen, & Deng, 2017) and it can influence the environmental performance of the organizations. Green HRM works as practices and systems of a firm that influence keen workers toward green management for the interest of people, business, society, and natural environment.

In Pakistan, healthcare has been perceived as an important sector and it is evinced by the degree of Government outlays in the following sector. The influence of Green HRM is still under research area as it needs to be implemented throughout to save resources and develop a defensible environment for the future generation. As the country is facing environmental challenges and negative outcomes such as climatic changes, contamination, deforestation, natural calamity, and many others. To tackle these challenges, businesses have started emphasizing the importance of environmental management activities and taking essential steps for effective implementation and utilization of environmentally friendly practices as well as supporting their strategic goals (Ren, Tang, & Jackson, 2017). And under this, influence the traditional financial and economic systems have moved towards up-to-date and capacity-based systems (Amjad et al., 2021). Different HR practices are included in Green HRM such as recruitment, training & development, and rewards & performance management, to provide the firms with employees with a clear understanding and promoting green behavior. This study is conducted to analyze the findings of three dimensions of HRM, i.e. Recruitment & Selection, Training & development, and Rewards. As some researchers have determined the fact that there is a strong relationship between HRM practices & environmental performance, and Green HRM is introduced to add value to this practice by engaging employees in environmentally friendly activities. In short, Green HRM practices can influence positively employee commitment and engagement as well as environmental performance (Renwick D. a., 2017).

To ensure this, it is equally important to run a green recruitment process as well, which helps the businesses and management to attract emerging talents in innovative ways. So that it would be easier for the management to address future environmental challenges. The influence of Green training creates the encouragement for employees to learn preservation skills for the environment and accomplish environmental goals, as well as performance. The Green reward system is also intended to preserve and motivate employees to gain environmental commitment and objectives.

The Environmental Performance of the organizations plays a key role in achieving the goals, as it depicts the involvement of Manpower to reduce environmental activities and understand the green initiative of their organizations (Saeed, et al.). Many scholars have captivated their attention towards the relationship between Human Resource activities and environmental performance. Some scholars have further proposed that by assimilating the environmental performance of employees, organizations could be able to apart from the environment from destruction (Epstien & Roy, 1997). In Pakistan, It is important to explore GHRM as it is identified as a gap. Pakistan has adopted the concept of Green HRM in large firms, but, as a developing country, it is important to implement and discipline the system throughout. Employee commitment towards the culture of green HR and its influence on the environmental performance of employees need to be determined in healthcare organizations and will upsurge the affluence of industrial performance, as well as the approach towards this study, will not only advantage the business firms but also influence the individuals as well as society.

This study is structured into five sections as follows, Section One is based on the introduction and objectives of the study. Part two of this research analyses past studies of Green HRM & offers the set of hypotheses that will be tested in the following study. Part three proposes the framework, supporting environmental practices with Green HRM practices

in the healthcare sector. Part Four presents the data analysis and results of the study. The final part of this study indicates the findings and limitations of the research.

The objective of this study is to highlight the importance of Green HRM in businesses which is the need of an hour & recognize the effect of Green recruitment, Green training & Green rewards on the environmental performance of the personnel, mediate Employee environmental commitment, and moderate the impact of culture. This study helps to examine the factors and deal with future behavioral and environmental apprehensions as green HR activities help enhance positive environmental outcomes as there is still a lack of understanding in people and research in the green zone (Renwick, Redman, & Maguire, 2013).

The literature shows that numerous research studies have been conducted internationally on Green HRM practices with relationship to organizational environmental performance but there are limited studies which have taken place on the effect of employee commitment on environmental performance with implementation of Green HRM practices in Pakistan. The variable of employee commitment is used as a mediator in different studies but not in relationship to Green HRM practices and organizational performance. This study analyzes the outcome of Green recruitment, Green training, and Green rewards with Employee commitment as a mediating role towards Environmental performance in the Pharmaceutical Industry.

This research highpoint the three hypothetical contributions as firstly it retorts the lack of Green practices in the healthcare industry of Pakistan. Secondly, the study explores the effect of Green HRM on environmental performance and the influence of employee commitment which is important for higher effectiveness. Thirdly, it develops a framework that is providing a valid mechanism for healthcare organizations in the facilitation of HR

practices to mend environmental performance in healthcare organizations. On the ground of the argument the current study needs to answer the questions below:

1. What is the impact of Green HRM (Green recruitment & selection, Green training & Green rewards) on Environmental performance?

