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“A Mediation Study of Green Human Capital: The Effect of GHRM Practices in Organizational Commitment”



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DECLARATION

I am Iram Ghaffar, I thus announce that the topic of my MBA thesis is " A Mediation Study of Green Human Capital: The Effect of GHRM Practices In Organizational Commitment," and I hereby declare that all the pertinent information in my thesis is original and does not appear in any other university's thesis. I am the sole author of this thesis.

Abstract

In the literature review, there are just the few studies that have attempted to examine the relationship with green human resource management (GHRM) and commitment to the organization. Furthermore, the mediating role of green Intellectual capital in the literature has rarely been examined.

As a result, the current study aims to fill a research gap by expanding the GHRM to determine the indirect and direct influence of GHRM on education sectors in Pakistan, which has been overlooked so far anyway. Through a self-administered survey, data was taken from 287 respondents using a convenience sampling technique. The structural and measurement model were evaluated using Smart PLS (3.2.9) software. The findings show that green recruiting and selection, as well as green training and development, have a direct impact on organizational commitment. Green human capital also plays an important role in balancing the effects of green recruiting, selection, training, and development on organizational commitment. According to the research, GHRM policies are critical in the implementation of an environmental policy aiming at fostering green practices. The study offers policymakers and managers guidance on how to use GHRM to improve environmental culture and employee green behavior in the workplace.

Keywords: GHRM(Green Human Resource Management), Organizational Commitment, GIC(Green Intellectual capital), Pakistan, Smart PLS (3.2.9) software

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A Mediation Study of Green Human Capital: The Effect of GHRM Practices in Organizational Commitment

1 INTRODUCTION

1.1 Introduction to the Research Study

There is robust relationship between employee and organization and will help to predict employee engagement and satisfaction, evaluation and delivery of leadership. It is also based on Education sectors in Pakistan that is attachments with individual in organization. Similarly, increase in productivity, engagement, commitment and morale also increase employee's efficiency. Due to high competition a criteria has been defined for choosing best employee. However, in Organizational goal there is always ambiguity's influence on affective organizations commitments (Edmund C. Stazyk, 2011). Organizational commitment is responsible for good service, image and better performance in business (Woo Gon Kima, 2005). Organizational commitment is often defined as individual acceptance of corporate goals and values, willingness to make significant efforts of the company, and the need to maintain membership (Mowday, 2017). In this study that Organizational commitment one of the most important factor to understand the employees behavior in organization (Mowday, 2017). Similarly, several organizations have faced more problems in the technological advancements and market competitions. Furthermore, (Nejati, 2017) stated in their research that organization must primarily focus on the overcome with such problems. Moreover, organizational commitment is vital a feature of changes is beliefs, values, attitudes, perception and intension of the employee for improved change performance in the organization (Armenakis, 1993).

Organizational commitment has also study on three conceptual component in organizational commitments, Firstly affective organizational commitment reflect to organizations wants to maintain and develop work experience that build comforting sensations and personal ability. The second, continuance commitment, reflect want to remain, and consequences from reorganization of the costs. The third, normative commitment reflects an obligation to remain that arises from the internalization of a standard of loyalty and / or the receipt of refundable favors. These components help increase in strength that effect on-the-job behaviors might be different of the employee in the organizations. In this study presents (a) specify clarity in the natural organization environment (b) measurement are used for reliable and valid intended construct (c) links between the antecedent and commitment behaviors within organization (d) performance of organization linked together is better in development and consequence. The study also designed at effect or efforts to increase commitment on employee including their wellbeing, reduce turn over and willingness to work towards organizational goals (John P. Meyer, 1991). In this current study presents organizational level of intellectual capital as comparing three components below;

- **Structural capital**
- **Human Capital**
- **Organizational Capital**

Researchers discuss organizational intellectual capital has positive impact because offered valuable resources through tools of social exchange (Blau, 2003), (Gouldner, 1960) because employee shares are obligated to reciprocate. Thus, employees agree to pay specific contributions to the company in exchange for a benefit perceived by the employer (Robinson, 1984). Intellectual components: Firstly, Green Intellectual Capital present economic value of education and value of past savings in the skills of people (Becker, 1962) (Schultz, 1961). On

the organizational-level, company values based on the pool knowledge and skills, attributes, previous experience, education (Hitt, 2005). Numerous scholars have stated that an employee participation work environment use with their valuable skill and knowledge that is effect on consistency of productivity (Pennings, 1971), (Huselid, 1995), (Wright, 2007). Thus, organizational commitments with Green Intellectual Capital have also encouraged sustaining competitive advantage (Amit, 1993). In general, employees valuable as asset in the organizations, their knowledge and skills through training and development, career planning, job satisfaction also enhanced increase their market value and long-term job security (Galunic, 2000). Hence, organizational commitments also increase productivity level of Green Intellectual Capital in the organizations. Organizational also effected on employee performance in because employee use their skill and knowledge and created organization with new advancement system such as location, structure, sustainable environment in the organization and effectiveness of employer depend on intangible components i.e. culture and informal routines (Reed K. K., 2000). Organizational commitments has emotional attachments with strong organizational sustainable of body. Organizational structure influences on financially factors and performance factors such as staff turnover and productivity. Organizational commitment new areas of knowledge management and learning management has decentralizing influence on decision making power, so organizational structure formalization process of organization and functional dependence of employee (Brooks, 1990). Some empirical suggests that intangible elements of organizational cultural background, languages and dress code, way of thinking or climate also related to other organizational cultural (Lok, 2004), (Tsen, 2010) (Marr M. J., 2013) and organizational commitment study also emphasized on positive relationships occurs between an organizational culture cool, calm and collected of certain employee values and politics. These

structural features or cultural elements enable the sharing, storage and creation of knowledge of and encourage employees to perceive your company as needs-based support. Organizational capital fit in to an organization is positively interconnected to the commitment of the organization. In this article (Dutta, 2017) author pointed out in “The relationship between Intellectual Capital and organizational commitments”. An empirical study of cultural creative, innovations in industries in Pakistan. Green Intellectual Capital has sometimes significant effects on the organizational engagement of employees; the organizational capital has a negative and sometimes significant effect on the organizational commitment of the employee; and the social capital has no material influence on the organizational commitment of the employees, therefore it has a material influence, partly significant and not significant, on the intellectual organizational capital provided empirical results in of the". Study of the relationship between Internal Marketing and Intellectual Capital taking organizational commitment and personality as moderating variables ", refer to the internal marketing mechanism has a significant one impact on intellectual capacity capital and organizational commitment also has a significant reducing effect on the employee's organizational commitment noted that positive impact of IC on the organizational commitment (Fong, 2006), (Chen Y.-S., 2007). Intellectual capital depends on human, structural and social capital. It is therefore an organization develops Green Intellectual Capital difficult for competitors to rival, transforms accumulated wisdom/capacity into its core capabilities, uses the functions of structural capital to distinguish and build relationships irreplaceable external partners to strengthen its social capital. (Tsen, 2010) also observed that the synergy resulting from the interactions between human, structural and social capital is crucial to building the competitiveness of an organization. Initially, to fill the various research gap we contributed our knowledge against GHRM. Below we present the literature by

investigating the intellectual capital and green social capital on GHRM. In the literature review, we expand our knowledge through AMO theory as well as the conduction of research around organizations where we consistently concentrated on the economic situation of Pakistan.

