

**THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON GREEN
HUMAN RESOURCE MANAGEMENT WITH MEDIATING EFFECT OF
EMPLOYEE COMMITMENT: IN FOOD RELATED INDUSTRY**



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Declaration

I therefore proclaim that this research work/ investigation is my own work and has not published and printed as thesis, research work or article in any structure at any institution in Pakistan or abroad.

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ABBREVIATIONS

GHRM	Green Human Resource Management
CSR	Corporate Social Responsibility
EC	Employee commitment

ABSTRACT

The food industry in Pakistan, like its global counterparts, faces mounting pressure to adopt sustainable practices to mitigate environmental impact. In order to achieve sustainable practices in this industry, this thesis explores the interaction between corporate social responsibility (CSR) and green human resource management (green HRM), with a focus on the mediating role of employee commitment.

The study used a quantitative surveys and interviews to obtain perspectives from a wide range of workers and executives in Pakistani food-related companies. The goal of the study is to gauge employee commitment as a mediator between CSR and Green HRM activities and sustainability practices, as well as how widely adopted these practices are.

Through the examination of these variables, the research advances our understanding of the ways in which employee commitment, Green HRM practices, and CSR activities work together to affect the incorporation of sustainable practices in Pakistan's food business. The study's conclusions have application for companies in this field, providing direction on how to improve sustainability initiatives through the use of CSR and green human resource management strategies.

This thesis provides valuable insights that can guide the path toward a more sustainable and responsible future, making it an invaluable resource for academics, business leaders, policymakers, and all stakeholders involved in the food industry in Pakistan in a world where environmental stewardship is becoming increasingly important.

Keywords: Green Human Resource Management, Corporate social responsibility, employee commitment, food industry.

INTRODUCTION

1.1 Background

The organization has changed in the twenty-first century, as have its patterns, viewpoints, and concerns about environmental issues. It now has an interest in development that is justifiable, particularly in terms of environmental performance.

Stakeholders have recently become more concerned about environmental sustainability. Because of this, businesses employ a range of techniques to fulfill their responsibilities related to CSR (Kim, Kim, & Han, 2014). Concerned about the environment in which companies operate, the development community emphasizes the need to switch to more sustainable practices and implement greener technologies. In order to achieve the international standards for environmental preservation and conservation, organizations are developing conditional systems. In the corporate world of today, sustainability is seen as the long-term competitive edge. According to Mehta and Chugan (2015), green HRM is expanding into a large field of management for everyone. An efficient environmental management framework can be attained by including natural processes and destinations into organizational goal advancement (Iftikhar, Zaman, Rehmani, Ghias, & Islam, 2021). Organizations ought to think about formal ecological procedures in light of the growing concern over natural resources and the improvement of worldwide natural models. The green HRM concept was emphasized in writings on several concepts, including green retailing, green management, green bookkeeping, and green marketing (Peattie & Ratnayaka, 1992). Following green HRM practices, according to analysts, is a crucial factor in an organization's performance because they enable businesses to obtain a competitive edge (Ali, Islam, & Chung, 2020). Employee engagement, interest, and association are crucial for green human resource management. These procedures must be put into practice in daily life. According to studies, a natural management framework has a favorable impact on employees' private views and behavior regarding the environment (Renwick & Maguire, 2008). The current study will use a comprehensive method to determine how GHRM affects pro-environmental behavior. Employee performance is improved through HRM practices. Numerous studies have shown that green HRM practices have a favorable effect on employees' engagement in service recovery performance (Babakus et al. 2003). This study seeks to evaluate pro-environmental behavior 2 as a result of

green HRM and perceived CSR with the mediating function of employees' advocacy in the higher education sector, building on the research of (Shah, Cheema, Al-Ghazal, Ali, & Rafiq, 2020).

Green HRM practices are affected by corporate social responsibility (CSR). In recent years, the idea of CSR has received a lot of attention, and consumers have higher expectations of businesses in terms of their social and environmental responsibility. As a result, green HRM practices—which emphasize advancing environmental sustainability and minimizing the damaging effects of organizational operations on the environment—have begun to take off. They discuss the impact of CSR activities in promoting these practices and emphasizes the necessity for firms to implement efficient Green HRM practices for sustainable business operations. The study adds to the body of knowledge on CSR and green HRM practices and offers perceptions on the variables that can affect the adoption and use of these practices in businesses. 2020 (N. Farheen)

According to Al Fardan and Morris in 2019, H. Chen, Chen, Bernard, and Rahman in 2019, and Wavei in 2023, the food industry only makes up 3% of the GDP of the nation despite having significant infrastructure and potential. According to Nadeem et al. in 2019, Pakistan has over 10,000 food enterprises, although their influence on GDP is only marginal.

