# Impact of green HRM practices on job satisfaction: mediating role of employee green commitment

**Dodo Khan Alias Khalid Malokani**
*(Corresponding author and Assistant Professor) Government College University, Hyderabad, Dept. Business Administration.*

**Dr. Noreen Hassan**
*(Assistant Professor) Department of Business Administration, Federal Urdu University of Arts, Science and Technology. Gulshan Campus, Karachi.*

**Dr. Naira Qazi**
*(Assistant Professor) Hyderabad Institue of Arts, Science and Techonogy, Hyderabad, Pakistan.*

**Dr. Ghulam Murtaza Lahbar**
*(Assistant Professor) Benazir School of Business, Benazir Bhutto Shaheed University LyariKarachi, Pakistan.*

**Prof. Dr. Seema N. Mumtaz**
*Chair Dept. Of Community Medicine -Karachi Institute of Medical Sciences, National University of Medical Sciences, Malir Cantt. Karachi, Pakistan*

**Annam Inayat**
*(Phd Scholar) Department of Management Sciences, Isra University Hyderabad.*

**Abstract**

This research aims to investigate that, how the green HRM practises affect the work satisfaction, and how employee green commitment in the pharmaceutical industry of Sindh, Pakistan, function as a mediating factor. Businesses may include Green Human Resource Management (GHRM) practises in their green business plans. In order to encourage environmentally conscious behaviour among workers and supporting sustainable growth, GHRM focuses on integrating environmental sustainability concepts into different human resource management tasks. Primary data gathered using a printed questionnaire for the quantitative investigation of 350 Pharma employees from Karachi, Sindh, Pakistan. The convenience way of sampling and survey were used in the data-gathering process. The research made the of use a cross-sectional survey approach. According to this research, work satisfaction and green HRM practises are positively correlated. Moreover, the results corroborate the theory that job satisfaction and green HRM practises are mediated by employee green commitment. The partial mediation implies that other factors influenced the connection. Developing a sustainable work culture is crucial to raising employee commitment to the environment and job satisfaction. Companies should create opportunities for staff members to participate in sustainable practices, foster open lines of communication for discussing environmental issues, and encourage cooperations and involvement in sustainability efforts.

**Keywords:** Green HRM Practices, Job Satisfaction, mployee green commitment, Pharma Industry, Pakistan

## 1. Introduction

The Sustainable Development Goals (SDGs) are a group of 17 goals set by the UN in 2015 to help countries around the world for dealing with different social, economic, and environmental problems (Deveci et al., 2022). The main goals are to end poverty, support long-term growth, and ensure everyone has a better future. Other countries worldwide agreed that the SDGs are essential and had worked hard for making them happen (Okitasari & Katramiz, 2022). People, companies, non-governmental organisations (NGOs), and governments, all made promises and took steps to reach the SDGs. To make sure that the national goals were in line with the SDGs, governments made laws and settled up formal systems (Morita et al., 2020). The goals are being built into their growth plans and tactics to ensure they are carried out. Another critical part is getting

people to know about the SDGs and fighting for their adoption. For the SDGs to be reached, different groups must work together and form relationships. Businesses, foreign groups, civil society groups, and governments work together to share information, resources, and skills to deal with problems and reach to achieve their objectives. To help people understand and support the goals. The international community is running efforts to raise knowledge, teach, and lobbying for them. It is important to remember that the SDGs can only be reached with long-term work and cooperation from everyone (Lacan, 2022). Even though there has been improvement, there are still significant problems to solve. The SDGs can become a reality if the whole world stays committed and takes action. The achievement of SDGs will help in making the world more sustainable and fairer place (Acevedo-Duque et al., 2022).

As a part of their green business plans, companies can use Green Human Resource Management (GHRM) practices (Ali et al., 2020; Chen et al., 2022). GHRM works on incorporating environmental sustainability principles into different areas of human resource management to encourage workers to act in an environmentally responsible way and help with long-term growth. GHRM practises can include programmes that teach workers about the ways how to protect the environment (Oubrich et al., 2021). Companies can help their workers understand, how important, it is to act in way that is environment friendly by teaching them about environmental problems and sustainability. Making workers aware of the company's green goals can inspire the employees to take actions that support the said goals (Farrukh et al., 2022). Green performance measures can become the added part to companies' performance review systems to reward workers for actions and efforts that are good for the environment (Lahbar, et al., 2023). Rewarding and recognizing workers, used sustainable practices and can boost the drive of workers and also can inspire others to do the same things (Yong et al., 2020). Green leadership that works can motivate workers to act in the ways that are good for the world. Leaders, actively showing and supporting green practices set a good model for the workers working under the supervision of that leader. When ever leaders put sustainability first in order and use it in the management, the workers following such leaders are likelier to do the same practice. Work-life balance and employee health and happiness can also be a focused in the perspective of GHRM practises, which can indirectly boost drive (Deshpande & Srivastava, 2023). For instance, allowing flexible work hours, encouraging telecommuting, and supporting environmentally friendly commuting methods can make employees happier, less stressed, and healthier overall, boosting employees drive and output (Weideman & Hofmeyr, 2020).