1.2 Background

Global concern for the environment has prompted companies to adopt green strategies to remain competitive and green (Farrukh et al., 2021; Jabbour and de Sousa Jabbour, 2016). Researchers Renwick et al. (2016) have suggested the crucial role of human resource management in the pursuit of environmentalism. Furthermore, the increased awareness of green issues has prompted organizations to adopt green aspects of human resource management, commonly known as GHRM or green human resource management. GHRM refers to those HRM practices that reinforce positive environmental impacts (Renwick et al., 2016). HRM practices focus on reducing harmful environmental impacts (Ahmad, 2015) while promoting pro-environmental attitudes and behaviors (e.g. adoption of paperless work, energy conservation, recycling goal) (Mishra et al., 2014) on the other hand.

This study aims to explore the education sector's perspectives on the impact of GHRM practices (i.e. green recruitment and selection, green compensation and rewards, and green employee participation) on corporate sustainability practices (Tauseef Jamal 1). Due to the lack of research on the causal relationship between GHRM practices and corporate sustainability, this research fills an obvious research gap in time. Systematization and integration of existing GHRM-related knowledge is blank in order to propose detailed future directions (Butt, 2019).

1.3 Statement of the Research Problem

The research states the following problems, the impact of GHRM practices (i.e. green recruitment and selection, green compensation and rewards, and green employee participation) on corporate sustainability practices. Green Human Resource Management (GHRM) significantly influences organizations for the implementation and promotion of green practices and concurrent training of employees for green policies and practices, helps employers create a positive image in the sector by strictly following the ISO14000 standards (culture change, waste management, and minimization of the carbon footprint and pollution diffusion process). Greening is an emerging concept in the world that helps organizations achieves corporate and social profitability at the same time. The concept of greening and start to lean towards green products or prefer products or services from organizations that contribute to society over organizations that only focuses on profitability and profitability. Welfare whereby it becomes necessary for manufacturing companies to seek alternative materials, processes or procedures and this cannot be possible without hiring the right person who takes personal care of the environment. Since then, Pakistan has been under the umbrella of developing countries and it is not possible for organizations to focus solely on environmental sustainability due to the strong global competition. Therefore, this study aims to explore such green strategies whereby organizations can achieve corporate and social goals at the same time. In addition, the proposed research is which explores the concept and role of green human resource management in achieving sustainability goals. This study highlights the importance of GHRM at this time, when best-known organizations strive to position their organization on the basis of green initiatives. Conventional HRM hires the right person for the right position and supports that employee after they have become a useful asset of the company through various activities, while GHRM also

performs the same functions but is aligned with the environmental concern, GHRM will assess every aspect against the green aspect.

1.4 Scope of the Research

The study is carried out Education sector of Pakistan. The study focuses on Pakistan education sectors of universities teacher's behaviors, performance, and raw material of study. The sampling objects used in the study are employees and customers of universities in Pakistan. It was presumed that this group of people could provide more information in response to the questions contained in the questionnaire. The role of Green Human Resource Management practices towards organizational commitment: A mediation analysis of Green Intellectual Capital. The highlighted indicator of the independent variable includes training and development, performance appraisal, recruitment and selection and reward system. Although, Human resource management covers a very wide range of dimensions or indicators, but focus will only be made on the above listed indicators.

1.5 Theoretical Framework

Green intellectual capital is sustainable goals is important in the organization. Although the business has emphasized the importance of sustainability and organizational commitment beliefs, need to integrate the dimension of sustainability, i.e. economic, environmental and social. Green Intellectual Capital could improve companies' triple bottom line, found a positive relationship between organizational knowledge and employee green behaviors (Reinhardt, 1998). Here, we found a positive relationship between customer loyalty, customer satisfaction and the organizations performance of an organization (Chung, 1952). Organizations invest in sustainability because this investment sends a message to its stakeholders that an organization is committed to environmental and social goals and is also positively associated with company

performance (Golicic, 2013), (Podsakoff, 1997) and oriented towards sustainability management practices (Cavicchi, 2018), (Tonial, 2019). In addition (Yang, 2020) argued that organizations could gain competitive advantage from their green intellectual capital and that competitive advantage leads to superior performance (Branco, 2009) (Barney, 2001), (Ahmed S. S., 2019). This framework generates extensive variety of exciting and salient inquiries to do with the relationship among human and social capital. These encompass inquiries to do with trade-offs or maybe conflicts among the two, in addition to complementarities:

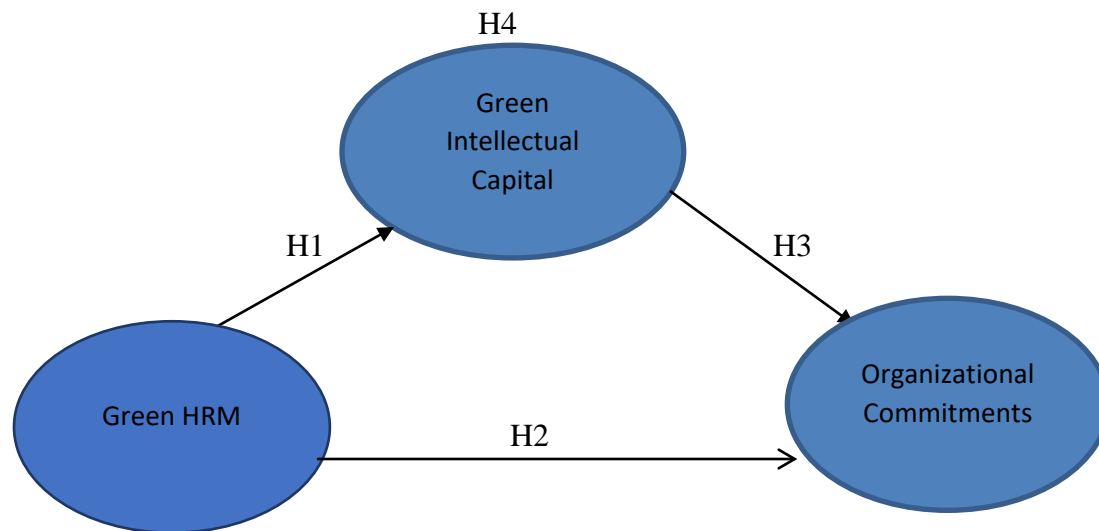
- To what volume do excessive stages of social capital inspire excessive stages of human capital, or alternative for them?
- Do low stages of social capital inhibit the buildup of human capital?
- Conversely, do excessive stages of Green Intellectual Capital inspire or undermine social capital?

Organizational structures and policies might be positively influence intellectual capital derived from employees' informal relationships, and this commitment, and also will positively influence organizational performance. The organizational commitment represented by means of employees' informal relationships would be the way to achieve sustainability in the organization.

This framework associates the gap in the literature by analyzing the contribution of intangible resources to influencing the organizational performance. The authors try to investigate what contribution the organization's reputation makes to promoting the organizational performance. In addition, the current instruction is to examine the critical role of green intellectual capital in influencing sustainable performance. The study measures intellectual capital in the form of green human capital, green social capital, and green relationship capital in order to identify its impact on the organizational commitment. Severe accepted ritual patterns and strong ecological

awareness, organizations should not freeze or decided reward existing ecological regulations, as these natural patterns could move towards a green practice that can lead them to convey sustainable development and consensus on the environment and organization achieve goals.

Figure 1: Theoretical Framework



1.6 Hypothesis

H1: There GHRM will be positive associated with GIC”.