The implementation of green human resource management (GHRM) strategies is a result of the food industry's obligation to address environmental challenges. As noted by Y. M. Yusoff, Nejati, Kee, and Amran in 2020, this action is intended to help food businesses as well as other stakeholders while also having a favorable impact on the environment. As discussed by Benevene and Buonomo in 2020, previous research emphasizes that GHRM practices should be seen as predictors of environmental performance because environmental issues have an impact on every aspect of the company food production, waste management, culture, beliefs, strategies, and employee behavior.

According to Renwick, Redman, and Maguire in 2013, GHRM techniques including "green recruitment or hiring, green training, green performance appraisal," as well as green policies and processes, make it simpler to adopt. These GHRM techniques improve how green organizational support (POS) is perceived. Thanks to the different GHRM activities, as recommended by Pinzone, Guerri, Lettieri, and Huisinigh in 2019, employees understand that their company takes pride in its environmental initiatives and cares about their well-being. As a result, especially in the food

business, workers are more likely to adopt pro-environmental attitudes and engage in green innovative work behaviors (GIWB). This in turn offers convincing proof that the use of GHRM enhances environmental performance.

1.2 Contextual Analysis

The state of any country or industry, including the food industry, can be changed by a number of important factors, one of which is the food industry itself. The food business contributes significantly to raising living standards and lowering inequality. Through culinary expertise, food knowledge, and the creative process of those working in the sector, it also plays a key part in developing competencies within a society. The benefits of a healthy food business are not simply beneficial to the whole economy; those who work in this sector can also benefit greatly from it. These factors have led to governments in many nations placing a high priority on the food business and institutions that are tied to it (Waring, 2013).

According to the Economic survey of Pakistan (2021-2022), In total, there are approximately 2500+ food processing units in Pakistan. Revenue in the Food market amounts to US\$113.80bn in 2023. The market is expected to grow annually by 7.77% (CAGR 2023-2028). The market's largest segment is the segment Bread & Cereal Products with a market volume of US\$21.25bn in 2023

The progress made in the food industry in Pakistan, along with the skills and expertise gained over time, have not only benefited Pakistan itself but also the neighboring regions. For a nation like Pakistan, which is striving for socio-economic development, it is crucial to harness a significant portion of its population, particularly its youth, as a valuable resource. This transformation can be achieved by establishing a high-quality and contemporary food industry. In recent times, the food industry has faced an array of challenges and evolving demands, (Bargh et al., 1996; Saiti et al., 2018). Developed countries are exerting specialized and concerted efforts in order to overcome these challenges (Trakman, 2008) It is noticed that countries having centralized, complex and multi-level governance structures are 3 facing more troubles in managing their food sector sector (Ivancheva & Syndicus, 2019). Centralized governance is one of the major reasons of management issues in food industry in countries like Pakistan (Trakman, 2008). the management and governance issues of higher education sector are accompanied by variation in policies of different governments, fragile democracy

and ad-hoc formulation and implementation of policies (Gilani, 2015). The political instability faced by Pakistan since its independence and lack of long-term policy has severely impacted the governance and management in different sectors (Hoodbhoy, 1998). It has also limited the effective formulation and implementation of policies in the food sector of Pakistan (Harvey, 2004).

1.3 Problem Statement

There has been unwavering consensus for the past 20 years that there needs to be a global push for realistic environmental management. It occurs as a result of the devastating effects of pollution, which have been rapidly degrading natural resources (Ahmed & Nisar, 2015). Environmental sustainability is seriously threatened by pollution, which also has devastating effects. Numerous human activities lead to pollution, endangering the lives of billions of people. We can combat these threats if people engage in pro-environmental conduct. All actions that promote environmental sustainability and resource conservation are considered pro-environmental behaviors.

