EXPLORING ENVIRONMENTAL COMMITMENT AND GREEN HRM IN TEXTILE INDUSTRY: MEDIATING EFFECTS OF ORGANIZATIONAL IDENTITY

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Abstract

The study explores Green HRM increase environmental commitment among textile industry employees. As a key tool in implementing green sustainability policies, GHRM's effectiveness is assessed. The research focuses on 296 textile employees, employing a quantitative approach to analyze impact of GHRM on their environmental commitment. Also, path-coefficients were estimated using bootstrapping method for analyzing mediating influence. The study's findings concluded GHRM is an approach that is both successful and methodical in developing employee commitment within the textile business. Additionally, it confirms that organizational identity mediates the GHRM relationship and environmental commitment. The research also posits that GHRM practices not only boost organizational performance and reduce costs but also enhance EC and employee job satisfaction. This work sought to offer theoretical contributions and practical insights for promoting sustainability in organizational practices.

Keywords: Environmental commitment, Organizational identity, HRM practices.

Introduction

Emerging social and environmental challenges have been brought about as a result of inadequate policies on human resources. With a specific emphasis on the textile sector, organizations ought to address issues pertaining to social, economic, and ecological concerns. Assuring long-term viability of firm and motivating its workforce can be accomplished by incorporating environmentally conscious efforts into human resources strategies. Therefore, for the purpose of preserving the environmental sustainability, GHRM and EC ought to be connected. The textile industry in developing countries is confronted with a variety of environmental issues, as indicated by the literature. Consequently, organizations must evaluate, supervise, and enhance management-related activities. Moreover, (Ly, 2023) found that HRM practices related to environmental commitment have become necessary mechanism integrated with business systems implemented. Additional benefits would be achieve in caring environment by green HRM for sustainable organizational life (Adubor et al., 2022). Businesses exhibit their commitment to social responsibility by integrating ecological principles into their operations, so benefiting society at large. The textile sector must prioritize and adopt environmentally-friendly

management techniques in order to address the increasing number of environmental issues. Prior research shown developing nations textile industry have numerous environmental challenges (Adubor et al., 2022). Therefore, it is crucial for businesses to engage in the assessment, surveillance, and rectification of management-related procedures (Hossain et al., 2024).

Business organizations in developed countries launched groundbreaking "green HRM (GHRM)" efforts. GHRM strategies also boost employee-performance and environmental sustainability commitment. GHRM helps organizations improve EC (Setyaningrum and Muafi, 2023). GHRM also creates a more sustainable workplace by reducing carbon-footprint & enhancing eco-friendly behavior. GHRM practices can also help organizations reduce their operating costs and gain a competitive advantage. Few studies have been conducted globally that establish a connection between GHRM and EC (Zhu et al., 2021) . Moreover, Pakistan's textile export economy is suffering from environmental difficulties (Hossain et al., 2024). There aren't many studies on the subject of how GHRM procedures affect Pakistan's textile industry's environmental commitment; more research is required to close this knowledge gap. Most industrialized economies have been able to successfully support environmental restrictions in response to rising pollution levels. But because of things like inadequate resources, a lack of capacity, and leaders' disapproval, poor nations like Pakistan have difficulty enforcing environmental laws.

Generally, the loyal buyers more satisfied if consumer receives products from environmental approve firms from relevant international bodies. Prior studies recommended adopting green HRM in the textile sector (Shoaib et al., 2021). The textile sector of Pakistan 2nd largest contributor and also has significant value for generating employment. Also, green HRM, employee commitment, organizational identity makes employees more responsible towards environmental issues (Zhu et al., 2021). Organizational identity fosters worker environmental responsibility by creating a sense of shared purpose and belonging. Employees are more driven to follow their company's sustainability beliefs and goals, creating a greener workplace and a beneficial environmental impact (Ribeiro et al., 2022). Therefore, organizational identity consider as mediating role in current study. However, social exchange-theory is foundation for study framework, to explain current relationship. Moreover, the study was performed to execute following research objectives:

1. To examine GHRM practices influence on EC among textile industry employees.
2. To investigate OI mediating role association among GHRM and EC.