2. What is the mediating impact of Employee commitment which is governing the relationship between Green HRM & Environmental performance?

3. What is the strengthening impact of culture on the governing relationship of Green HRM & Environmental performance?

It is also in the limelight that organizations tend to attract suitable applicants who pledge to environmental issues & build up green consciousness, green business, & green criteria. It involves personality influences that permit the achievement of structural environmental goals. Moreover, Training can surge employees' awareness, acquaintance and skills in developing the concept of green environmental sustainability. Furthermore in this study, it has been suggested that non-financial should be obtainable with monetary enticements, in form of green traveling aids, recognition, etc. Hence, this entitles the first objective of this research which examines the relationship of Green HRM with Environmental performance in the healthcare sector of Pakistan.

Encouraging employees' commitment provides an opportunity for employees to engage in quality enhancement and problem-solving towards environmental performance. Henceforth the second objective of this research is to examine mediating impact of employee commitment on the relationship between green HRM & Environmental performance. The organizational culture that is affected by green HRM has control over the employees' behavior toward sustainable environmental performance. Hence the third objective of this research is to inspect culture on the association between green HRM & Environmental performance.

Literature Review

Green HRM is an emerging trend in the world for successful management and assimilation of environmental performance. Nowadays environmental concerns represent significant decision-making challenges that harm the environment (Ahmad, 2015). Some academic research has referred the Human resource management as the meticulous planning and alignment of HR practices with managerial effectiveness to achieve goals (Kim et al., 2019). However, green Human Resource Management is an emerging approach in recognition of HR purposes all over the world (Gilal et al., 2019). Management scholars also suggested procedures to implement Green HRM effectively and set out a four steps model of green HRM. These steps are.

     a) On condition environmental vision as guidance,

     b) Providing training to the personnel and shareholders rendering to the environmental vision of the organization,

     c) Assessing performance through influenced behavior and

     d) Assimilating a system of rewards for ecologically influenced behaviors.

It will help management to lead and guide the environmental vision, policy, and procedures of their workforces and they would respectively train them. The purpose is to cultivate eco-friendly sustainability in employees and make them aware of their behavior towards the environment. In a healthcare organization, green HRM extensively focuses on the behaviors of employees that have an emotional impact on their consumption arrays in their individual lives. The concept of Greening organizations emerged to work in 1996, book author Wehrmeyer, wrote a book named 'Greening people: human resource and environmental management. Several studies in the field of research have now highlighted the idea of Green human resource management & green HRM practices (Masri & Jaaron, 2017) & emphasized the relationship between green human resource practices such as green

recruitment & selection, green training & development, green performance management, green reward system & constructive environmental performance. Moreover, some scholars believe that green HR practices are a very operative tool for evolving green human capital that can deliver green sustainable performance. Organizational environmental performance can be termed as concluded results of the organization after the evaluation of the practices implemented successfully by assessing the behavior of the individuals towards their effectiveness in the achievement of goals. Organizational performance usually refers to practicing ingenuities in such a way that it impacts the environment certainly. To develop a cost-effective and environmentally friendly atmosphere it is significant to promote green culture and practices with the commitment of employees collectively.

Green Recruitment and Selection and Environmental Performance

Renwick et al. (2013) stated in their study that recruitment and selection in green HRM are based on green process criteria. green recruitment process facilitates organizations to appoint such candidates who have developed an understanding of environmental and natural issues. To prepare the steps for the recruitment process prior, it is important to do a Job analysis and it should also include environmentally friendly criteria. Currently, many organizations have started struggling to provide Job descriptions that provide the number of environmentally friendly tasks that links to roles and responsibilities of the work to be done (Wehermeyer, 1996). Secondly, induction training for newcomers aligns by providing information through a proper explanation about environmentally friendly policies, and the expected goals to be achieved by the organization. Thirdly, interviews should be intended in a manner to evaluate their perspective on going green and environmentally friendly plans (Shaban, 2019).

By implementing green practices can be headed towards attracting candidates who want to work for 'green employers'. Therefore, this is said to be an efficient approach to

attract candidates and gain By a By repute By as By a By green By employer (Pinzone et al., 2019; Mousa & Othman, 2020). Organizations also advertise to promote a green image and environmentally friendly policies. Which attracts candidates for latent opportunities. Employees also appreciate the firms having proper centralized roles and environmental protection concerns as well as being involved in social responsibility (Masri & Jaaron, 2017). Hence green recruitment and selection are considered an important dimension of GHRM and it focuses on the institution of the workforce involved in environmental issues which could affect the organizational environmental performance (Mousa & Othman, 2020).