It includes, but is not limited to, purchasing personal goods and services (such as energy for travel and the home), using environmentally friendly products (such as cooling and heating at home), getting rid of domestic waste, and buying organic food and recycled items (Stern 1997). Even while people are aware of the need of environmentally friendly conduct, they may not always act on their interest and concern. According to studies, 53% of people in the USA, Canada, Germany, India, Pakistan, Brazil, and France are concerned about the sustainability of the environment but are still open to participating in actions that help protect it (Bonini et al., 2008). Due to this mismatch, the question of what is crucial to encourage individuals to engage in CSR and GHRM practices. This discrepancy raises the question of what is essential to encourage them to act in an environmentally friendly manner. Previous studies have shown that an organization's CSR policies have a significant impact on how its employees behave in an environmentally responsible way (Jilani, Yang, & Siddique, 2021). According to Gholamrezai, Aliabadi, and Ataei (2021), social norms are a key factor in shaping employees' conduct. Green human resource management influences behavior in addition to corporate social responsibility. Researchers found that employing green human resource management

fosters employees' environmental consciousness and influences their behavior to develop five eco-friendly attitudes in both their professional and personal lives.

In other words, green human resource management encourages employees to operate in an environmentally responsible manner by rewarding them for engaging in greener activities (Cincera & Krajhanzl, 2013). Given this issue, the current study seeks to address GHRM, CSR activities, and employee commitment in food industry

1.4 Research Gap

Our study fills a significant research void by examining the impact of CSR on Green HRM in the context of the food sector, with employee commitment as a mediating component. Previous studies, including that conducted by N. Farheen in 2020, examined how employee empowerment mediates the connection between CSR and green HRM. However, the information gathered for these studies was particular to a single developing nation and city, which might have limited the applicability of the conclusions to other areas. Furthermore, the earlier studies only looked at a small number of Green HRM activities, potentially omitting a wider range of practices important for achieving environmental sustainability.

In 2023, Meraj et al. investigated Green HRM practices in Pakistan's hotel business and recommended that similar studies be carried out in a variety of industries. By investigating the specific link within Pakistan's food business, our study fills in this void. With an emphasis on the mediating function of employee commitment within the food-related sector, this study aims to offer insightful information about how CSR initiatives effect Green HRM.

1.5 Research Questions

Based on the research gap, following research questions are addressed in the study:

- Does CSR have a positive effect on the Green HRM practices of an organization?
- Does CSR have a positive effect on the employee commitment in an organization?
- Does employee commitment have a positive effect on the Green HRM practices of an organization?
- Does employee commitment positively mediate the relationship between CSR and green HRM practices?

1.6 Research Objectives

Based on the research questions, following research objectives can be achieved in the study:

1. To analyze that CSR positively effects GHRM in food industry of Pakistan
2. To explore that CSR positively effects the employee commitment in an organization
3. To study that employee commitment has a positive effect on the Green HRM practices of an organization.
4. To analyze that employee commitment positively mediate the relationship between CSR and green HRM practices

GHRM is viewed as a crucial illustration of this link. Green HRM includes several fundamental procedures and principles, such as teleconferencing, telecommuting, virtual interviewing, recycling, and energy-efficient office buildings (Hussain, 2018).

By tying its policies to the environmental factor with the aim of sustainability, HR acts as a catalyst for change inside the organization towards environmentalism (Jyoti, 2019).

The present study attempts to find the impact of GHRM and CSR activities on employee commitment in food sector of Pakistan It will help the food businesses to identify how these factors are playing role in shaping environment that is suitable for the survival of all the individuals and also enable them to become proactive

Because of the execution of green human resource practices, some aspects of organization, such as corporate image can be enhanced. (Shen, Dumot, & Deng, 2018) It incorporates other benefits for organization such as creating environmentally friendly culture of organization, enhancing efficiency of different resources and decreasing waste of money.

The execution of green human resource practices within the organization is also beneficial for employees at individual level. For instance, the benefits are reflected in green work outcomes including. green competencies, green behavior, pro-environmental commitment and, increasing green individual values; and non-green work outcomes like

sense of ownership, enhanced wellbeing of employees, job productivity, job satisfaction and employee loyalty (Shurati & Sugiarto, 2020)

1.7 Scope of the Study

The scope of the study is limited to collecting data from the employees of food sector including public and private sector of Rawalpindi and Islamabad. The unit of analysis are the managers and employees working in the food industry. The present investigation aims to explore the correlation among corporate social responsibility (CSR) initiatives, green human resource management (GHRM), and employee commitment within the food business. In addition to analyzing GHRM procedures, it will monitor employee attitudes and actions regarding environmental sustainability as well as CSR projects. The purpose of the study is to determine how GHRM and CSR affect employee commitment and to offer useful suggestions for advancing environmental sustainability in the food industry. The study will investigate how employee commitment to environmental sustainability in the food industry is influenced by green human resource management (GHRM) and corporate social responsibility (CSR) initiatives using surveys and interviews. While qualitative information from interviews will be thematically studied, quantitative data from surveys will be statistically examined. The results will offer firms useful suggestions on how to improve their GHRM and CSR procedures in order to support environmental sustainability.