Like other businesses, the pharmacy industry has to follow environmental rules and is under more and more pressure to use environmentally friendly methods (Demir & Min, 2019). GHRM practices can help drug companies follow environmental rules and show that these companies care about the future. Management and employees working in these pharmaceutical companies learn that, how GHRM practises affecting job satisfaction through green commitment, pharmaceutical companies can implement strategies that make the workplace more environmentally friendly (Javaid et al., 2022; Malokani et al., 2023). Job satisfaction is crucial in getting and keeping bright people in the pharmacy business. As sustainability becomes essential for job seekers, pharmaceutical companies that priorities and incorporate GHRM practises can set themselves apart as employers taking care about the environment. Studying about phenomen, how GHRM practises affect job satisfaction can help pharmaceutical companies make the workplace a good one that fits with their workers' values (Naseer et al., 2023). Many people are paying close attention to the pharmaceutical business, such as customers, investors, and government officials. Adopting GHRM practices and encouraging employees to be green can help a company's image by showing that it cares about the environment (Adubor et al., 2022). A good company's image can lead to better stakeholder ties, more investors, and higher brand value.

First, there needs to be more research on green HRM in Sindh's pharmaceutical industry. The research gap might be caused by the fact that only a few studies have looked directly at how Green HRM practices are used and their effects on the pharmacy industry in Pakistan's Sindh area. In order to fill this gap, it would be helpful to study the current state of green HRM practices. Furthermore, how do they affect job satisfaction, considering the particular challenges and traits of the pharmaceutical business in Sindh? Second, the link between job satisfaction and green dedication among employees has been studied in many fields. However, more studies may still be needed to understand this link in the Sindh Pharma business fully. Finally, researchers in Sindh, Pakistan, interested in HRM, sustainability, and the pharmaceutical business, can look into these areas to add to what is already known and give the company helpful information.

## 2. Literature Review

### Social Exchange Theory

Social Exchange Theory comes from the study of social psychology and looks at how people trade

resources, benefits, and duties with each other in close interactions (Jahan & Kim, 2020). It says that people connect with others hoping to get something good out of it and avoid something terrible. These exchanges are based on reciprocity, that means people feel the responsibility to give back good reaction, when others help or treat them well. Social Exchange Theory is applied to the workplace to show that workers judge the self experiences based on the help and resources provided from the bosses and the response is in the shape of work and contributions in return from workers side (Tsai & Kang, 2019; Yong et al., 2020). When companies use Green HRM practices, have to put time and money into promoting sustainability and helping the workers for doing such things that are good for the environment. These practices include laws, training programmes, rewards, and recognizing actions that are good for the environment (Islam et al., 2020). When workers think their company cares about and supports sustainability, employees have a good view of its such support. Employees know that, the organization gives them atmosphere, oppourtunities and rewards, like a better workplace, chances to improve the skills, and also the things that align with their ideas about being environmentally responsible. This positive view of organisational support that can help people become happy with their jobs (Mousa et al., 2020).

According to Social Exchange Theory, people connect with others in a way that makes them think about the pros and cons of their relationships (Stafford & Kuiper, 2021). When it comes to the workplace, workers weigh the pros and cons of their jobs, such as the company's support and tools, against the work they do, and what they contribute (Maslach & Leiter, 2022). Using the Social Exchange Theory, researchers can look into how Green HRM practises affect job satisfaction in the setting of green dedication among employees. This theory helps us determine how workers see the value of environmentally friendly actions and how their dedication to them affects their general job satisfaction.

### Hypothesis Development

*Green HRM practices and Job satisfaction*

Green HRM practices when an organization's human resource management plans and processes use suitable methods and practices for a sustainable environment (Ali et al., 2020). These practices aim to encourage sustainability, lessen environmental damage, and make workers more aware of their duty to care for the environment. However, job satisfaction is how someone judges how happy they are with their job (Murtaza et al., 2021). Green HRM practices can help workers care more about their jobs and be more committed to the company. If a company shows it cares about sustainability and the sustainable environment, workers may think it is also socially responsible and decent. It can make people happier at work because they can relate to the company's morals and goals during their jobs. Green HRM practices that include workers in sustainable efforts and decision-making can make workers more interested in their jobs (Ercantan & Eyupoglu, 2022). When workers are involved in environmental projects and feel they own the sustainability efforts, they are likelier to be happy with their jobs (Jamal et al., 2021). When workers feel like their work is contributing to a more significant cause, they feel like they have a feeling of meaning and fulfilment. It is essential to remember that Green HRM practises may affect job satisfaction differently according to the person and the company. The strength of the connection can be affected by things like the organization's mindset, how employees feel about Green HRM practices, and how widely they are used (Alavi and Afghakhani, 2023).

H1: Green HRM practices positively related to job satisfaction.

H2: Green HRM practices positively related to employee green commitment.

### Mediating Role of employee green commitment

Green HRM practises stress how important it is for an organization to be sustainable and care for the sustainable environment. When workers think their company shares these beliefs and supports green projects, it can give them a sense that their work has purpose and meaning (Paillé & Valéau, 2021). Employees' green commitment can give them a sense of meaning that can make them happier at work by making them feel like their work aligns with their values. An employee's "green commitment" means they care deeply about protecting the environment and are willing to invest money into it (Ye et al., 2022). When employees care about doing things in a green way, they are more likely to be involved and inspired at work (Malokani, et al.,

2023). They are proud to be helping the company reach its sustainability goals and are eager to participate in green projects. Having this much involvement and drive at work can make people happier with their jobs because they feel like they are accomplishing things and being fulfilled by their work (Lyman et al., 2021). Green HRM practices often allow employees to learn and grow in sustainability-related areas. When companies invest in their workers' green information and skills, they care about their growth (Sundar & Brucker, 2021). Focusing on personal growth and development can make workers happier because they will know that their company cares about their professional growth and wants to help them advance in their careers.