H1. There is a positive influence of Green recruitment on environmental performance.

Green Training & development & Environmental Performance

Training is considered a topmost element to edify employees of organizations (Pinzone et al., 2019) and includes all the levels of employees from lowest to highest along with top management and board members to develop the skills and expertise required to implement a Green environment (Elshaer et al., 2021). To develop sustainability of Organizational environmental performance organizations must have actual knowledge and comprehend the prominence of green education. Providing green training & development to employees of the organizations encourages reutilizing and waste controlling, supporting malleable programs and telecommunication structure, and reducing long-route business traveling, and this will help to eliminate negative environmental impacts (P. Aranganathan & TJPRC, 2018) and improve the organizational performance. Thus, educating employees to improve skills and expertise to achieve environmentally friendly resources and sustain environmental performance can be done by providing development programs including orientations, workshops and purposefully establishing green teams which can help save natural resources and reduce pollution. The involvement of the workforce in green

ingenuities will improve the opportunities to upgrade green management will assist edifice green objectives and motivation of the organization and improve capabilities among employees to sustain environmental performance.

H2. There is a positive effect of Green training & development on environmental performance.

Green Rewards and Environmental Performance

The green reward system in HR practices is the most authoritative process that connects the individual employee's interests for the accomplishment of the objectives of the organization. It plays a vigorous role in inspiring people and supports management to identify employees' significant performance toward the environmental performance of the organization. The main objective of rewarding criteria is to achieve people's motivation that the employees are performing well (Luu, 2018). Green reward system in organizational performance means to make parallel system with green initiatives in a workplace and lifestyle. The rewards criteria for employees should be according to their concern in understanding and mounting recyclable culture.

There are numerous forms of recompense applies that firms may use to acquire skills for a greening environment. Rewards can be given in the form of financial basis (e.g. cash, premium, bonuses), non-financial basis (e.g. leave, gifts), recognition (e.g. daily praises, appreciation, dinners, external roles), and positive rewards (e.g. feedback) (Amjad et al., 2021; Masri & Jaaron, 2017; Renwick et al., 2013). Several studies determined that firms can achieve environmental performance if they provide different methods of reward such as appreciation letters, promotions, career gain, bounces, cash, and gifts, etc. (Shaban, 2019).

H3. There is a positive effect of Green rewards on environmental performance.

Environmental performance

An organization's environmental performance refers to implementing and putting into practice those initiatives that influence positively the environment. Hence, it is important to protect the environment and adopt effective environmental performance (Naz et al., 2021). Numerous past studies have originated a significant outcome of green HRM practices on organizational environmental performance. Green HRM practices such as green recruitment, training, involvement, and rewards support the environmental performance of the organization and craft the competitive advantage of the business (Masri & Jaaron, 2017; Mousa & Othman, 2020). As mentioned above, the resource-based theory states that synergy can be achieved by managing the resources of the firm and arranging them to create positive performance and become the future market leader (Rawashdeh, 2018).

Employee Commitment as the mediating role

Employee involvement and participation to improve environmental performance are important to execute effective management practices. Green HRM practices aim to improve organizational performance through positive employee commitment and engrossment in the achievement of organizational goals (Amjad et al., 2021; Amrutha & Geetha, 2021). Even though the need for dynamic involvement by teams in green management is being emphasized in several past studies, however, this study shows the impact of employee commitment as a mediating role toward green HRM practices & environmental performance. Involving employees with their consent in Environmental performance management is reported as a key outcome Organizations desire. It includes efficiently using resources and reducing waste and pollution from the workplace. There is a great influence on employees' commitment and involvement in better alignment of green HR practices. Commitment from employees plays a pivotal role in environmental as well as social responsibility as it helps them to be invigorated toward the compulsions to goals (Pavlova, 2018). When employees get hired through the green recruitment process, further they receive green significance

training, as well as empowerment and rewards for their active performance towards green goals, they persuade to get more attached to external attributions and commit to environmental performance to support the goals of the organization (Dumont, Shen, & Deng, 2017). The provenance that employees grip about the management determined to construct environmental performance and sustainability through the edge of green HRM practices is more likely to influence the alignment of the organization's green strategies (Luu, 2018).