Chapter II

LITERATURE REVIEW

2.1 Corporate Social Responsibility

Barnett (2007) defined corporate social responsibility (CSR) as an adaptable component of organizational resources that seeks to improve support for social welfare and, in the process, fortify connections with stakeholders. Mattingly and Berman (2006) highlight two critical aspects that represent positive corporate social responsibility (CSR) activities by utilizing the insightful data from Kinder, Lydenberg, Domini (KLD) social evaluations.

The first dimension, referred to as a structural quality, includes the participation of various stakeholders and positive network activities. This involves a range of actions, including kind contributions, volunteer work, and programs that support the advancement of minorities and women. Through their active participation in these initiatives, organizations show that they are dedicated to making a beneficial impact on society.

Research and development (R&D) investments and corporate social responsibility (CSR) initiatives are further linked by Bear, Rahman, and Post (2010). They claim that these programs not only provide intangible wealth but also give organizations notoriety, which helps them grow internationally.

This thorough understanding of CSR makes it clear that businesses have progressed beyond just putting shareholder returns first. Rather, they understand the value of interacting with different stakeholders in a proactive manner. Thus, CSR is a pledge to use corporate resources and discretionary business operations to enhance the general well-being of the community. Organizations that embrace corporate social responsibility (CSR) not only meet their social obligations but also advance society at large.

Henriques (2013) claims that the Triple Bottom Line (3P) theory explains how businesses should function over the long run by taking three important aspects into account. Profit is still the fundamental goal of any company, with an emphasis on attaining growth via better work management, streamlined procedures, decreased inefficiencies, time and resource savings, and optimizing the effective use of commodities.

Furthermore, people's (society's) support is necessary for corporate sustainability in the business environment. A business must be committed to giving society its greatest benefits as it is an essential component of society. The community's cooperation with organizations promotes the maintenance of a flourishing way of life.

An organization's actions have a direct impact on the environment, and a healthier ecosystem will ultimately benefit the company. The benefits of environmental conservation efforts for an organization include promoting health and well-being, ensuring the sustainable availability of natural resources, and actively participating in environmental conservation efforts. Businesses that prioritize these aspects also contribute to the overall welfare of society and the environment. ISO 26000 defines Corporate Social Responsibility (CSR) as covering seven key areas: environment, human rights, organizational governance, labor practices, client issues, social development, and truthful operating exercise. Organizations are encouraged to implement CSR initiatives either in a phased.

CSR initiatives usually involve a broad range of activities, but some popular ones are as follows:

- Directly supporting non-profits, such neighborhood food banks, frequently through management donations and staff volunteerism.
- Putting in place job training initiatives for people with disabilities.
- Agreeing to commit to a specific degree of diversity in the workforce by taking racial and sexual orientation into account.
- Making a major effort to lessen the company's negative effects on the environment by implementing strategies including supply chain optimization, recycling promotion, energy consumption reduction, and other sustainability initiatives.

In conclusion, companies are urged to incorporate social and environmental responsibility into their operations and take part in endeavors that benefit society at large. CSR projects cover a variety of social and environmental responsibility facets.

The corporate social responsibility (CSR) movement, which aims to manage stakeholder interactions in a responsible and sustainable way, has gained more and more support in the food

business. Although CSR is applicable to a wide range of enterprises, the food industry is particularly significant because of the industry's significant influence on the environment and wildlife. The supply chain for chickens serves as an example of the CSR difficulties in this industry. Good CSR plans should cover every facet of a business's activities, refraining from focusing only on certain PR initiatives and concentrating on topics that are most important to the enterprise. A strong CSR agenda can provide a company with a competitive edge, efficient risk management, cost savings, and beneficial spillover effects. (paene ,2006)

A study explores the critical relationship between corporate social responsibility (CSR) and sustainable development in the context of economic globalization and technological competition. The research, focusing on Chinese A-share listed companies from 2015 to 2019, indicates that active CSR positively contributes to sustainable corporate development. Moreover, internal governance factors such as internal control, management capabilities, and accounting information quality play a crucial role in moderating the impact of CSR on sustainability. These findings provide a theoretical basis for future research on CSR and sustainable development, offering insights that can inform both governmental policies and corporate practices, particularly in the realm of corporate governance (Wu, L., & Jin, S. 2022, November).