H2: GHRM will be positive impact on Organizational commitment”.

H3: GIC has positive effect on organizational commitments”.

H4: GIC mediates the relationship between GHRM and organizational commitments”.

1.7 Objectives of the Study

Green Human Resource Management of a company is capable of playing a significant role in the creation of sustainability culture within the company (Ahmad S., 2015). The study found that green human resource, green Intellectual Capital play also significant role and positive impact on

organizational impact. Employee attitude is an important part of GHRM activities, and hence a good GHRM strategy may result in positive and significant relations of employee reactions at the workplace, such as employee commitment (Nishii, 2008; Katou, 2014). The study found the importance of GHRM ideas, practices, strategies, and difficulties in the business and other organizations. In our article, we have collected, observed and dispersed data on the basis of extensive survey regarding GHRM with the present ideas, strategies in any business organization. Given the importance of green HRM in achieving environmental sustainability, there has been a surge in green HRM research (Dumont, 2017; Nejati, 2017; O'Donohue, 2016; Renwick D. R., 2008).

GHRM leads to positive outcomes. Moreover, as stated by (Ren, 2018), an improved understanding of the green HRM and its mediating processes is needed to properly guide the design of green HRM system to gain long-term benefits. Another area of concern is paucity of research and insights into how green HRM influences employees. This is crucial as understanding the impact of green HRM on employees is an essential step in creating an effective green HRM system in organizations. It concentrates on green selection and recruitment, green training and development, green performance management and appraisal and green pay and reward system that expands organization's Intellectual capital. Green HRM practices are considered as useful strategies for organizations to improve their green Intellectual Capital which can ultimately lead to better environmental performance (Dumont, 2017; Nejati, 2017; O'Donohue, 2016; Pham N. T., 2018; Renwick D. R., 2008) through promoting employees' green behaviors and fostering green organizational culture (Ren, 2018). A substantial body of research provides evidence for the fundamental role of green HRM in obtaining environmental sustainability (Roscoe, 2019; Álvarez Jaramillo, 2019). For instance, (Kim, 2019) concentrated

on different levels of employees (i.e. individual, group, organizations and system) and green initiatives in the workplace. The importance of environmental training and organizational learning and their links to environmental performance was considered in a study (Asiaei, 2015). It is believed that employees with environmental values play a crucial role in helping organizations to proactively adopt and enact principles of environmental sustainability and boost organization's environmental performance (O'Donohue, 2016; Paillé, 2014; Tang, 2018). To improve the income of human for better environment by using employee's green attitude in an organizational culture. Green initiative takes the organization towards proactive adoption and environmental sustainability to improve the organizational performance. Green Human resource management consists of organizational structure, recruitment and selection, retention and training, performance management, compensation, career development and how it contributes to the productivity of the firm's worker. This study provides guidelines to policy-makers, managers, and top management to develop human resource policies to bring the green culture at the workplace. Furthermore, employee environmental commitment is an important component of the whole business environmental commitment, which in turn contributes significantly to enhance the sustainable performance of the firm (Liu, 2013; Lee, 2008; Zhu, 2017).

Framework that describes how configurations of organizer-tonal practices and environmental practices can enhance knowledge sharing and learning, employee motivation, and commitment to the organization, to boost labor productivity. Our framework combines environmental practices with human resources practices and other organizational practices such as Training, quality management systems, teamwork and interfere relations. We argue that such practices act in synergistic ways to affect employee performance when their combination allows employees to access different sources of knowledge throughout the different levels of the organization and

beyond. Furthermore, the combination of these practices leads to enhanced employee commitment to the organization. Both enhanced knowledge and organizational commitment improve employee productivity. Our framework is portrayed in Figure 1 and our hypotheses are developed by a framework that describes how configurations of organizational practices and environmental practices can enhance knowledge sharing and learning, employee motivation, and commitment to the organization, to boost labor productivity. Our framework combines environmental practices with human resources practices and other organizational practices such as training, quality management systems, teamwork and inter firm relations. We argue that such practices act in synergistic ways to affect employee performance when their combination allows employees to access different sources of knowledge throughout the different levels of the organization and beyond. Furthermore, the combination of these practices leads to enhanced employee.

1.8 RESEARCH QUESTIONS

RQ1: Does Green HRM have positive impact on Green Intellectual Capital?

RQ2: Does Green HRM have positive impact on organizational commitment?

RQ3: Does Green Intellectual have positive impact on organizational commitment?

RQ4: Does Green Intellectual mediate the positive relationship between Green HRM and organizational commitment.

2 Chapter: LITERATURE REVIEW

2.1 Green HRM

Green human resource management (GHRM) is defined Human resources process can be defined as human resource management process in which environmental sustainability is a key element. The main concern is to design such policies which encourage the environmental well-being and efficient use of resources within the organization and in general as well. This implementation of policies and strategies cannot be possible without hiring the right person who is aware from the green processes and simultaneously creating awareness among the existing employees to encourage their environmental concern (Uddin, 2015).

Green HRM is the emerging topic in the current scenario. There is a growing demand for a strategic green HRM combining environmental management in HRM. The HR function of organizations can be important in fostering a holistic approach to creating a culture of sustainability. The strategy is to apply changes to different HR functions such as recruitment, induction, training and development conducting performance appraisal and also determining the salary of employees. The scheme of green management of human resources within human resources constitutes a broader form of corporate social responsibility. Green management of human resources will play an important role in organizations to help environmental problems by assuming it, in the management philosophy, in the policies and practices of human resources, in the training of people and in the implementation of environmental safety laws made to promote the importance of Green HR involves two essential elements of HR practices respectful of the environment and the preservation of knowledge capital. Green HRM means using every interface of employees in a way that promotes and maintains sustainable business practices and creates awareness, which in turn helps organizations, operate in an environmentally responsible manner.

Therefore, Green HRM encompasses two main elements: HR practices that respect the environment and the preservation of knowledge capital. This study focuses on green HRM as a strategic initiative of the company for the promotion of sustainable business practices (Rani, 2014).

2.2 Overview on GHRM

In this paper the main knowledge advancement in educators sector through green HRM research. Outcomes of green HRM and Stakeholders and Performance of green HRM main keys are evolved throughout process of knowledge creation in green HRM also going to shape the green HRM research domain in the future.

2.2.1 Meaning of GHRM

There are a few authors described GHRM present in literature (Renwick D. R., 2008), the transformation of cooperation environmental organizes into HRM. These researchers specific that outstanding policies of organization the discipline of recruitment, performance management and appraisal, training and development employment and pay and reward are consideration effective apparatus for aligning worker with an organization commitment strategy. The greening of useful dimensions of human help manage consisting of activity description and analysis, recruitment, selection, training, performance management, appraisal and reward in GHRM (Jabbour C. J., 2010). These definitions do now no longer have importance difference or challenge with every other. Green HRM can describe as ‘the environmental (green), orientation of all human functions (HRM) activities or practices of an organization in any respect levels. The fundamental principles of HRM, its objectives, capabilities, process, activities and strategies in an environmentally friendly manner in order to accommodate the needs of green sustainability. Green HRM refers to the policies, practices and system that make worker of the organization

green improvement of the individual, society, natural environment and the business (Opatha, 2014).

2.2.2 Needs of GHRM:

Organizations want Green HRM for lots reasons. Listed under with respective author(s).