Bagozzi's attitude theory in 1992 indicates that the employee's commitment and response are influenced positively by the employee's appraisal of management and affect their positive behavior towards work. Hence Employee's environmental commitment may serve as a mediator in this study and has an optimistic influence on environmental performance with aligned strategies of green HRM practices. Green HR practices can inculcate environmentally friendly values in employees (A. Zaid et al., 2018; Jyoti, 2019; Singh et al., 2020; Umrani et al., 2020) by providing them with a self-concept image of the organization. In light of the social identity theory that was proposed by Tajfel and Turner in 1985, organizational factors can modify employees' self-concept to affect their behavior. Consequently, employees believe that their distinct characteristics toward environmental commitment constitute the organization. Furthermore, their commitment to the environment may lead them toward receptive behavior in healthcare organizations.

H4. There is a mediating impact of Employee commitment on the relationship between Green recruitment and environmental performance.

H5. There is a mediating impact of Employee commitment on the relationship between Green training and development and environmental performance.

H6. There is a mediating impact of Employee commitment on the relationship between Green rewards and environmental performance.

Organizational Culture as a Moderating role

It is characterized that culture in the work environment segments their consideration and concerns to the behavioral standards to prioritize the needs and interests of their own and provide help and support to each other (Gilal et al., 2019; Pham & Paillé, 2019). Putting into practice of HRM is a process through which ideas and messages are communicated to employees concerning their behaviors anticipated and contented (Ostroff & Bowen, 2016). Organizational culture knows how to influence the execution of green HRM practices by way of influencing the mindset of employees toward the understanding of policies and procedures communicated to them. Healthcare organizations must be culture oriented toward serving the customers and stakeholders for organizational sustainability and environmental performance (Liden et al., 2014). With such mindsets, employees are expected to be motivated and much more responsive toward green management concerns (Dumont, Shen, & Deng, 2017), & green actions training programs proficiently than those who stay in a truncated serving culture of the organization. In green culture, staffs are much more interested to learn about eco-friendly behaviors and values. They also depict stronger motivation factors in behaviors when they get empowered and receive rewards for their green behavior (Rawashdeh, 2018). In short, employees have a mutual understanding of their organization's culture, and the implementation of green HRM practices will be effective and produce more results through employees' commitment to organizational environmental performance. Therefore, Culture is studied as a moderating construct in the relationship between Green HRM and environmental performance.

H7.　　　There is a moderating impact of Organizational culture on the relationship between Green recruitment & environmental performance.

H8.　　　There is a moderating effect of Organizational culture on the relationship between Green training & development and environmental performance.

H9.   There is a moderating effect of Organizational culture on the relationship

between Green rewards & environmental performance.

Figure 1

Conceptual Framework
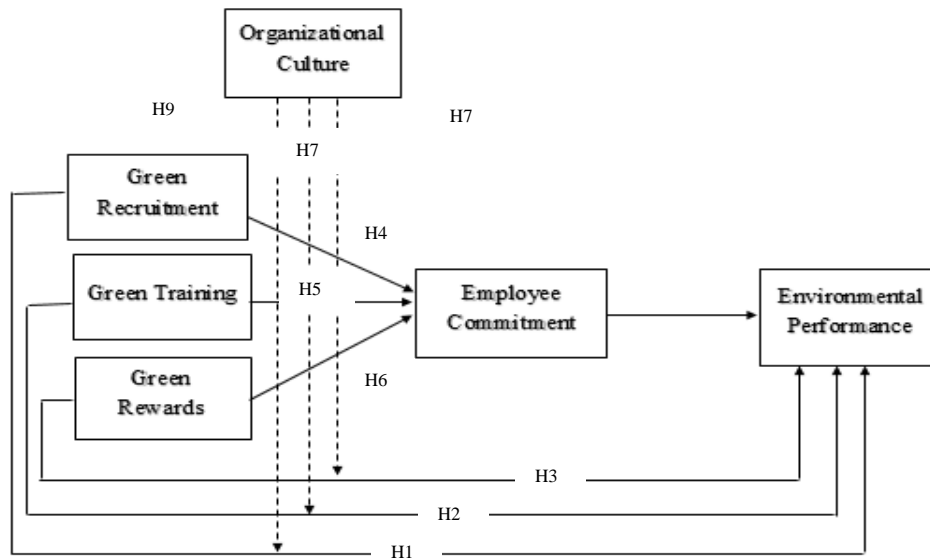
Methodology

Measurement Instrument

Measurements used in the dimensions of Environmental performance, Employee

commitment, organizational culture, Green recruitment, green training, and green rewards

were adopted from past studies (Kim et al., 2019; Masri & Jaaron, 2017; Mousa & Othman,