Regarding green HRM practises and job satisfaction, employee green commitment can act as a go-between (Srivastava & Dhiman, 2022; Ahmed et al., 2023). It increases drive, connection, and a feeling of purpose. It also changes how people see organisational support, freedom, and chances to grow as a person. Most of the time, these good things make employees happier with their jobs, which is good for both the employees and the company (Rivaldo & Nabella, 2023).

H3: Employee green commitment mediates the relationship between Green HRM practices and Job satisfaction.

## 3. Methodology

### 3.1 Data, Instrument and Population

This study will use a cross-sectional methodology, and data will be gathered simultaneously. This setup lets researchers examine how factors are related and how interaction effects work. Give a questionnaire to people who work in the human resources departments of the chosen pharmaceutical companies to get first-hand information. The people who will be part of this study are the HR offices of drug companies in Sindh, Pakistan. There will be scores and questions on the form about Green HRM practises, job satisfaction, and employees' commitment to being green. Change a current questionnaire or make a new one based on the factors and concepts authors want to study (Jannach et al., 2021). Researchers can pick people from the community to join based on how easy it is for them and how ready they are to do so. This is called convenience sampling. Please ensure the questions on the form are accurate, precise, and actual (Nakano et al., 2021). Test the form with a small group of people to see how clear it is and make any needed changes. Make it clear to subjects what the study is about, that they are not required to take part, that their information will be kept private, and how the data will be used. Get written permission from everyone who is going to be involved before the researcher collects any data (Pandey & Pandey, 2021). The present study was adopted from past studies (Rahma and Soegoto, 2023; Ali et al., 2020). Lastly, each variable was based on four items: green HRM practices, green employee commitment and job satisfaction.

### 3.2 Software tool

SEM uses statistical analysis to examine multiple relationships (Dash & Paul, 2021). SmartPLS is the name of the SEM research software. It is simple to use and can look at reflected, formative, and structural measuring methods. For SEM research, researchers need to check for extremes, missing numbers, and consistency (Sarstedt et al., 2022). Variables are on the same scale when data is standardized. It is essential to check the measuring tool. Cronbach's alpha and composite reliability show how reliable something is, while convergent and discriminant validity show how valid something is (Triwidyati & Tentama, 2020).

## 4. Results & Discussion

### 4.1 Reliability and Validity (Instrument)

Reliability and validity are essential for the quality and trustworthiness of a study (Rose & Johnson, 2020). Researchers should check their data to make sure they are correct and reliable. Cronbach alpha, composite reliability, and average variance extraction (AVE) all show how stable and consistent the study's

data are (Shrestha, 2021). Items on a test with a Cronbach alpha of 0.70 or higher are highly linked and measure the same idea (Sürücü & Maslakci, 2020). An item with a total dependability grade of 0.70 or more is internally consistent and stable. If the average variance extraction (AVE) number is more significant than 0.50, the measure can tell the difference between groups (Flotman & Grobler, 2020). The study measures are stable and reliable if the reliability tests meet or exceed the needed amounts. This makes the study less reliable and of lower quality. The factors analysed in this table are green HRM, green employee commitment, and job satisfaction. With Cronbach alpha values between 0.890 and 0.858, each component has good internal consistency reliability. The overall reliability scores were between 0.928 and 0.939, showing that the factors were reliable and consistent. The AVE numbers were between 0.764 and 0.793, which shows that factors explain many differences between items. The factor study found green HRM, employee green commitment and job satisfaction that are good for a sustainable environment. Because these factors are stable and accurate, they can be used for research or model building.

**Table 1:** Reliability and Validity (Instrument)

| Factors | Item SPSS coding | Factor loading | Cronbach alpha value | Composite Reliability | Average Variance Extraction (AVE) |
|---|---|---|---|---|---|
| **Green HRM** | GHRM1 | 0.858 | 0.897 | 0.928 | 0.764 |
| | GHRM2 | 0.866 | | | |
| | GHRM3 | 0.890 | | | |
| | GHRM4 | 0.882 | | | |
| **Green employee Commitment** | GEC1 | 0.826 | 0.912 | 0.939 | 0.793 |
| | GEC2 | 0.931 | | | |
| | GEC3 | 0.915 | | | |
| | GEC4 | 0.885 | | | |
| **Job Satisfaction** | JS1 | 0.865 | 0.899 | 0.929 | 0.767 |
| | JS2 | 0.881 | | | |
| | JS3 | 0.849 | | | |
| | JS4 | 0.907 | | | |

Source: Author's calculations

### 4.2 Hypothesis Testing

#### 4.2.1 Green HRM and Job satisfaction

The direction and strength of the link between Green HRM practice and job satisfaction is shown by the beta value of 0.486. Greener HRM practices are linked to better job satisfaction if the beta value is positive. The large beta number (0.486) also shows that there is a moderately good link between the two factors. The T-value of 8.359 is linked to the beta value and is used to figure out how statistically significant the connection is. If the T-value is higher than the critical value, which is generally set by the wanted amount of significance, like $p < 0.05$, then the link is statistically significant. The 8.359 T-value shows a statistically significant link between Green HRM practises and job satisfaction.