1. To defend the ecological factors or environments (ecological lesson e.g. worldwide warning, weather change, power failure etc.) and to make paintings significant and the place of work safe/whole some inside and outdoor the corporation (Shrivastava P. , 1995).
2. To educate, educate and inspire (financially or non-financially) worker to behavior their organizations (Shrivastava P. &., 1994).
3. To offer environmentally pleasant product and operations (organizations face growing stress for green product and operations) to control company environmental software in a success way (without failure) and to conquer put in forced emending situations of organizational commitment (Shrivastava P. &., 1994).
4. To assist the achievement of environmental sports of the agencies (Marr M. J., 2013).
5. To offer organization manage due to the fact personnel are one of the essential forces in proactive organizational commitment and to train, recognize, reward and inspire worker in proactive organizational commitment.
6. To obtain sustainability (attaining sustainability would require to the technical factors of system, however additionally the HR factors) and to succeed (keep away from failure) in organizational efforts (Masoulas, 1998).

7. To growth or enhance organizational commitments through positive HR feature consisting of training, worker empowerment, and Environmental Management System (EMS) rewards (Wagner, 2002).
8. To come to be green employer (Berry, 1998).
9. To expand sustainable agencies (Massoud, 2011).
10. To inspire personnel, to come to be concerned (worker) in organizational dedications ports and to expand green skills and offer worker with possibilities to be concerned in agencies initiates and efforts (Pallavi, 2016; Stringer, 2009).
11. To create, decorate and hold greening inside every worker of the corporation in order that they offer a most person contribution on every four roles (Jabbour C. J., 2010).

These above cited necessitate that organization do engaged in practicing green HRM. Green HRM makes worker of the organization green in order that the decreased or cast off waste after which lessens basic charges of the organization. Thus, organization could be capable of benefit development in productivity, skills acquisition, worker retention, reputation, consumer loyalty and market place growth ensuing in improving organization competitiveness. Organizations cannot exercise green HRM without a machine or processes. Therefore, green HRM in an organization want useful intellectual capital of green HRM.

2.2.3 Green Recruitment and selection

Green Recruitment involves hiring people who have environmental knowledge (familiar with sustainable practices) or who have skills and behaviors related to environmental management. (Barney, 2001) said that green recruitment should be done by tracking people online. Hiring details and resume submission should be done online and shortlisted people familiar with the green concept. Companies post job postings online by developing their websites, resulting in

lower costs and quick and convenient hiring. (Dutta, 2017; Madhavi Lakshmi, 2016) said that considering green aspects is a system where much of the focus is placed on the different aspects of the environment and the environment. The reception of this new employee can be very energetic and they are very excited to work in a green organization.

Firstly, it's far the green awareness of personnel (candidates) that permits an agency to reap its environmental dreams and goals linked to cost effectiveness, etc. Therefore, to ensure that applicants are positive towards organizational strategic green goals, the firms need to run a sequence of tests that enable them to select the best. Secondly, the green organization branding usually refers to the improvement of a green recognition of the organization via higher environmental management this is formed via GHRM practices (Bernard Marr, Intellectual capital , 2004). Thirdly, there must be green criteria for a worker to be selected and evaluated (Cohen, 2011). GRS ensure that new employees should now no longer only understand the established green culture of the agency however also percentage its environmental values (Chen Y.-S. , 2007) through continuous enhancement of environmental information of recruits and in graining of values and beliefs (Dumont, 2017; Jabbour C. J., 2016). Some studies recommend that recruitment communications need to include environmental standards (Roscoe, 2019). However, the author recommends several preventive and institutive movements that agencies can embody to complement GHRM via GRS processes (Pham N. T., 2018). Firstly, task descriptions need to encompass functions that emphasize the function of environmental reporting. Secondly, an induction application for recruits should make sure the provision of facts round environmental sustainability guidelines of the organization, values, and green goals.

Finally, interviews need to be designed in a way to assess the potential agreeableness and health of the applicants with the greening applications of organizations. The emphasis laid on the GRS

process indicates that in the interview manner applicants should be requested extra surroundings-associated questions. Furthermore, the authors described that organizations can amplify their determinations to protect the environment the usage of combining environmental obligations and responsibilities of every employees' task description (Kim, 2019; Shrivastava P. &., 1994). It can also be performed through designing new jobs or positions to focus exclusively on corporate sustainability aspects of the organizations (Bontis, 2001). Based on this, the subsequent hypothesis has been articulated.

2.2.4 Green Training and Development:

Ahmad (Ahmed S. S., 2019) said companies should educate their employees about green practices, and this company employee has the ability to urge customers to go green by purchasing environmentally friendly products (Laumer, 2010). Many research scientists have argued that employee training related to increased environmental awareness can improve environmental performance argued that ecological education and training is defined as the freedom for the organization's employees to participate in ecological activities by training them in work schedules on how to minimize waste, save energy and protect the environment (de Souza Moraes, 2019)[82]. Ahmed (Ahmed S. S., 2019) said that training and green development make workers aware of the importance of environmental management. From the resources within the organization, such training will improve employees' skills in solving many environmental problems.

2.2.5 Green reward and remuneration:

(Edmund C. Stazyk, 2011)said that reward and remuneration play a crucial role in attracting, retaining and motivating company employees to perform their tasks efficiently and for the

benefit of the organization. In this article, (Tett, 1993) examine 16 organizations from 5 countries in their study and come to the conclusion that organizations that offer their employees ecological compensation and rewards are strongly in favor of introducing ecological HRM practices into their commercial activities. (Madhavi Lakshmi, 2016) felt that workers should be rewarded for doing their part in implementing green practices such as (reduce waste) Implementing green practices to promote green activities. (Deepika, 2016) said that workers who make an effort to Reducing waste in their workplace should be rewarded. Researchers argued that giving rewards and compensation to employees for participating in green activities motivates them to follow green practices.

2.2.6 Green Performance Appraisal:

To motivate employees to follow green practices, performance evaluation is a key element (Deepika, 2016; Ahmad S., 2015). Ahmad (Ahmad S., 2015) said that performance appraisal is a way to improve employees' professional skills in order to make them efficient in order to achieve company goals. Motivate them to adopt ecological practices. To do this, the company's top management must retain and motivate its potential employees who work according to green practices by evaluating their work and awarding them green compensation, (Renwick D. R., 2008) concluded in their study that improving the business environment and motivating and supporting employees requires effective feedback, which can be provided by an efficient performance appraisal system. Tapamoy (Tapamoy, 2008) said the need for environmental performance assessment arises when an organization wants to review its own ability to achieve sustainable goals.

2.2.7 Green HRM link with educational institutions:

The study was carried out as part of the review of the practice of human resource management guidelines and practices in Pakistan Business Schools. Academic libraries can become greener by offering online services, reducing paper waste, and saving energy by using solar energy as an alternative (Johnson, 2019).

The study was conducted in Pakistan to examine stakeholder perception of the green mindset of universities. The results showed that universities with green management practices have more stratified stakeholders than those who studied in non-green universities. Author (Mitchell, 1997) found in his study that academic institutions and colleges can go a long way in advancing environmentally conscious students and play a crucial role in introducing sustainable practices conducted a study of higher education institutions to review the level of sustainable practices and learning at these institutions, and the outcome of the study concludes that the institution's curricular activities need to be redesigned to encourage students to become a green Perspective mindset.