2020). However, the studies have been conducted on different industry lines except in the

healthcare sector. To develop an all-inclusive set of measurement items for the study after a

considerable literature of our study involving facts and figures from different research

studies. Consequently, thirty-three (33) constructs were used to measure the following six

dimensions of the study. Appendix A shows Green recruitment (six constructs); Green

training (eight constructs); Green rewards (three constructs); Employee commitment (four

constructs); Culture (five constructs); and Environmental performance (seven constructs).

These constructs were measured by adapting formerly available measures. The questionnaire for the study was in three segments. Segment A took the basic facts about respondents as regards their gender, age, education, professional experience, and the length of services in a healthcare organization. Segment B dealt with the independent variables which are the dimensions of green HRM practices (recruitment & selection, training, rewards), the mediating variable which is employee's commitment toward green HRM & Environmental performance, & moderating variable as a green organizational culture. Segment C tackled the dependent variable- environmental performance. Hence, all the items have been rephrased according to the context of the study. Five points Likert scale was used to access these items varying from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was additionally checked by a few academic research faculties for review before further circulation. However, some structural changes in the questionnaire made it understandable and credible.

Sample design and data collection

The study conducted the survey through a questionnaire that was distributed among pharmaceutical employees in Karachi, at different times over a month or two. As Karachi is one of the biggest cities in Pakistan as well as it is the Hub of industrial activities in the country, therefore supports the objective of this study and received an adequate level of information needed to achieve the examination for this study. By using the convenience sampling method, the responses were collected from those only who were willing to participate, most of the employees working in the management line with the given assurance of keeping their responses private and to be used only for this research purposes. A total sample of 159 questionnaires was returned from the population size of 270 and after discarding irrelevant and incomplete responses, 153 were used for the further procedure in the statistical tool.

The sample size, therefore, attains the essential circumstance of the required sample size. Such that, 153 respondents with the consideration of 95% confidence level, a standard deviation of 0.5, and ± 1% chance of error in analysis. Appendices and tables in the study below show illustrative statistics and indicators used in the study.

Data analysis

Firstly, Data has been analyzed through descriptive statistical methods with mean, standard deviation, T-test, and regression analysis performed via Smart (Partial Least Squares) PLS 3.0 Software. Following the two-stage analytical procedure for SEM. We analyzed the measurement model (measuring validity and reliability) and then examined the structural model for the study (F. Hair Jr et al., 2014). Furthermore, testing the implications of the path coefficients and the loadings, continuing bootstrapping method (F. Hair Jr et al., 2014). The skewness statistics range from -0.558 to -0.969 and kurtosis statistics between -0.155 to 1.504. According to Kline's (2011), values of skewness and kurtosis in different studies exceed ±3 which is considered as violating normality. To determine the internal consistency of the instrument Cronbach's alpha was used and it showed the high stability in values ranged from 0.755- 1.000 > 0.6. Consequently, it can be considered that the study is consistent and reliable. As a consequence, Smart PLS was used in this study. PLS is indeed well-structured technique for evaluating path coefficients and estimations in structural and measurement models and it has been extensively used in number of studies.

Findings and Results

Measurement Model

Firstly, Data was run for the testing of convergent validity in the measurement model. And data was analyzed through factor loadings, Composite Reliability, & Average Variance Extracted shown in Table 2 below. GRS4, GT5, GT6, GT7, GT8, EC1, OC4, and EP5 have been eliminated from the data analysis because their factor loadings were below 0.7. It is

clearly seen that the item loadings of all variables exceeding the value of 0.6 as recommended (Chin et al., 2008). The values of Rho_A for the indicator reliability of the latent variables above 0.7 as recommended by (Dijkstra & Henseler, 2015). The values of composite reliability in the table show exceeding from 0.7 as per recommendation whereas, AVE also reflects the overall value of variance for latent constructs above 0.5. (F. Hair Jr et al., 2014).