#### 4.2.2 Green Employee commitment and Job satisfaction

The beta number of 0.636 shows the direction and strength of the link between green HRM practises and employees' dedication to being green. If the beta number is positive, greener HRM practices are linked to more green employee commitment. Also, the large beta number (0.636) shows a middling to strong positive link between the two factors. The beta number is linked to the T-value of 10.780, determining whether the relationship is statistically significant. If the T-value is higher than the critical value, which is generally set by the wanted amount of significance, like $p < 0.05$, then the link is statistically significant. The 10.780 T-value shows a statistically significant link between Green HRM practises and employees' dedication to being green.

#### 4.2.3 Mediating Role Green Employee commitment

The beta number of 0.245 shows the direction and strength of the link between Green HRM practice, green dedication from employees, and job satisfaction. A positive beta number means that

both greener HRM practises and more green dedication from employees are linked to better job satisfaction. Also, the beta number of 0.245 shows a small to moderately strong positive link between the factors. The beta value is linked to the T-value of 6.023, determining whether the relationship is statistically significant. If the T-value is higher than the critical value, which is generally set by the wanted amount of significance, like p < 0.05, then the link is statistically significant. A T-value of 6.023 shows a statistically significant secondary link between Green HRM practises, employee green dedication, and job satisfy

### 4.2 Hypothesis Testing

### 4.2.1 Green HRM and Job satisfaction

The direction and strength of the link between Green HRM practice and job satisfaction is shown by the beta value of 0.486. Greener HRM practices are linked to better job satisfaction if the beta value is positive. The large beta number (0.486) also shows that there is a moderately good link between the two factors. The T-value of 8.359 is linked to the beta value and is used to figure out how statistically significant the connection is. If the T-value is higher than the critical value, which is generally set by the wanted amount of significance, like p < 0.05, then the link is statistically significant. The 8.359 T-value shows a statistically significant link between Green HRM practises and job satisfaction.

### 4.2.2 Green Employee commitment and Job satisfaction

The beta number of 0.636 shows the direction and strength of the link between green HRM practises and employees' dedication to being green. If the beta number is positive, greener HRM practices are linked to more green employee commitment. Also, the large beta number (0.636) shows a middling to strong positive link between the two factors. The beta number is linked to the T-value of 10.780, determining whether the relationship is statistically significant. If the T-value is higher than the critical value, which is generally set by the wanted amount of significance, like p < 0.05, then the link is statistically significant. The 10.780 T-value shows a statistically significant link between Green HRM practises and employees' dedication to being green.

### 4.2.3 Mediating Role Green Employee commitment

The beta number of 0.245 shows the direction and strength of the link between Green HRM practice, green dedication from employees, and job satisfaction. A positive beta number means that both greener HRM practises and more green dedication from employees are linked to better job satisfaction. Also, the beta number of 0.245 shows a small to moderately strong positive link between the factors. The beta value is linked to the T-value of 6.023, determining whether the relationship is statistically significant. If the T-value is higher than the critical value, which is generally set by the wanted amount of significance, like p < 0.05, then the link is statistically significant. A T-value of 6.023 shows a statistically significant secondary link between Green HRM practises, employee green dedication, and job satisfy

**Table 2:** Hypothesis Testing

| Path Directions | Value of Beta (Standard Co-efficient) | Significance Level (T-value) | Results |
|---|---|---|---|
| Green HRM -> Job Satisfaction | 0.486 | 8.359 | Supported |
| Green HRM -> Green Employee Commitment | 0.636 | 10.780 | Supported |
| Green HRM -> Green Employee Commitment -> Job Satisfaction | 0.245 | 6.023 | Supported |