Literature review

Green HRM:

GHRM practices explains by several scholars (Islam et al., 2020, Muisyo et al., 2022) includes activities, norms, and concepts that justify use of organizational resources for purpose of achieving environmental benefits (Islam et al., 2020). Policies and practices in GHRM foster employee motivation and equip them to contribute to environmental sustainability. Research indicates green HRM activities enhance organizational performance, reduce operational costs, and attract new employees. GHRM encompass activities, norms, & concepts, utilize organizational resources to achieve environmental benefits (Jehan et al., 2020). GHRM also focuses on attracting environmentally conscious personnel, aims at training and educate employees. Additionally, GHRM practices enhance organizational performance, reduce

operational costs, and attract new employees, all while promoting environmental sustainability (Mehrajunnisa et al., 2022).

EC:

According to (Sharma et al., 2021) the environmental commitment have received a great deal of attention. Further, textile industry is increasingly recognizing necessity of environmental commitment to mitigate its significant ecological impact. This commitment involves adopting sustainable practices to reduce resource consumption, pollution, and waste. By reducing the reliance on toxic chemicals and improving waste management, the industry can significantly decrease its environmental footprint. EC's impact on firm performance has been extensively researched (Shoaib et al., 2021, Sharma et al., 2021), also environmental commitment also extends to product development, where companies innovate to create sustainable textiles tangible products (Agyabeng-Mensah et al., 2022). This commitment supports consumer demand for eco-friendly products and improves the industry's standing. Textile firms can ensure long-term success and a beneficial environmental effect by incorporating environmental ideals into their organizational identity and cultivating trust and loyalty among stakeholders. (Vu et al., 2020).

Organizational identity:

Organizational identification is the term used to describe an employee's definition of personal identity in relation to group characteristics and perceived affinity with and sharing of experiences with an organization to which they belong (Zhu et al., 2021). In textile industry, this identity is particularly crucial as it shapes the company's approach to sustainability and environmental responsibility. A strong organizational identity integrates environmental values and sustainability goals, guiding strategic decisions and daily operations (Zafar et al., 2023). Organizational identification is highly influenced by the image and status of the organization. Overall, Textile Company could enhance reputation and competitive advantage by embedding environmental objectives into core identity, fostering unified purpose and demonstrating genuine leadership in sustainability.

Hypothesis development

Green HRM and EC activities

The previous research indicates that green HRM activities has positive impact on EC (Ahmed et al., 2023). However another study has suggested that environmental disruptions are often result certain human activities, like low environmental commitment. It is suggested that high environmental commitment & morale lower environmental issues. Most companies emphasizing green HRM techniques as strong sense of environmental responsibility and improve EC. Therefore, one basic approach for enhance such improvement could be only possible through positively altering human behavior towards environmental commitment. Research has proven that GHRM has an obvious impact on EC in the workplace (Shoaib et al., 2021). Consequently, this contributes to increased EC positively impacts organization's financial performance. Hence, GHRM practices could help enterprises increase environment employee awareness and their ability to behave in a green manner, guide employees to form a common green concept and values, strengthen organizational cohesion, and enhance environmental commitment. Therefore, employees deserve to be incentivized with bonuses for their diligent contributions towards fostering an environmentally conscious culture. Similarly, efficient HRM could result in favorable employee interactions, such as heightened employee commitment, as attitudes of all employees play vital role in HRM operations. Educating workers about environmental concerns

helps better understand them, and it encourages them to act in an ecologically conscious way, which in turn strengthens their dedication to protecting the environment. In addition, green initiatives can flourish in settings where environmental responsibility is deeply ingrained in culture. Training employees in GHRM practices, which centre on ecological organizational activities impact, enhances environmental commitment. Hence, it is proposed that:

H1: GJRM practices are positively influence EC.