2.3 GHRM in Organizational Sustainability

The United Nations Commission of 1989 defined sustainability as the satisfaction of present needs and the obtaining of resources to meet the needs of future generations (Bassi, 1999). In addition, sustainability is an opportunity for a company to introduce the use of resources in such a way that it can meet current needs and also create financial goodwill and jobs for the future took the view that an organization that is labeled as sustainable when it goes through the process of creating value for the present and promoting value for the future also describes three terms of sustainability, the short term, the long term and are long term. Medium-term sustainability. In his opinion, companies have not only survived in long-term sustainability, but are also gaining

margin, being competitive and staying up to date with day-to-day knowledge. Sustainability consists of a triple bottom line concept, which means that a sustainable organization always cares about economic, environmental and social benefits, so the creation of equality between the planet, people and profits are discussed (Bontis, 2001).

2.4 Green Intellectual Capital

Green intellectual capital (GIC) is a positive relationship between green intellectual and organizational commitment. Research study based on three types of GIC structural capital, green relation capital and all other features that had shown constructive property on organizations. Intellectual capital is the collection of all intangible assets, knowledge and skills of a company that could create value or competitive advantage in order to achieve its excellent goals (Chen Y. S., 2008). Due to the popularity of environmental protection, Green Management has become one of the top management agendas of companies. The positive relationship between green intellectual capital and organizational towards commitments. Organization and Green HRM practices that actively participate in environmental management and green innovation can not only minimize production waste and increase productivity, but also charge relatively high prices for green products, improve the corporate image and therefore enter into positive capacity, organizational commitments, knowledge management systems reward systems, information technology systems, databases, management institutions, business processes, management philosophies, organizational culture, corporate images, honesties, copyrights and trademarks, etc. help organizations towards commitments (Bernard Marr, Intellectual Capital, 2004). The aim of this study was to examine the influence of the intellectual capital of on the performance of their green HRM practices. The higher performance of an organization, the stronger the positive relationships between green intellectual capital and GHRM. This shows two points; First,

Organizations emphasized interactive "relationships" with their suppliers, customers and partners; second, it was imperative organization build their structural capital to increase GHRM practices (Yang, 2020).

Intellectual capital is the total of all intangible assets, knowledge and skills of a company that could create value or competitive advantage in order to achieve its excellent goals (Masoulas, 1998))is also defined as the total inventory of all intangible assets and capabilities of a company that can create value or competitive advantage (Masoulas, 1998; SteWart, 1994). (SteWart, 1994) defines intellectual capital as the total stock of collective knowledge, information, technology, intellectual property rights experience, organizational learning and competence team communication systems, customer relationships and brands that are able to create value for a signature. There have been two types of studies of intellectual capital the management of intellectual capital and the measurement of intellectual capital. Intellectual Capital Management studies focused on dealing with intangible assets and assets, shares of knowledge, and skills of a company to create value or competitive advantage. However, studies of intellectual capital measurement have focused on the gathering, compilation, analysis, and evaluation of non-financial information in order to measure corporate intangibles that are inadequate in financial statements (Roos, 1997). The capital can be viewed as up elementary information to the annual financial statements of a company. Hence, the concept of intellectual capital may revolutionize the traditional accounting system (SteWart, 1994; Roos, 1997; Longoni, 2014). There are several ways to classify intellectual capital, some previous studies postulated that intellectual capital can be divided into two types: as the sum of knowledge, skills, innovation and skills of employees to achieve goals called Green Intellectual Capital and structural capital (Schultz, 1961; Sackmann, 1991). Green Intellectual Capital was the source and momentum of revolution and innovation to

organizations, including employees of innovation, attitude, wisdom, experience and functions (Grantham, 1997). The concepts of Green Intellectual Capital and structural capital were similar to the statements above. Initially, Client Capital was under Structural Capital in Edison's and Malone's original model. However, some researchers have argued that customer capital needs to be separated from structural capital for further discussion (Borger, 2006). Customer capital has been defined as the sum of the relationships, interactions, and intimacy of an organization with customers (SteWart, 1994). The most common classification of intellectual capital has been to divide intellectual capital into three types: human capital, structural capital and relational capital structural capital corresponded to the states mentioned above. The relational capital was defined as the sum of customer loyalty relationships, goodwill and trust etc. with company's suppliers, sales channels, customers and partners (Bontis, 2001).

Some research has divided intellectual capital into four types: human capital, process capital, innovation capital and relational capital (Joia, 2000). Another similar classification was to divide the intellectual capital of four types (Bassi, 1999). The definitions of Green Intellectual Capital and relational capital or client capital were the same as in the above statements. In addition, innovation capital was defined as the total inventory of organizational innovations, new product developments, patents, trademarks, copyrights and databases, etc. within a company, while process capital was defined as the sum of work processes, procedures, operational. The positive relationship between green intellectual capital and organizational commitment.

Previous studies have shown that the structural capital of firms has a positive effect on their competitive advantages (SteWart, 1994; Grantham, 1997). Moreover, (Pham N. T., 2018; Shrivastava P. , 1995) have argued that companies that pay a lot of attention and a lot of investment in environmental management and the green innovation will not only avoid the

problem of environmental protection protests or sanctions, but it will also improve their corporate image, improve their production efficiency, develop new environmental markets and thereby increase their competitive advantages. Although previous studies paid much attention to the exploration of structural capital. There was no study exploring structural capital on green innovation or environmental management. Therefore, this study filled this research gap, and proposed a new construction - structural green capital - to explore the positive relationship between structural capital on green innovation or environmental management and competitive advantages of companies. There is the positive effect of corporate social responsibility where economist trusted to investigate the maximum wealth with shareholders and never consider CSR as their social goal. Though, the RBV perceps the asserts where environmental social responsibility with an strategic gain. McWilliams and Siegel (McWilliams, 2001)use the RBV that maximize the profit with an ideal CSR through analysis of cost-benefit. Husted and Salazar (Salazar, 2012) elaborates the gainful strategic performance of CSR. There are two implications for strategic CSR: first, since CSR is an integral part of a company's strategies, it should be viewed as a strategic investment; Second, if RBV logic can be used to adopt CSR, it is possible to generate a set of key resources or capabilities such as an outstanding corporate reputation and a strong relationship with stakeholders (Galunic, 2000). It is true accompanies can use CSR up to obtain a sustainable competitive advantage (Salazar, 2012).

To achieve the goal of sustainable development, companies should invest more than resources and efforts in increasing their green intellectual capital. Previous research postulates that the CSR of companies has a positive influence on their human capital, structural capital, and relational capital (McWilliams, 2001; Reinhardt, 1998). Thus, this study postulates that CSR positively refers to the green Intellectual Capital of companies. Second Wood (Wood, 1991),

argues that corporate CSR can not only help them develop their strategies, but also improve their technological innovation. In addition, Borger and Kruglianskas (Borger, 2006) argue that CSR is positively correlated with technological innovation and corporate performance. Companies with a relatively high level of CSR can favorably develop organizational skills in environmental management and green innovation. Therefore, this study argues that corporate CSR is positively associated with their green structural capital. Third, CSR extends considerably beyond the traditional duty of shareholders to the mission of stakeholders such as social groups, customers, employees, suppliers and social communities. Companies with a relatively high level of CSR can design products in accordance with the environmental wishes of their customers and have stable and cooperative relationships with their partners or suppliers up stream. In addition, CSR is positively associated with the customer relationship (Sen, 2001). Consequently, this study postulates that CSR is positively associated with the green relational capital of companies.