2.2 Green Human Resource Management

It is defined as HR practices that are environment friendly and subscribes to the sustainable usage of resources in the industrial sector around the globe. It was initially regarded as the HRM facet of environmental management (Budhwar & RSparrow, 2002). Because of this reason, initially, it was merely observed with respect to the strategic options and practices of HR department.

GHRM depends on multidisciplinary approach that incorporates methods from different areas of psychology, management, economics, and sociology and because of this wide array of related questions and issues arises (Ren, Tang, & Jackson, 2018).

Under the umbrella of researches on green HRM, there is everything that links to the adoption, awareness and execution of human resource practices, which are affecting the sustainability. In short, GHRM incorporates all the practices that leads to the

economic, social (employee health, safety, wellness) and environmental sustainability dimensions from the viewpoint of personnel and fulfilling all the sustainability requirements of organization (Marrewijk & Hardjono, 2003).

There are numerous reasons for considering green human resource management as a vital challenge for the execution of an efficient sustainability approach for a company. Firstly, HRM has a vital part in greener practices of organization through selection, recruitment, training, development, compensation management, rewards, exit policies and performance appraisal along with communicating values and culture of an organization (Renwick, Redman, & Maguire, 2013). Secondly, changes that an organization needs help to move towards sustainability approach and there must be a direct involvement of management as well as all the workers, not by only those who are directly impacted by GHRM practices, as these practices can encourage and maintain green behaviors among all the employees of an organization (DUBOIS & DUBOIS, 2012) . In the context of human resource administration (HRA), the paper explores the new research paradigm of green human resource management (GHRM) and offers a thorough summary of the corpus of previous research on the subject. With the use of a bibliometric analysis spanning 418 documents from 2008 to 2022, the study investigates the quantity, patterns, worldwide distribution, eminent journals, top writers, significant nations, and dominant sectors in GHRM scholarship. Although GHRM is a relatively new idea, the study's findings should provide modern academics with important fresh information about the state and developments in this subject. The theoretical framework clarifies the development of the literature and offers a basis for comprehending earlier GHRM-related research issues. The utilization of Scopus core-collection and VOS-viewer enhances the graphical representation of data, incorporating bibliographic coupling and co-citation features. Ultimately, the study contributes to the understanding of GHRM's effectiveness in diverse organizations. (Akhtar, U. A., Muhammad, R., Bakar, L. J. A., Parameswaranpillai, V., Raj, B., & Khan, N. B. 2023)

Besides, an effective approach to sustainability, it just not only requires obedience with formal rules and policies but also personnel's acceptability and involvement with

voluntarily green initiatives in the organization like decreasing paper consumption and electricity, and using stairs instead of elevators.

Environmental issues impact private lives of employees in variety of ways. It is not just because of the fact that quality of environment has an impact on the quality of lives of people but also environmental sustainability is linked with the choices, values and behavior of employees (Taylor, 2012) For example, various researches revealed that while recruiting new workers, firms come across a large number of candidates who want to join greener organizations (Brekke & Nyborg, 2008)

Current literature of GHM has main emphasis on perspective and theoretical papers, tacking theoretical framework or explaining possible effect of executing GHRM in organizations. Till now less emphasis has been given to the real outcomes of activities and actions that are used in establishing green organizational approach through green human resource management.

The goal of the study is to evaluate how organizational citizenship behavior (OCB) in Portuguese businesses with ISO 14001 certification is impacted by green human resource management (GHRM). The study looks into how work satisfaction and organizational identity function as mediators. 120 workers from industrial businesses with ISO 14001 certification participated in the survey. The results point to a mediation model in which GHRM and its effect on OCB are linked, with work satisfaction playing a critical role. The study emphasizes how important it is to understand how the introduction of a GHRM system in an organization would affect each individual. (Freire, C., & Pieta, P. 2022)

2.3 Employee Commitment

In the Aziz et al. (2021) study, the relationship between job satisfaction and employee commitment was examined in a few private institutions in the Kurdistan area of Iraq. The study used a quantitative approach to collect data on the relationship between job satisfaction and organizational commitment, covering three distinct private institutions. The findings showed a strong relationship between work satisfaction and the three independent components. As a result, the results point to useful strategies that university

administration might implement to improve staff commitment. The study found a significant correlation between job satisfaction and employee commitment, emphasizing that contented workers are more likely to be dedicated to the firm. According to Aziz et al. (2021), this observation highlights the beneficial effects of work satisfaction on encouraging organizational commitment.