GHRM & OI

In recent years, investigations on organizational identity (OI) have steadily risen within the arena of organizational study. Initially, it was claimed that OI would be stable factor in organization, which led to identity being seen as a barrier to strategic change. As scholars have focused on identity and their formation, so has been an increasing focus on how OI is produced (Zhu et al., 2021). OI is the shared mental structure inside organization that shapes how employees behave. On the other hand, not much is known about how workers feel about their green HRM and how that affects OI (Malik et al., 2021) direct impact on the Pakistani textile industry. GHRM boost personnel OI (Ribeiro et al., 2022). Moreover, (Zhu et al., 2021) revealed GHRM leads to provide employee OI. Besides GHRM practices organizational identity also stimulated by organizational management. Hence, it recommended that GHRM adoption in organizational would enhance OI. Therefore, GHRM has thus proposed as techniques GHRM practices for OI enhancement. There, it is proposed that:

H2: GHRM practices are positively affect OI.

Organizational identity (OI), green HRM and EC.

GHRM is a key part of helping businesses go green and gives workers advice on how to do the same. A lot of things about how and how many workers give the EC are changed by GHRM. This process depends a lot on the workers' OI. OI can help workers understand what they do and how they can help the company reaches its green goals. To put it another way, OI gives members a reason to talk about how they act environmentally at work and gives workers deep meaning (Liu et al., 2021) GHRM practice tells workers about the company's environmental goals and makes sure they understand their EC responsibilities at work. This way, employees have the same environmental awareness as the company. Overall, workers will understand and be rewarded for doing things in an environmentally friendly way at work, and they will be happier and more satisfied with their jobs (Muisyo et al., 2022). Furthermore, research has revealed that OI acts as a bridge between GHRM and EC efficiency. Therefore, it is proposed that:

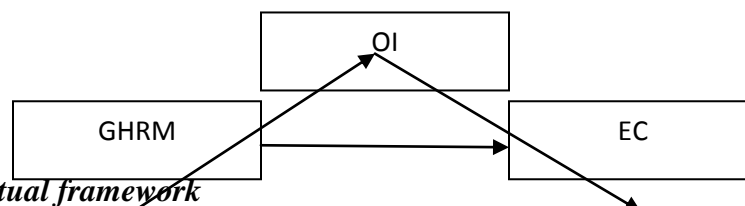*H3: OI mediating effects in association among green HRM and, EC.*

Figure 1: Conceptual framework

Research Method:

Sample population:

The current study utilizes quantitative survey approach (Zafar et al., 2023). A cross-sectional strategy was used to collect data only once, while different statistical tests were used to test

hypotheses. To inspect hypothetical model, data were collecting from Pakistan textile industry employees. Our study focuses on this industry to obtain valuable insights in the way organizational identity can strengthen environmental commitment (EC), thus making a significant contribution to sustainability efforts within industry. The questionnaire administered from January to February, 2024. The total of 273 questionnaires was collected via 315 questionnaires, 86.67% response rate estimated. PLS-SEM was utilized for data-analysis. PLS-SEM has several advantages that make it a great choice for data analysis. One of its strengths is its ability to handle non-normal data, which can be a common occurrence in many research studies (Dumont et al., 2017; Hameed et al., 2020). Additionally, PLS-SEM is well-suited for small sample sizes, making it a valuable tool for researchers working with limited data. These benefits contribute to the overall effectiveness and reliability of PLS-SEM as statistical method. PLS-SEM could be used for confirmatory research, expanding its potential applications.

Measurement Scale:

The study utilized the Green HRM practices 6-items scale developed by (Kim et al., 2019), On five-point Likert scale 1 being "Never" & 5 being "Always". Examples of items having dependability (Cronbach's α) of .88 were, "My organization provides green training to employees to help them build the knowledge and skills needed for green management and The Corporation sets green goals for its staff. Moreover, EC-4 items scale from (Darnall et al., 2010) measured employees' commitment to their organization's environmental initiatives, exemplified by the item "I have strong personal connection to commitment that organization has made to protecting environment, and demonstrated a reliability of .87. Additionally, organizational identification was assessed via four-item scale via (Zafar et al., 2023) research, with items when referring to my organization, I usually say we rather they, capturing employees' pride and identification with their organization.