Table 1

Construct Validity and Reliability

Constructs	Items	Loadings	Rho_A	CR	AVE
Green recruitment and selection (GRS)	GRS1	0.759	0.825	0.872	0.577
	GRS2	0.792			
	GRS3	0.35			
	GRS5	0.702			
	GRS6	0.804			
Green training and development (GT)	GT1	0.846	0.839	0.892	0.675
	GT2	0.819			
	GT3	0.805			
	GT4	0.816			
Green rewards (GR)	GR1	0.832	0.771	0.866	0.863
	GR2	0.843			
	GR3	0.848			
Employee Commitment (EC)	EC2	0.832	0.793	0.839	0.707
	EC3	0.843			
	EC4	0.848			
Culture (OC)	OC1	0.764	0.806	0.871	0.629
	OC2	0.817			
	OC3	0.839			
	OC5	0.75			
Environmental Performance (EP)	EP1	0.767	0.806	0.871	0.629
	EP2	0.813			
	EP3	0.844			
	EP4	0.756			
	EP6	0.719			
	EP7	0.774			

The next step in the measurement model was to evaluate discriminant validity, which reflects the measurements of variables specified by low correlations according to the measure of interest and other constructs. Below is Table 3 that indicates the square root of the AVE with slanting values of each construct is greater than its corresponding coefficients toward sufficient discriminant validity (Fornell & Larcker, 1981).

Table 2
Discriminant validity- Fornell & Larcker

Constructs	EC	EP	GR	GRS	GT
EC	**0.841**				
EP	0.715	**0.78**			
GR	0.727	0.682	**0.826**		
GRS	0.653	0.512	0.532	**0.759**	
GT	0.688	0.631	0.66	0.684	**0.821**

Fornell's criteria have been criticized by some researchers while suggesting a new alternative method to measure discriminant validity based on multitrait- multimethod matrix: the heterotrait-monotrait method HTMT shown in Table 4 (Dijkstra & Henseler, 2015). The table below shows the criteria of values outdoes HTMT.85 which shows the biases (Kline, 2011).
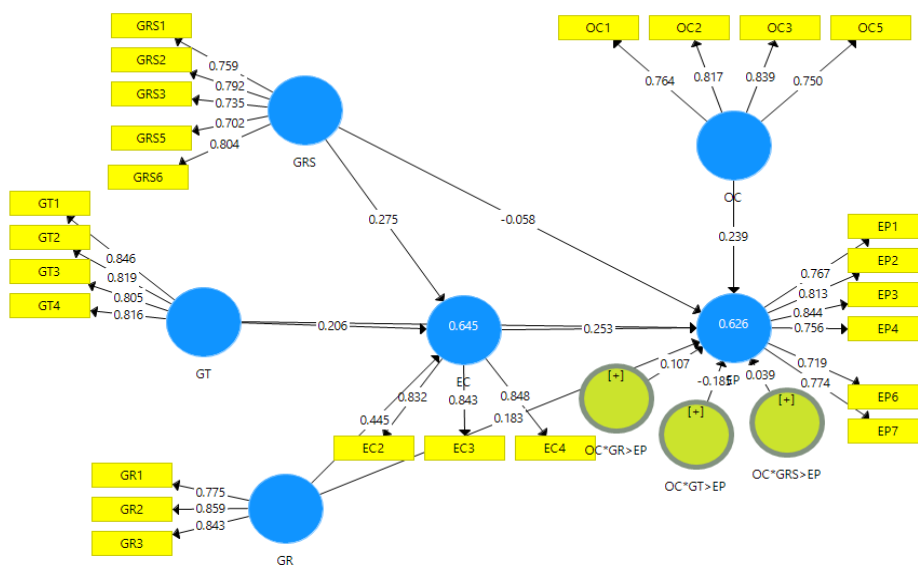
Table 3

Discriminant validity- HTMT

Constructs	EC	EP	GR	GRS	GT
EC					
EP	0.858				
GR	0.931	0.835			
GRS	0.802	0.6	0.664		
GT	0.841	0.742	0.822	0.815	