**Figure 1:** Structural Equation Modelling
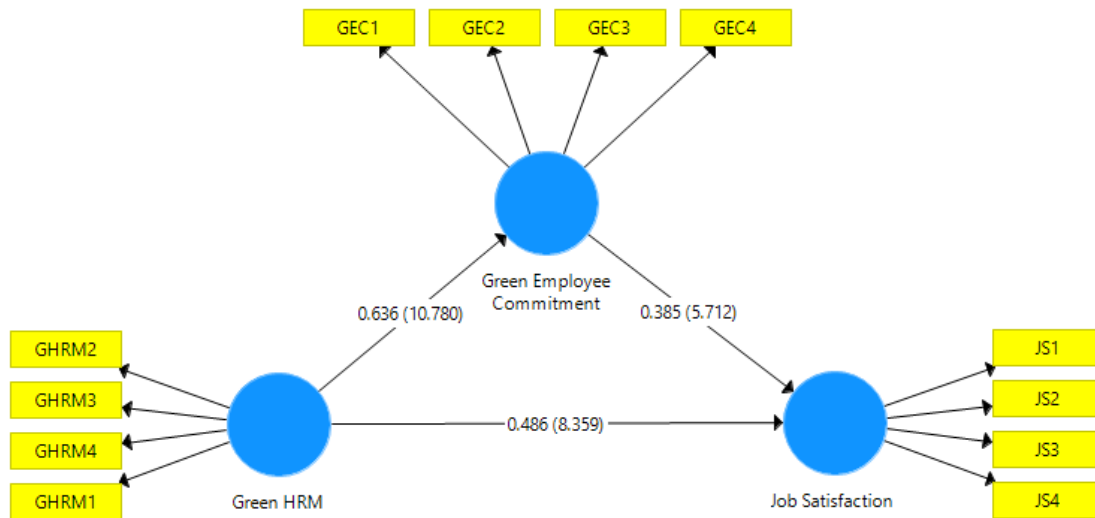


### 4.3 Discussion on Results

H1, The strong positive link between Green HRM practises and job satisfaction is significant. This has important implications for businesses that want to be more environmentally friendly and improve the health and happiness of their employees. According to the results, companies that use Green HRM are more likely to have workers who are happy with their jobs. Green HRM practices, like training programmes, rewards for eco-friendly behaviour, and eco-friendly rules, align the workplace with workers' beliefs and encourage them to be responsible for the environment (Naseer et al., 2023). This connection leads to a good and satisfying work experience, which makes people happier with their jobs. The fact that green HRM practices are linked to higher job satisfaction suggests that workers see companies that put the environment first as moral and socially responsible (Ahmad & Umrani, 2019). This way of thinking can make workers feel prouder of their work and more connected to the company's values and goals. Companies can make the workplace a good one that makes people happy with their jobs by incorporating Green HRM practises into its culture. Furthermore, the strong positive link between Green HRM practises and job satisfaction suggests that companies can make their workers happier by choosing and using sustainable HR practices (Rahma and Soegoto, 2023). Companies can make a workplace that benefits workers' health and job satisfaction by encouraging them to be environmentally friendly, giving them chances to get involved and grow as people, and creating a positive atmosphere at work (Paul et al., 2020).

H2, Green HRM practises, and employee green commitment are linked in a good way, which shows that workers think their company values sustainability and being environmentally responsible. When companies highlight and actively encourage green practices, it shows workers that these values are essential to the company (Begum et al., 2022). This matching of principles makes it easier for employees to feel like they belong to the company and encourages them to act in good ways for the environment. Green HRM practices can change how workers think and feel about being responsible for the world (Lu et al., 2022). There is a strong link between green HRM practices and employees' commitment to being green. This means that when companies invest in green projects, workers feel more supported and appreciated for their efforts to protect the environment. When employees feel backed and respected for their green commitment, they are likelier to keep doing things that are good for the sustainable environment (Raza et al., 2021). This leads to higher amounts of green commitment among workers. Companies can make their workers more knowledgeable and aware of environmental problems by teaching them about sustainability. When workers are more aware of the environment and their bosses back them, it can change their views and make them more committed to going green (Jerónimo et al., 2020).

H3, A robust positive link exists between green HRM practises, employee green dedication, and job satisfaction. This gives us essential information about how green HRM practices affect employee job satisfaction. The results show that green dedication among employees bridges green HRM practices and job satisfaction. This shows that the higher level of green loyalty among employees may be one reason why green HRM practices make people happier with their jobs (Darban et al., 2022). When companies use green HRM, they encourage employees to be responsible for the environment and act in ways that are good for the environment. This makes employees more committed to using sustainable practices. People are happier with their jobs because they are more committed to them. Since there is a link between employee green commitment and job satisfaction, workers more dedicated to green practices will likely be happier with their jobs. This dedication could come from workers' drive, personal values that match the company's efforts to be environmentally friendly, or the hope that their work helps a more significant cause (Gulati, 2022). When workers are committed to doing things in an environmentally friendly way, it generally makes them happier at work. There is a positive indirect link between green HRM practises, employees' commitment to being environmentally friendly, and job satisfaction. Companies that promote a sustainable culture may increase employee satisfaction (Shafaei et al., 2020). Green HRM practices help build a sustainable organisational culture by encouraging employees to care about the environment and make green commitments. This culture can make people happier at work by giving them a sense of purpose, a place to work those fits with their values, and a good atmosphere (Prilleltensky & Prilleltensky, 2021).

## 5. Theoretical contribution

The important thing about this study is that it uses Social Exchange Theory to look at how Green HRM practises affect job satisfaction, with green dedication from employees acting as a link. Using Social Exchange Theory as a base, this study gives us a better idea of how Green HRM practises affect job satisfaction. The idea behind social exchange theory is that people connect and form relationships with others because they expect to get something in return. Regarding businesses, workers trade their time, skills, and effort for the resources, awards, and support the business offers. This theory stresses how important the trade process and the quality of social relationships are in shaping people's thoughts and actions. Using Social Exchange Theory to look at Green HRM practices and job satisfaction, we can see how the connection between workers and companies works regarding sustainability. When companies give their workers tools, help, and chances to do things that are good for the sustainable environment, this can be seen as a form of social exchange. In exchange, workers must show they care about using green methods. This study also adds to the body of research on Green HRM and sustainability by adding the Social Exchange Theory, which bridges the gap between HR management and social exchange theories. It helps us learn more about how practices in the workplace that are meant to be more environmentally friendly can affect workers' thoughts and actions, which in turn affects how happy they are with their jobs. This theoretical addition can help researchers and practitioners who want to make workplaces more sustainable and improve the health and happiness of workers.