Table 1: Factor-loading, Reliability, and Validity

		F.L	(α)	(CR)	(AVE)
GHRM	**GHRM-1**	0.86	0.88	0.91	0.63
	GHRM2	0.81			
	GHRM3	0.80			
	GHRM4	0.77			
	GHRM5	0.69			
	GHRM6	0.81			
OI	**OI-1**	0.80	0.83	0.89	0.66

	OI-2	0.827			
	OI-3	0.845			
	OI-4	0.783			
EC	**EC-1**	0.79	0.87	0.90	0.57
	EC-2	0.70			
	EC-3	0.77			
	EC-4	0.86			

Results:

Single-factor test:

In this study, the potential issue (CMV) was addressed, considering that data were collected exclusively from operational employees in textile industry. To evaluate CMV presence, Harman-single-factor analyses were employed. This method examines whether single dominant factor explains variance portion among study variables, which could indicate methodological bias. According to Harman's analysis results, only 31.81% of variance was accounted for single factor, falling below the critical threshold of fifty percent. This finding suggests that CMV is unlikely to be a significant concern in this study, allowing researchers to draw valid conclusions from the data.

Measurement Scales:

In initial phase, a measurement-models evaluation were conducted via guidelines (Hair Jr et al., 2021) provided. Convergent validity assessment, discriminant-validity analysis, & reliability evaluation. All values exceeded the recommended 0.70 threshold, indicating excellent reliability across variables. Convergent validity was assessed using the outer loadings of observed variables and the Average Variance Extracted (AVE). Findings discovered indicator factor loadings surpassed 0.50 threshold suggested (Hair Jr et al., 2021). AVE values exceeded minimum threshold of .50, confirming satisfactory convergent-validity.

Discriminant validity was assessed using the (Fornell et al., 2020), following the approach recommended by (Henseler and Fassott, 2010). Table 2 demonstrated AVE square root was greater its correlations with other constructs, supporting discriminant validity. Additionally, Table 2 presented the HTMT-ratio approach, showing that all values were below the maximum cutoff of 0.90, further confirming validity. So, our measurement model is reliable and that our results are legitimate.

Table 2: Discriminant validity

	OP	EC	GHRM
OI	(0.81)		
EC	0.59	(0.75)	
GHRM	0.62	0.53	(0.79)

Hypotheses testing

In Table 2, the correlation coefficients show significant positive associations among the variables. To test our hypotheses, a structural model was constructed via bootstrap method. The R^2 for primary dependent variable, EC, was assessed (Hair Jr et al., 2021). Table 3 including table 4 provides direct and mediating relations results.

The results indicate GHRM and EC (β = .54, $p < 0.05$) positive relationship, supporting H1. Furthermore, the statistically significant correlation between OP and EC (β = 0.23, $p < 0.05$) supports hypothesis H-2. Additionally, mediating role of OI among GHRM and EC is significant (β = .46, LLCI: 0.33, ULCI: 0.56), indicating green HRM & EC is partially mediated by OI. Therefore, hypothesis H3 is also supported.