Figure 2

Path Model- Measurement Model

Structural Model

F. Hair Jr et al. (2014) have given some suggestions regarding the analysis of the structural model. They proposed analyzing R2, beta, corresponding t-values, and p-values via bootstrapping process taking the subsamples of 5000. First, we observed the relationships between the variables in which we determined, that Employee Commitment is positively affecting Environmental Performance with significance ($\beta= 0.253$, $p< 0.05$). In addition, Green Training & Green Rewards also have a momentous impact on employee performance ($\beta= 0.23$, p, 0.05) and ($\beta= 0.183$, $p<0.05$) respectively. Thus it shows that H2 and H3 were sustained (see Table 5). Whether Green Recruitment and Selection show a negative effect directly on Environmental Performance even with the mediation of Employee Commitment creates a significant impact on their relationships. Employee commitment plays a positive impact in the relationship between Green Rewards and Environmental Performance. It shows that H6 was supported in the study. Furthermore, Employee Commitment shows 64.5% of the variance ($R2= 0.645$) whereas Environmental performance shows 62.6% variance ($R2= 0.626$). As these values are higher than the 0.26 predicted by (Cohen, 1988) indicates the model is substantial. Therefore, it is important to quote f2 and R2 both. Hair et al. (2013) further suggested observing the changes in R2 as well. To measure the effect size, the guiding principle given by Cohen (1988) which depicts 0.02 for a small effect, 0.15 for medium effects, and 0.35 for large effects. The table below expresses the medium effect of all the relationships.

Table 4.
Path coefficient- Direct and Mediating effects

Hypotheses	Constructs	B	T Statistics	P Values	Decision
H1	GRS -> EP	-0.058	0.644	0.52	Rejected
H2	GT -> EP	0.23	2.009	0.045	Accepted
H3	GR -> EP	0.183	1.985	0.047	Accepted
H4	GRS -> EC -> EP	0.071	1.798	0.072	Rejected
H5	GT -> EC -> EP	0.052	1.476	0.14	Rejected
H6	GR -> EC -> EP	0.113	2.031	0.042	Accepted

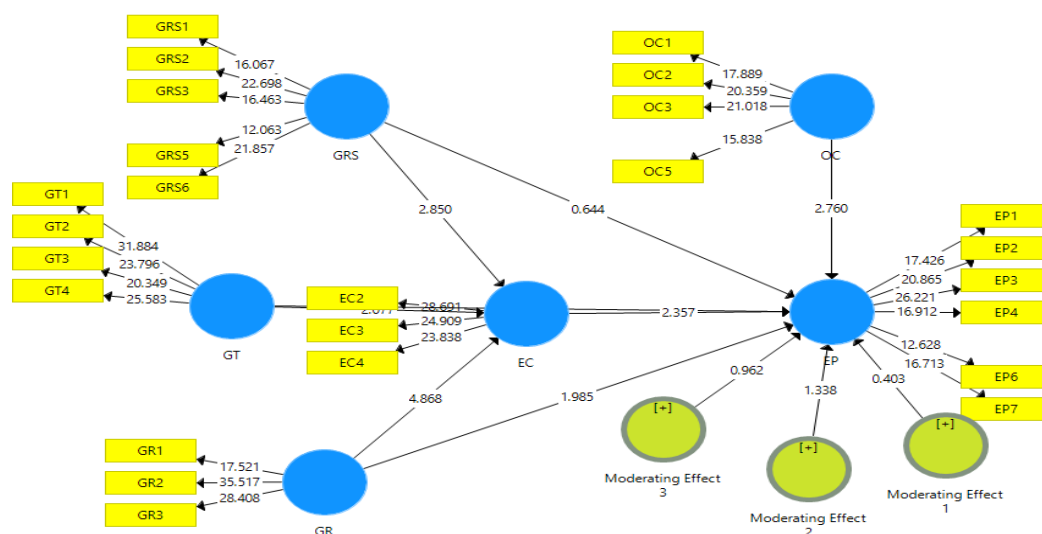**Moderation Analysis**

This study hypothesized the moderating role of Organizational culture on the relationships between independent variables & dependent variables. Moderation is assessed through the measurement of construct by the PLS product indicator approach. PLS implies giving accurate results and estimations of moderators and improves the validation of theories (Henseler & Fassott, 2010). For testing the possibility of moderation, Table 6 shows the estimation of standardized path coefficients for the effect on independent variables, Green Recruitment & selection (β=0.039, p>0.05), Green training (β= -0.185, p>0.05), Green rewards (β=0.107, p>0.05) were unsupported. Hence, it is determined that the moderating effect of culture does not influence the relationship of green HRM towards environmental performance. And therefore, H7, H8, and H9 were rejected.