2.4.1 Co evolution Intellectual Capital Underpins Organizational Advantage

Our primary argument to this point has been that intellectual capital is influential organization the improvement of recent are institutional settings beneficial. We have stated the considerable and developing frame of labor that suggests corporations have a few unique abilities for growing and sharing understanding, giving them their exclusive gain over different institutional arrangements, along with markets. We now pull the strands of our evaluation collectively with the aid of using providing that it's miles the interaction intellectual capital that underpins organizational increase. Although our number one intention has been to signify that social capital influences the improvement of intellectual capital, we understand that the pattern of have an effect on can be organization the different direction. The view that shared understanding paperwork the premise from which social order and interplay float is a significant subject in

sociology, exemplified organization the paintings of Berger and Luckman (Brooks, 1990). Within organizational evaluation, authors lengthy have cautioned that the firm's unique understanding approximately how sports are to be coordinated underpins its functionality to expand and perform as a social system (Katou, 2014; Simon, 1993). We constitute the have an effect on of intellectual capital on organization. However, we consider that it's miles the co evolution intellectual capital this is of unique importance in explaining the supply of organizational achieves.

2.4.2 Evaluate the Moderating Role of Brand Equity, Intellectual Capital and Social Capital

In order to emphasize the importance of intellectual property rights, the author first introduced a comprehensive intermediary model to explore intellectual capital (relationship, organization and human capital), brand equity (perceived quality, brand awareness, brand loyalty and brand image) and social capital. In turn it provides valuable hotel management guidance and empirical evidence for the Chinese hotel industry. The top management should focus on checking the differences with this research. Summarizing our findings, future tourism or hotel research can extend our sample to other cities in China or study a larger sample to draw more reliable conclusions based on the results of this research.

We propose that this emphasis at the evolution of the 2 varieties of capital offers a dynamic attitude at the improvement of organizational achievement. In this article (Spender, 1996) argues that it's miles the collective varieties of understanding which are strategically important, and plenty of authors declare that it's miles those varieties of shared tacit understanding that underpin what we've termed the "organizational achievement." It is those collective varieties of understanding, we consider, which are in particular tightly interconnected with the relational and cognitive varieties of social capital with which, we've argued, corporations are distinctly nicely

endowed. Organizations, thus, construct and preserve their achievement via the dynamic and complicated interrelationships among social and intellectual capital.

2.5 Hypotheses Development

According to the resource-based view (RBV) philosophy, the key to achieving organizational competitiveness is to use resources effectively. Organizational resources utilized efficiently. In order to increase the productivity of the company, it is necessary to use organizational assets and resources. The value of an organization's intangible assets is increasing as it expands. useful for enhancing performance In this way, the focus of the article is on the literature on intangible assets is limited on actualizing them, interaction with the fundamentals of monetary, social, and economic policy and nothing is known about their relationship with the environment. Some studies relate intellectual capital to economic and financial factors (Wyatt, 2005; Simon, 1993; Mowday, 2017). The role of organizational reputation as an excellent intangible asset is explained by the theoretical fundamentals of RBV (Dangelico, 2015).Dowling (Dowling, 2006) elaborated on the importance of firm reputation, stating that a positive reputation supports the potentials of raising a firm's brands and allows the business to use the equity generated by the brand to expand market segmentation, improve financial performance, assemble institutional investment, and increase share values. By definition, organizational reputation refers to the public's collective assessment of the company (Fombrun, 1990). Institutional investors, who prefer to consider improvements in environmental and social conditions before making investment decisions, understand the value of a good reputation. In this regard, Russo and Fouts (Russo, 1997) found that the intangible resource of reputation is highly significant to boost organizational performance because it is more valuable, difficult to imitate, and supplementary to consumers' rising demand for a sustainable environment, while examining the RBV approach in

achieving environmental and financial performance. Similarly, the increased emphasis on environmental management enhances a company's reputation for using environmentally friendly means of supplying goods and services, which has an impact on environmental performance. According to Lee and Klassen (Lee, 2008), the concept of ecological management encompasses an organization's ability to impact its environmental performance. Furthermore, Dangelico (Dangelico, 2015) discovered that the presence of green managerial teams improves the business' reputation and, as a result, impacts its environmental performance in his seek for examining the critical impact of environmental management and improve firm's environmental performance and reputation. As a result of the preceding literature, the current study hypothesizes that:

H1: GHRM will be positive associated with GIC

In an organizational commitments of small and medium companies (SMEs) in Pakistan, focusing on green intellectual capital (SteWart, 1994). The study found that all three forms of green intellectual capital are crucial in affecting SMEs' competitive advantage, after dividing intangible resources into green human capital, green relational capital, and green structural capital. The study found that green relational capital is the most important driver of a company's competitiveness. Similarly, investigated how intellectual capital affects teacher performance in universities (Barney, 2001).According to the study's findings, intellectual capital diversity has a favorable impact on a universities' performance.

H2: GHRM will be positive impact on Organizational commitment.

In the GHRM literature, the importance of an organization's intellectual capital has lately risen (Renwick D. R., 2008; Cavicchi, 2018; Pallavi, 2016). In this light, the importance of green

intellectual capital in ensuring the successful adoption of green corporate practices in order to achieve sustainable development goals is crucial.

H3: GIC has positive effect on organizational commitments

Green intellectual capital is the assimilation of intangible assets of the firm that increases the usage and potential capacities of resources in three types of expertise: human capital, structural capital, and relational capital. Many studies have found that an organization's intellectual capital has the ability to improve its competitiveness.

Here, we analyzed the role of intellectual capital in enhancing performance in Pakistan in another study. Human capital, social capital, relational capital, and structural capital were the four components of intellectual capital studied by the authors. The study's findings revealed that three types of intellectual capital, including human capital, structural capital, and relational capital, are important in improving a firm's performance. However, the study was unable to identify the role of social capital in determining corporate performance. As a result, the current research proposes that;

H4: GIC mediates the relationship between GHRM and organizational commitments

2.6 Research Gap

This study aims to explore the education sector's perspectives on the impact of GHRM practices (i.e. green recruitment and selection, green compensation and rewards, and green employee participation) on corporate sustainability practices (Tauseef Jamal 1). Due to the lack of research on the causal relationship between GHRM practices and corporate sustainability, this research fills an obvious research gap in time. Systematization and integration of existing GHRM-related knowledge is blank in order to propose detailed future directions (Nhat Tan Pham).

This research fills in various research gaps and makes a significant supplement to the accessible information system. GHRM research is still in its infancy. The research also extends the test of the mediating effect of green Intellectual Capital on organizational commitment and green human resource management. This is a limited study in the context of the education sectors.

3 Chapter: METHODOLOGY

3.1 Research Methodology

Business research can be defined as a systematic and well-planned process for the investigation of a specific research problem. Each research surveys step keeping in mind the end goal to accomplish the objective (Neuman J. H., 1997). Methodology is made up of particular principles and modus operandi that helps to make the discoveries of research more acknowledged, recognized and summarized the characterized methodology as “an accurate and hypothetical investigation of strategies connected to the field of study” (Neuman J. H., 1997). It ordinary, envelop concepts and ideas like paradigm, phases, model and qualitative or quantitative techniques. This study aim to point out Green HRM of Intellectual and social Capital towards to organizational commitments. It is field of study, whereby unit of analysis would be individual employee from all management level. Time lagged data would be collected. Green HRM practices in organization would be measured 1, Intellectual capital and Social Capital would be peer reported and measured in organization.