## 6. Managerial Implications

The study on the effect of green HRM practises on job satisfaction and the role of employee green dedication in the pharmaceutical industry of Sindh, Pakistan, came up with some critical management lessons for companies in this industry. The study shows how important it is for the Pharma Industry in Sindh, Pakistan, to use Green HRM practices. Companies should priorities including practices that are good for a sustainable environment in their HR policies and processes. As part of this, people are taught about environmental duty, sustainable policies and practices are implemented, and money is given to green projects. By emphasizing Green HRM practises, companies can make the workplace a good place to be that makes workers want to do green things and makes them happier at work. The study also stresses how important it is for organisations to

ensure their ideals align with their environmental goals. Companies in Sindh, Pakistan's pharmaceutical industry, should clarify that they care about the environment and long-term success. This means including goals for sustainability in the organization's purpose and vision statements and taking sustainability into account when judging performance and giving rewards. Companies can give their workers a feeling of purpose and make them happier at work by ensuring their morals and environmental goals align with each other. Lastly, creating a sustainable work environment is vital for making employees happier with their jobs and more committed to going green. Businesses should encourage people to work together and participate in sustainability projects, support open lines of communication so people can talk about environmental issues and ideas, and give workers chances to add to sustainable practices. Creating a welcoming and helpful workplace that cares about sustainability can help workers feel like they fit in and make them happy at work.

## 7. Future Research direction

The study first looked at Green HRM practices, environmentally friendly dedication from employees, and job satisfaction. In the future, researchers could look into how other factors., like organisational atmosphere, leadership styles, employee participation, or how much help employees think they get from their bosses, affect the link between green HRM practises and job satisfaction. In the context of green practices, this would give us a fuller picture of what affects job satisfaction. Second, the study used Social Exchange Theory as its main theoretical framework. However, other theoretical approaches could be used to examine the link between green HRM practices and job satisfaction. Theories like the Psychological Contract Theory or the Conservation of Resources Theory could help us see things differently and understand how things work and change over time. Third, this study used a cross-sectional research methodology, showing a picture of things at a specific time. A continuous approach could be used in future studies to examine how Green HRM practices, employee loyalty to being green, and job satisfaction change over time. It would be easier to see how these factors might change and figure out what causes them to change. Lastly, polls were used to get first-hand information for the study. A mixed-methods technique could be used in future studies, including quantitative polls and qualitative conversations or focus groups. This would be very helpful to get a better picture of what workers know, think, and feel about Green HRM practices, employee green commitment, and job satisfaction. Qualitative data could help us understand the fundamental processes and environmental factors that affect these connections.

## 8. Concluding Remarks

The study on how green HRM practises affect job satisfaction and the role of green commitment as a mediator has given us helpful information and backed up all of our theories. The results of this study help us learn more about how companies can encourage employees to practice sustainable habits and make workers happier with their jobs. The study also shows how important it is for employees to be committed to being environmentally friendly. The results show that workers who care more about doing things in an environmentally friendly way are more likely to be happy with their jobs. The good benefits of Green HRM practice reach workers through their "green commitment," which shows how motivated, willing and involved they are in doing things that are good for the environment. This pledge gives workers a feeling of purpose, fulfilment, and unity with the company's efforts to be more environmentally friendly, which makes them happier with their jobs overall. The results clarify the importance of making HR practices more sustainable and getting employees involved in green projects. By using these methods, businesses can make the workplace more environmentally friendly, which will make workers happier and help the larger goal of being more environmentally responsible.