Table 5.

Moderation analysis- specific indirect effects

Hypotheses	Constructs	β	T- statistics	P-value	Decision
H7	OC* GRS -> EP	0.039	0.403	0.687	Rejected
H8	OC* GT -> EP	-0.185	1.338	0.181	Rejected
H9	OC* GR -> EP	0.107	0.962	0.336	Rejected

Figure 3
Path Model- Structural Model

Discussion and Analysis

The main intention of this study is to analyze employee commitment and influences on the relationship between green HRM practices and environmental relationships when providing an appropriate organizational culture to employees of the healthcare sector. Using thorough literature review and analyzing data from different frontline healthcare people working with well-known pharmaceutical companies i.e. GetzPharma and Pfizer Pvt Ltd. In Karachi, Pakistan. It will be possible to extract three key dimensions of green HRM practices: green recruitment & selection, green training, & green rewards. The findings in the study have shown the implementation of green HR practices is possible with the employee's commitment to the environment to increase the performance in the organization. And to comply with this, it is important to create a green culture in the organizations for better performance towards green environmental behaviors. As in Pakistan, the up-gradation of green HRM is under influence, however, it is the responsibility of the businesses to provide a safe environment and plan to save resources for the future generation. According to the results of this study, Healthcare organizations are still working to invest more in green training programs that would help them to improve their environmental performance in the long run. Green recruitment & selection have been considered the most used practices in gaining educated and well-trained candidates who prefer to join an environmentally friendly workplace (Jackson et al., 2011; Tahir et al., 2020). However, the results also showed that the green reward system is not implemented carefully to motivate the employees toward green environmental behavior. Previous studies have also stressed on the reward system that it is an important tool to increase productivity toward a green environment (Tang et al., 2018). So thinking as a healthcare organization, management should provide and design appropriate rewards that may fit to attract talented employees towards a green environment and motivate people towards environmentally friendly activities and this will increase their commitment to

their job. as an influence in the relationship between green HRM practices & environmental relationships when providing an appropriate organizational culture to employees of the healthcare sector. Using a thorough literature review and analyzing data from different frontline healthcare people working in hospitals, Medical colleges and universities, laboratories, and pharmaceutical companies, it will be possible to extract three key dimensions of green HRM practices; green recruitment and selection, green training, and green rewards.

Conclusion

The findings in the study have shown the implementation of green HR practices is possible with the employee's commitment to the environment to increase the performance in the organization. And to comply with this, it is important to create a green culture in the organizations for better performance towards green environmental behaviors. As in Pakistan, the up-gradation of green HRM is under influence, however, it is the responsibility of the businesses to provide a safe environment and plan to save resources for the future generation. According to the results of this study, Healthcare organizations are still working to invest more in green training programs that would help them to improve their environmental performance in the long run. Green recruitment and selection have been considered the most used practices in gaining educated and well-trained candidates who prefer to join an environmentally friendly workplace. However, the results also showed that the green reward system is not implemented carefully to motivate the employees towards green environmental behavior. Previous studies have also stressed on the reward system that it is an important tool to increase productivity toward a green environment (Jackson et al., 2011). So thinking as a healthcare organization, management should provide and design appropriate rewards that may fit to attract talented employees towards a green environment and motivate people

towards environmentally friendly activities as a part of policy and procedures and this will increase their commitment to their job.

Managerial Implications

Investing in green training programs would help them to improve their environmental performance in the long run. Educating employees to improve skills and expertise to achieve environmentally friendly resources by providing development programs including orientations, workshops and purposefully establishing green teams. This study implies that giving rewards to employees for the implementation of Green practices by HR would benefit the organizations to achieve a sustainable environment. This study furthermore indicates that employee commitment and green organization culture are not as important as the policies and procedures to be implemented throughout the organization.

Limitations of the Study

The limitations of this study are bound to the healthcare sector of Karachi, Pakistan, and how HR functions may influence the environmental performance of the organizations. This study has analyzed the relationship between three dimensions of Green HRM practices towards environmental performance in firms with the influence of culture on employee commitment in a single service sector with a limited sample size. However future studies may have a larger sample size than other industries/sectors in Pakistan, which will contribute to a diversity of contributing industries. Furthermore, it was approachable to the two pharmaceutical companies of Karachi, Pakistan, However, future researchers may add up the companies of the same industry. Differences in the industry may also be considered for future research.

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