3.2 Method

The current research took a positivist approach. A survey method has been used in this approach. A framework for explanatory study was created, with the goal of determining how one variable influences the other (Gopalan, 2013). Furthermore, to extend results in hypotheses, researchers have used a deductive reasoning technique, which is in line with an effective model. The current research designed quantitative approach to expand the research which included 300 employees from education sectors in Pakistan. The goal of this research shows the progress of GHRM that improves commitment in organization.

The goal of a survey is to acquire the most full and extensive response possible to a specific research question by applying strong validity and reliability criteria. Each piece of information was subjected to a number of quality checks in order to ensure that only the most accurate information was included in the database. We were able to assemble the final data collection by relying solely on peer-reviewed English-language literature. Before any papers were accepted for publication, the titles and abstracts of all of them were thoroughly reviewed by the journal's editorial board.

After all of the inclusion and exclusion criteria had been met, there were only eight papers left for review. A three-step theme coding process was used to code each item before it was subjected to analysis and categorization. By fusing an assortment of open codes, transverse codes were developed for the first time. Following the completion of the programming, the themes were developed. A large number of data and code comparisons were carried out in order to confirm the accuracy of the findings.

3.3 Scope and Strategy

The primary goal of the investigation was to examine the research process as a whole. Formalizing these tactics was accomplished through the use of questions. In the approaches used in this study are written research, hypothesis testing, and case studies. It's vital to have a certain aim in mind before embarking on a study of this nature. Green HRM practices impact on organizational commitments as they relate to the education sectors are covered in this research.

3.4 Data collection

The data had been collected from October 2021 and December 2021. Their performance evaluation shows Partial Least Square-Structural Equation Modeling literature that determines the exact size to build the sample size which produces the highest predictors.

287 Questionnaires were disbursed to employees who are working in education sectors via onsite surveys. Here, Malhotara et.ai (Malhotra, 1998) calculated the response rate of less than 20% was disagreeable. Cohen (Cohen, 2011) calculated the PSL SEM is about 103 for the minimum sample.

3.5 Unit of analysis

A unit of analysis is type of unit that is used in research by researcher for deciding dependent and independent variables investigated in research (Harmon, 2003). The current study of Green human practices is independent variables included intellectual capital and social capital while organizational commitment is dependent variable. This research aims to investigate how these variables are linked HRM practices in organizational commitments. Hence it out most important that these variable studies at education's sectors level.

3.6 Population Study

The population is a collection of individual from which a sample is taken and is the major focus for a scientific query (Saunders, 2007). Here, we mentioned target population to include all those items that a researcher wants to investigate (Hair J. H., 2017). The purpose behind conducting the current study was investigate how intellectual capital and social capital relative advantage, trust, convenience, social influence and complexity in education sectors.

The education system of Pakistan is made from 305,763 institutions accommodating 51,835,089 college students and 2,073,433 teachers. The system consists of 189,748 (62%) public institutions and 116,015 (38%) personal institutions, which additionally encompass 31,115 fifteen Deeni Madaris. There are 188 educational institutions in Pakistan which are recognized by the HEC. Public, private, military, and vocational universities constitute the higher education system in Pakistan. In Islamabad/Rawalpindi are 32 universities located in Islamabad, which offer 681 study programs.

Employee of universities of twin cities: Islamabad and Rawalpindi made up the population for this research.

3.7 Demographic profile of the sample

The sample size was 78% male and 22% female. It is relevant that 37.6% of the study participants were between 30 and 40 years old, 10.8% were elder than 30 years. Likewise, 34.1% of the participants were between 40 and 50 years old. In terms of departments, 25.8% of respondents belonged to HRM employees dealing with environmental sustainability. That says a lot about the focus on GHRM. In addition, 32.8% of respondents had more than 10 years of experience.

Demographic Variable	Characteristic	Frequency	Percentage (%)
Gender	Male	224	78
	Female	63	22
	Total	287	100
Age	Under 30	31	10.8
	30–40	108	37.6
	40–50	98	34.1
	Above 50	50	17.5
	Total	287	100
Department	Finance	49	17.1
	Health safety & Environment	30	10.5
	HRM	74	25.8
	Marketing	38	13.2
	QEC	32	11.1
	Other	64	22.3
	Total	287	100
Work Experience	Less than 1	27	9.40
	1–3	36	12.5
	4–6	76	26.5
	7–10	54	18.8
	Above 10	94	32.8
	Total	287	100

Table 1: Authors' field survey September 2019-March 2020.

3.8 Construct measurement

This study adopted measuring scale from existing literature. For clarity, all items were measured on a five point Likert scale (1 = completely disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = completely agree). Also, all of the measurement items were in a positive statement. Green Recruitment and Selection scale was adopted from Jabbour et al (Jabbour C. J., 2016). The three

items of green training and development were adapted from Green Human Capital, organizational commitment scale is adapted (SteWart, 1994) (Chen Z. X.-L., 2002).

The current analysis was performed via “Smart PLS 3.2.9” on which PLS SEM was performed as it has many corresponding constructs in this current study. The factorial loadings are described in Table 2 in relation to the indicator loadings of the latent constructs, all elements were loaded significantly on their respective construct. The measured indicators have minimum loads (coefficients) of about 0.43 and maximum loads of about 0.83. The variance inflation factor (VIF) for all factors was below the threshold of +5 [170] showing that integration was not an issue in the research model. Therefore, Table 2 shows the summary of all investigation constructs and their measurement points with their corresponding loads (coefficients).

Constructs	Indicator	Indicator reliability	Cross loadings	VIF	Alpha	rho-A	Composite Reliability	Ave
Green Intellectual Capital	GIC1	0.769	0.769	4.267	0.76	0.797	0.84	0.521
	GIC2	0.796	0.796	4.520				
	GIC3	0.750	0.750	1.706				
	GIC4	0.794	0.794	1.600				
	GIC5	0.433	0.433	1.079				
Green Human Resource Management	GRS	0.614	0.614	3.953	0.855	0.876	0.888	0.535
	GRS2	0.815	0.815	5.301				
	GRS3	0.719	0.719	1.782				
	GRS4	0.837	0.837	3.198				
	GRS5	0.640	0.640	4.247				
	GTD2	0.768	0.768	4.480				
	GTD3	0.697	0.697	2.336				
Organizational Commitment	OC1	0.619	0.619	1.968	0.745	0.795	0.817	0.428
	OC3	0.591	0.591	1.960				
	OC5	0.758	0.758	1.363				
	OC6	0.662	0.662	2.201				
	OC7	0.641	0.641	2.165				
	OC8	0.645	0.645	1.824				

Table 2: Summary of all investigation constructs and their measurement points with their corresponding loads (coefficients).

3.9 Empirical results

The Partial Least Squares and Structural Equation Modeling (PLSSEM) tests were performed using the Smart PLS 3.2.9 statistical package. The PLSSEM technique was adopted instead of the Co-variance-Based Structural Model (CBSEM) because the latter requires the data; on the

other hand the PLS SEM technique does not support assumptions about the data distribution. Therefore, the overall results are not confused with abnormal data [171], which is why the PLS SEM approach was chosen.