## References

1. Acevedo-Duque, Á., Prado-Sabido, T., García-Salirrosas, E. E., Fernández Mantilla, M. M., Vera Calmet, V. G., Valle Palomino, N., & Aguilar Armas, H. M. (2022). Postgraduate trends in the training of human talent for sustainable development. Sustainability, 14(21), 14356.
2. Adubor, N. V., Adeniji, A. A., Salau, O. P., Olajugba, O. J., & Onibudo, G. O. (2022). Exploring Green Human Resource Adoption and Corporate Sustainability in Nigerian Manufacturing Industry. Sustainability, 14(19), 12635.
3. Ahmad, I., & Umrani, W. A. (2019). The impact of ethical leadership style on job satisfaction: Mediating role of perception of Green HRM and psychological safety. Leadership & Organization Development Journal, 40(5), 534–547.
4. Ahmad, J., Al Mamun, A., Masukujjaman, M., Makhbul, Z. K. M., & Ali, K. A. M. (2023). Modeling the workplace pro-environmental behavior through green human resource management and organizational culture: Evidence from an emerging economy. Heliyon, 9(9).
5. Ali, M. C., Islam, K. M. A., Chung, S.-J., Zayed, N. M., & Afrin, M. (2020). A study of Green Human Resources Management (GHRM) and green creativity for human resources professionals. International Journal of Business and Management Future, 4(2), 57–67.
6. Alavi, S., & Aghakhani, H. (2023). Identifying the effect of green human resource management practices on lean-agile (LEAGILE) and prioritizing its practices. International journal of productivity and performance management, 72(3), 599-624.
7. Begum, S., Ashfaq, M., Xia, E., & Awan, U. (2022). Does green transformational leadership lead to green innovation? The role of green thinking and creative process engagement. Business Strategy and the Environment, 31(1), 580–597.
8. Chen, F. H., Tsai, Y.-T., & Oen, W. A. (2022). Configurations of green human resource management practices on supply chain integration. International Journal of Engineering Business Management, 14, 18479790221146444.
9. Darban, G., Karatepe, O. M., & Rezapouraghdam, H. (2022). Does work engagement mediate the impact of green human resource management on absenteeism and green recovery performance? Employee Relations: The International Journal, 44(5), 1092–1108.
10. Dash, G., & Paul, J. (2021). CB-SEM vs PLS-SEM methods for research in social sciences and technology forecasting. Technological Forecasting and Social Change, 173, 121092.
11. Demir, M., & Min, M. (2019). Consistencies and discrepancies in corporate social responsibility reporting in the pharmaceutical industry. Sustainability Accounting, Management and Policy Journal, 10(2), 333–364.
12. Deshpande, P., & Srivastava, A. P. (2023). A study to explore the linkage between green training and sustainable organizational performance through emotional intelligence and green work life balance. European Journal of Training and Development, 47(5/6), 615–634.
13. Deveci, M., Brito-Parada, P. R., Pamucar, D., & Varouchakis, E. A. (2022). Rough sets based Ordinal Priority Approach to evaluate sustainable development goals (SDGs) for sustainable mining. Resources Policy, 79, 103049.
14. Ercantan, O., & Eyupoglu, S. (2022). How do green human resource management practices encourage employees to engage in green behavior? Perceptions of university students as prospective employees. Sustainability, 14(3), 1718.
15. Farrukh, M., Ansari, N., Raza, A., Wu, Y., & Wang, H. (2022). Fostering employee's pro-environmental behavior through green transformational leadership, green human resource management and environmental knowledge. Technological Forecasting and Social Change, 179, 121643.
16. Flotman, A.-P., & Grobler, A. (2020). The validation of the servant leadership scale. SA Journal of Industrial Psychology, 46(1), 1–12.
17. Gulati, R. (2022). Deep purpose: The heart and soul of high-performance companies. Penguin UK.
18. Islam, M. A., Hunt, A., Jantan, A. H., Hashim, H., & Chong, C. W. (2020). Exploring challenges and solutions in applying green human resource management practices for the sustainable workplace in the ready-made garment industry in Bangladesh. Business Strategy & Development, 3(3), 332–343.
19. Jahan, N., & Kim, S. W. (2020). Understanding online community participation behavior and perceived benefits: a social exchange theory perspective. PSU Research Review, 5(2), 85–100.
20. Jamal, T., Zahid, M., Martins, J. M., Mata, M. N., Rahman, H. U., & Mata, P. N. (2021). Perceived green human resource management practices and corporate sustainability: Multigroup analysis and major industries perspectives. Sustainability, 13(6), 3045.
21. Jannach, D., Manzoor, A., Cai, W., & Chen, L. (2021). A survey on conversational recommender systems. ACM Computing Surveys (CSUR), 54(5), 1–36.

22. Javaid, M., Haleem, A., Singh, R. P., Suman, R., & Gonzalez, E. S. (2022). Understanding the adoption of Industry 4.0 technologies in improving environmental sustainability. Sustainable Operations and Computers.

23. Jerónimo, H. M., Henriques, P. L., de Lacerda, T. C., da Silva, F. P., & Vieira, P. R. (2020). Going green and sustainable: The influence of green HR practices on the organizational rationale for sustainability. Journal of Business Research, 112, 413–421.

24. Lacan, A. (2022). Value-Based Governance as a Performance Element in Social and Solidarity Economy Organizations: A French Sustainable Post-Modern Proposal. Sustainability, 14(4), 2153.

25. Lahbar, G. M., & Bhatti, A. A.(2023). Mediating Effect of Green Human Resource Management (GHRM) and Organizational Agility (OA) On Firm Environmental Performance (FEP): By Applying Quantitative Research Approach.

26. Lu, H., Xu, W., Cai, S., Yang, F., & Chen, Q. (2022). Does top management team responsible leadership help employees go green? The role of green human resource management and environmental felt-responsibility. Corporate Social Responsibility and Environmental Management, 29(4), 843–859.

27. Lyman, B., Biddulph, M. E., & George, K. C. (2021). Organizational learning and motivation in certified nurse aides: A qualitative study. Research in Gerontological Nursing, 14(5), 255–263.

28. MALOKANI, D. K. A. K., HASSAN, N., MAKHDOOM, T. R., LAHBAR, G. M., CHANDIO, S. P., & ZAIDI, A. R. (2023). IMPACT OF GREEN EMPLOYEE INVOLVEMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR TOWARDS THE ENVIRONMENT: MEDIATING ROLE OF GREEN TRAINING. Russian Law Journal, 11(10s).

29. Malokani, D. K. A. K., Qureshi, A. A., Inayat, A., & Mahar, Q. (2023). Impact of Reduction of Waste and Waste, Green Employee Behavior and Reduction of Resource Use on Environmental Strategy: Manufacturing Companies top management's Perception. Journal of Social Sciences Review, 3(2), 27-39.

30. Maslach, C., & Leiter, M. P. (2022). The burnout challenge: Managing people's relationships with their jobs. Harvard University Press.

31. Morita, K., Okitasari, M., & Masuda, H. (2020). Analysis of national and local governance systems to achieve the sustainable development goals: case studies of Japan and Indonesia. Sustainability Science, 15, 179–202.

32. Mousa, M., Massoud, H. K., & Ayoubi, R. M. (2020). Gender, diversity management perceptions, workplace happiness and organisational citizenship behaviour. Employee Relations: The International Journal, 42(6), 1249–1269.