Table 3: Hypothesis testing

Hypotheses	Path	β	p-value	Result
H1	GHRM → EC	.54	**	Supported
H2	OP → EC	0.23	**	Supported

Table 4 Mediation

Hypotheses	Path	β	Lower	Upper
H3	GHRM → EC→OI	0.46	0.33	.56

Discussion

The study examines GHRM impact on employee EC in the Pakistani textile industry, with a mediating role of OI. Findings suggest that GHRM serves as an effective method to enhance OI among employees and EC adoption. This conclusion is drawn from significant correlations observed between study variables and regression analyses conducted. Organizations that align their internal HRM practices with GHRM principles positively influence employees' identification with the organization and their inclination towards environmental behaviors. These results are consistent with existing research (Ali et al., 2020) highlighting the relationship between GHRM and organizational identification, indicating that green HRM practices can enhance employees' readiness to engage in environmentally friendly behaviors. Moreover, the

study underscores the role of GHRM policies as catalysts for fostering employees' eco-friendly attitudes and behaviors through organizational identification (Shoaib et al., 2021), serving as a crucial mediating factor.

Strategically adopting GHRM policies is recommended for organizations aiming to align employees' attitudes and behaviors with environmental protection goals. The study utilized social exchange theory to explain how perceived GHRM practices foster organizational identification and subsequently enhance employees' environmental commitment.

Theoretical implications

The existing body of research generally concentrates on direct connection among green human resource management and EC However, gap exist about instrument that are at play in this relationship (Hameed et al., 2020). In light of fact that this work has significant theoretical implications, it is imperative that more possible mediators that are capable of effectively driving behavioral changes be identified. Researchers have the potential to get their hands on more effective mechanisms for boosting desired behaviors if they are able to uncover mediators that have bigger effects on behavioral act. With this, study is able to move closer to developing the causal process for behavioral change. This requires further examination of variables that have already been considered, as well as the examination of variables that have not yet been considered or potential variables of mediation. Through an analysis of the mediating functions of OP, this study makes contribution to existing body of knowledge regarding green HRM impact on EC. Our comprehension is improved as a result of this research because it investigates the mediating functions that organizational identity play within social exchange theory framework. More, study results indicate when combined with green HRM methods, the organization identity that employees and affiliation considering EC powerful drivers. The social identity theory is not only supported by this, but practical application considering green HRM. This research fills a contextual need in the existing body of literature by concentrating on the textile industry in Pakistan. In-depth knowledge how employees in this particular setting view green HRM and also mediating OP affects green HRM on EC.

Managerial implications

The study describes stakeholders role are gradually more demanding that organizations priorities green HRM to boost sustainability, this study nevertheless has significance for practitioners, despite the fact that data for study were acquired from Pakistan plastic industry. By demonstrating environmental responsibility during green HRM strategies, organizations have opportunity to improve their reputations and reinforce their connections with key stakeholders. The findings of this study, which investigates relationship among green HRM and EC through mediation of OP, have potential to offer academics a profound comprehension of fundamental mechanisms that underlie influence of green HRM practices on EC. It is also possible for it to assist organizations in better comprehending circumstances under which green HRM approaches are most efficient. Hence, mediators could more successfully improve environmental outcomes; therefore identifying them might also be beneficial to environment. This is because these mediators can be identified. Businesses have the ability to improve sustainable performance using GHRM techniques, encourage employees to place a greater emphasis on EC. A major contribution to the environmental performance is made by these activities that are friendly to the environment. Companies who are working towards achieving their sustainability goals and reducing their impact on the environment should also take this into consideration. This is most

likely due to the fact that employees who have the perception that their organization is accountable to the environment are more likely to exhibit higher levels of organizational identity.

Limitations

The finding has few limitations that could be addressed by subsequent research. To begin, the data collection method utilized was a cross sectional approach; hence, the entire influence of green HRM on EC has not yet been completely investigated. For the purpose of analysing changes in EC that have occurred as a result green HRM adoption, future studies could make use of a longitudinal research design. Second, the research was conducted in Pakistan, a country that is considered to be in the process of evolving and possesses a culture that is distinct from any other. Confirming the conclusions of this study could be accomplished through future studies that investigate current model in economies developed. Additional more research would conduct in future for studying various pathways that exist between green HRM and EC, namely trust. Overall, model that was used in this research might be expanded to incorporate other green outcomes for employees. These outcomes could include green innovation, green information exchange, and environmental performance by employees.

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