In addition, the approach of Fornell and Larcker (Fornell, 1981) was used to measure discriminate validity. The results indicate that the study constructs satisfy both the basic and the rigorous assumptions, demonstrating the existence of discriminate validity. It is important to note that the values on the diagonal (bold) of the Fornell- Larcker table (see Table 3) represent the AVE of the constructs and must be greater than 0.50. The AVE of each construct must have a greater value than other constructs in both row and column in order to certify the presence of discriminate validity (Fornell, 1981).

Construct	GHRM	Green Intellectual Capital	Organizational Commitment	R-Square	R-Square Adjusted	Q-Square
GHRM	0.731	0.439	0.533	-	-	-
Green Intellectual Capital	0.375	0.722	0.628	0.140	0.137	0.066
Organizational Commitment	0.489	0.542	0.655	0.389	0.385	0.139

Table 3: Square roots of average variance extracted (AVE's) shown on diagonal Source: Authors' estimations from Smart PLS 3.2.9

3.10 Structural equation modeling—Hypotheses testing

The coefficients, standard errors, t-qualities and significance values (p) of the proposed model were calculated using a starting system of 5000 replicate (Fornell, 1981) . Path analysis is essential after a thorough model suitability analysis. In this phase of the analysis, fundamental relations among the study concepts are examined and recognized. Findings demonstrate the direct and indirect impact of HRMS practices on organizational commitment in the Pakistani education sector.

3.11 Direct effect

The results show that GHRM practices have a significant degree of association with green Intellectual capital (GIC) ($\beta = 0.374$, $t = 7.32$).GHRM also has a positive link with organizational commitment ($\beta = 0.333$, $t = 5.82$).GIC has positive impact on organization commitment ($\beta = 0.416$, $t = 6.65$).

Hypotheses	Beta	T	P	Status
H1	GHRM → Green Intellectual Capital	0.374	7.32	0.00
H2	GHRM → Organizational Commitment	0.333	5.82	0.00
H3	Green Intellectual Capital → Organizational Commitment	0.416	6.65	0.00

H4	GHRM → Green Intellectual Capital → Organizational Commitment	0.156	0.489	32%
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Table 4: Hypothesis

3.12 Indirect effect (Mediating effect)

The variance account for (VAF) technique was used to examine the mediated effect, which was obtained by dividing the indirect impact by the overall effect. Figure 1 shows the calculated result of 32%, indicating partial mediation.

4 Chapter: FINDINGS AND DISCUSSIONS

As we have observed in this research that GHRM has the major and valuable impact over the organizational commitment ($\beta = 0.333$ and $P = 0.000$). The data support the premise, and it can be stated that green human resource management can enhance organizational commitment significantly. GHRM has a substantial and significant impact on Green Intellectual Capital (GIC) ($\beta = 0.374$ and $P = 0.000$), according to the calculation. Green human resource management shows a strong predictor of green intellectual capital (Chahal, 2014).

Lastly, current research developed a hypothesis to examine the relationship between green Intellectual capital and organizational commitment (Norhasnina, 2018). As per observation of our research ($\beta = 0.416$ and $P = 0.000$) we have seen that green intellectual capital has an important effect in laying the role of organizational commitment. The findings are also consistent with theory and it is argued here that, Green Intellectual capital is a strong predictor of organizational commitment in the model (Reed K. K., 2000).

Green intellectual capital should be studied as a mediator between green organizational behavior and human resource commitment, according the researchers (Chien, 2012). As per the mediating analysis we have revealed impact of green Intellectual Capital in the mediatory relationship between green human resource management and organizational commitment. As a result, that organizations can create worker's ability and green knowledge through adoption of green human resource management practices, and that once a particular employee has developed such skills and knowledge as a result of organizations adopting green human resource management practices; it develops advanced organizational commitment within the employees.

4.1 Theoretical implications

This study has various theoretical implications. For starters, it fills in the appropriate by performing a study at education sectors in Pakistan. Second, this research adds to the body of understanding on the AMO theory. Third, this research looked into the mediation effect of green intellectual capital, which has been neglected in previous research.

The outcomes of our study provide guidelines to policymakers with HRM practices in education organizations that help inexperienced behavior. Training applications for growing environmental attention and information is critical due to the fact personnel with environmental talents are used to interfere in pro-environmental. Nevertheless, some other locating indicates that inexperienced intellectual capital performs a critical position organization the execution of techniques to sell Green practices. GHRM practices can facilitate policymakers to take benefit of the talents and understanding of personnel in imparting answers for environmental harms in the organization.

5 CONCLUSION AND RECOMMENDATION

The main aim of this research is to analyze the impact of GHRM procedures on education sectors commitment. A mediating analysis of green Intellectual capital was tested in this study. Our research adds to the body of knowledge of theory to employee green behavior. To fulfill the research goals, an extensive review was conducted to investigate PLS software. The findings reveal that green recruiting and selection, as well as green training and development, have a direct impact on organizational commitment. Green Intellectual Capital also has a mediating effect on green employment and selection, green training, and progress of organizational commitment.

5.1 Recommendation

Experts have recognized the advantages of GHRM, which might be referred to below:

1. Helping groups to carry down charges without dropping their talent.
2. Organizations have large boom possibilities with the aid of using being green and developing a new friendly environment, which facilitates in substantial operational financial savings with the aid of using lowering their carbon footprint.
3. It facilitates in achieving better employee job satisfaction and commitment, which leads to better productivity and sustainability.
4. Create a way of life of having subject for the well-being and fitness of fellow workers.
5. Improvement in organization the retention fee of the worker.
6. Improved public image. Any time a firm adds a green initiative to its workplace, it is able to use the event to generate positive public relations.
7. Organizations can sell environmental contributions to the media via press releases to earn the eye of potential customers and possible new sales.
8. Promote employee morale.

9. Improvement in attracting higher employees. Dolan's (1997) examine of USA MBA college students determined that maximum of the graduates could take a decrease profits to paintings for environmentally accountable organizations.
10. Reduction in the environmental effect of the company. Improved competitiveness and increased overall performance.
11. Reduction of software charges appreciably. Even small companies can appreciably lessen their software charges with the aid of using the usage of technology which are energy-green and much less wasteful. Rebates and Tax Benefits.
12. Green is simpler with the help of governments, nearby municipalities, Water deliver authority, and electric powered groups that provide tax incentives and rebates.
13. Increased enterprise possibilities.
14. Some authorities agencies, industrial companies, and nonprofit establishments mandate that handiest companies that meet unique inexperienced requirements can bid on their contracts.
15. Some additionally mandate that their shopping departments only purchase green products or use services and products offered with the aid of using groups that meet certain green standards. Reduction of environmental damage.
16. Encouraging employees, via schooling and compensation, to locate methods to reduce using environmentally adverse materials.
17. Today, maximum knowledgeable and prosperous purchasers search for groups that adopt environmental requirements.
18. Organizations pursuing environment-pleasant human resource policies are also immensely benefitted. This may assist in arriving at greener products and green savings

from waste elimination. The advertising of such values may additionally in a roundabout way enhance consumer satisfaction.

5.2 Limitation and future research

As per my observation, there are two problems. Initially, the collection of data is completely based upon modern sector. As a result, we anticipate future researchers using multilevel modeling and potential modifiers to constructively re-examine the model evaluated in this work. Second, only one mediator, green Intellectual capital, was investigated in this study. Other factors, such as green social capital, green work–life balance, and green health and safety, can also help to elaborate the relationship between GHRM and organizational commitment.

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