33. Murtza, M. H., Gill, S. A., Aslam, H. D., & Noor, A. (2021). Intelligence quotient, job satisfaction, and job performance: The moderating role of personality type. Journal of Public Affairs, 21(3), e2318.

34. Nakano, R., Hilton, J., Balaji, S., Wu, J., Ouyang, L., Kim, C., Hesse, C., Jain, S., Kosaraju, V., & Saunders, W. (2021). Webgpt: Browser-assisted question-answering with human feedback. ArXiv Preprint ArXiv:2112.09332.

35. Naseer, S. A., Mukhtar, S., & Gul, M. (2023). Green HRM & job performance: Unveiling pathway through job satisfaction. Journal of Social Research Development, 4(2), 410-419.

36. Okitasari, M., & Katramiz, T. (2022). The national development plans after the SDGs: Steering implications of the global goals towards national development planning. Earth System Governance, 12, 100136.

37. Oubrich, M., Hakmaoui, A., Benhayoun, L., Söilen, K. S., & Abdulkader, B. (2021). Impacts of leadership style, organizational design and HRM practices on knowledge hiding: The indirect roles of organizational justice and competitive work environment. Journal of Business Research, 137, 488–499.

38. Paillé, P., & Valéau, P. (2021). "I don't owe you, but I am committed": Does felt obligation matter on the effect of green training on employee environmental commitment? Organization & Environment, 34(1), 123–144.

39. Pandey, P., & Pandey, M. M. (2021). Research methodology tools and techniques. Bridge Center.

40. Paul, M., Jena, L. K., & Sahoo, K. (2020). Workplace spirituality and workforce agility: a psychological exploration among teaching professionals. Journal of Religion and Health, 59(1), 135–153.

41. Prilleltensky, I., & Prilleltensky, O. (2021). How people matter: Why it affects health, happiness, love, work, and society. Cambridge University Press.

42. Rahma, S. J. A., & Soegoto, H. (2023, March). Improve Employee Productivity by Applying Green Human Resources Management and Increasing Employee Job Satisfaction. In Proceeding of International Conference on Business, Economics, Social Sciences, and Humanities (Vol. 6, pp. 159-169).

43. Raza, A., Farrukh, M., Iqbal, M. K., Farhan, M., & Wu, Y. (2021). Corporate social responsibility and employees' voluntary pro-environmental behavior: The role of organizational pride and employee

engagement. Corporate Social Responsibility and Environmental Management, 28(3), 1104–1116.

44. Rivaldo, Y., & Nabella, S. D. (2023). Employee Performance: Education, Training, Experience and Work Discipline. Calitatea, 24(193), 182–188.

45. Rose, J., & Johnson, C. W. (2020). Contextualizing reliability and validity in qualitative research: Toward more rigorous and trustworthy qualitative social science in leisure research. Journal of Leisure Research, 51(4), 432–451.

46. Sarstedt, M., Radomir, L., Moisescu, O. I., & Ringle, C. M. (2022). Latent class analysis in PLS-SEM: A review and recommendations for future applications. Journal of Business Research, 138, 398–407.

47. Shafaei, A., Nejati, M., & Yusoff, Y. M. (2020). Green human resource management: A two-study investigation of antecedents and outcomes. International Journal of Manpower, 41(7), 1041–1060.

48. Shrestha, N. (2021). Factor analysis as a tool for survey analysis. American Journal of Applied Mathematics and Statistics, 9(1), 4–11.

49. Srivastava, S., & Dhiman, N. (2022). Does Green HRM Practices Infuse Green Behaviour Among Hotel Employees? The Mediating Role of Psychological Green Climate. Vision, 09722629221129759.

50. Stafford, L., & Kuiper, K. (2021). Social exchange theories: Calculating the rewards and costs of personal relationships. In Engaging theories in interpersonal communication (pp. 379–390). Routledge.

51. Sundar, V., & Brucker, D. (2021). "Today I felt like my work meant something": A pilot study on job crafting, a coaching-based intervention for people with work limitations and disabilities. Work, 69(2), 423–438.

52. Sürücü, L., & Maslakci, A. (2020). Validity and reliability in quantitative research. Business & Management Studies: An International Journal, 8(3), 2694–2726.

53. Triwidyati, H., & Tentama, F. (2020). Reliability and Validity of Subjective Well-being Scale Construct. International Journal of Sciences: Basic and Applied Research, 51(2), 191.

54. Tsai, J. C.-A., & Kang, T.-C. (2019). Reciprocal intention in knowledge seeking: Examining social exchange theory in an online professional community. International Journal of Information Management, 48, 161–174.

55. Weideman, M., & Hofmeyr, K. B. (2020). The influence of flexible work arrangements on employee engagement: An exploratory study. SA Journal of Human Resource Management, 18(1), 1–18.

56. Ye, X., Cai, S., Li, X., & Wang, Z. (2022). How and when top management green commitment facilitates employees green behavior: a multilevel moderated mediation model. Chinese Management Studies.

57. Yong, J. Y., Yusliza, M., Ramayah, T., Chiappetta Jabbour, C. J., Sehnem, S., & Mani, V. (2020). Pathways towards sustainability in manufacturing organizations: Empirical evidence on the role of green human resource management. Business Strategy and the Environment, 29(1), 212–228.