The study highlighted how organizational commitment predicts a number of work-related characteristics, including job performance, organizational citizenship behavior, and turnover. Role stress, reinforcement, job instability, employability, and authority delegation are a few examples of elements that have been connected to an employee's sense of commitment to the firm.

The research emphasizes how crucial commitment is to creating partnerships that are fruitful, cooperative, and long-lasting (Dwyer et al., 1987; Morgan & Hunt, 1994; Garbarino & Johnson, 1999). The empirical study of commitment, particularly as it relates to its definition, mechanisms, and consequences in various relationship contexts, is still scarce despite the general public's keen interest in the topic. In the larger context of trade relationships research, professional service firms—like law and consulting firms—appear as understudied fields (Beaton & Beaton, 1995).

By highlighting the significance of commitment for relationship success, the literature review provides a theoretical framework. It takes into account elements such as the "nature of commitment" (affective, continuance, and normative commitment) and the "focus of commitment" (the thing to which one is psychologically committed) (Meyer & Allen, 1991; Becker & Billings, 1993).

2.4 CSR and Green HRM

A study was conducted to analyze the influence of green HRM practices on proenvironmental behavior of employees. Data was collected from 374 employees who were employed in pharmaceutical, chemical, food and power and coal industry. Results showed that Green Human Resource Management practices have positive effect on proenvironmental behavior of employees (Dakhan a. A., et al., 2021).

The study was conducted to investigate the impact of GHRM on proenvironmental behaviors. Data was collected from 342 employees and was analyzed

by using smart PLS. Findings of the study showed that green HRM impact green commitments and proenvironmental behavior of employees (Ansari, Farrukh, & Raza, 2020)

Research study was conducted to investigate the key factors of GHRM practices in Malaysia. The study took place in two phases. In the initial phase, archival research method was used. Whereas in the second phase, interview method was used. Findings of the study showed that green HRM practices can be used to harness its full potential is motivating employee's pro environmental behavior in the organization. Findings also showed that implementation of green HRM practices will encourage PEB of employees and thus reduce increased risk of climate change (Mishra, 2017).

Another research study was conducted to access the influence of green human resource management practices on pro-environmental behavior of employees in higher education sector. Data was collected from 240 female faculty and other staff members of the universities by using questionnaire method and was analyzed through confirmatory factor analysis, structural equation modeling and SEM-PLS by using PLX software. Results showed that green human resource management practices positively impact PEB of employees (Dakhan, et al., 2020)

This research study was conducted to address the effect of green human resource management on making employees more environmentally concerned. The secondary data was collected by establishing thematic table, coding, axial and quality review tables. The results of the study revealed that constant GHRM practices establish pro environmental behavior. Green human resource management practices motivate employees to reduce waste, take care of natural resources and avoid those practices that can be threat the sustainability of environment (Shreevamshi, Kulkarni, Jadhavar, Vemuri, & Kumar, 2022)

A research study was conducted with the aim to find the effect of green human resource management practices (green empowerment, green recruitment and selection, green performance management, green training and development) on pro environmental behavior of employees. Data was collected from 347 employees who were working in

different industries like pharmaceutical, power industry, coal generating, chemical and food. Results of the study revealed that green human resource management practices positively impact the pro environmental behavior of employees (Saeed, et al., 2019).

H₁: Corporate Social Responsibility (CSR) has a positive impact on GHRM

2.5 CSR and employee commitment

A research study was conducted to examine the relationship between perceived corporate social responsibility of employees and coworker's pro-environmental advocacy. The data was collected from 265 employees and it was analyzed by using hierarchical regression analysis and bootstrap approach. The results of the study revealed that perceived corporate social responsibility is positively related to coworker's pro-environmental advocacy (Liu, Guo, Liao, Li, & Wang, 2022). Therefore, it is hypothesized:

H₂: corporate social responsibility positively influences employee commitment

2.6 GHRM and employee commitment

A research study was conducted to access what factors shape green advocacy of employees and its psychological mechanism. The hypothesis was formulated on the basis of cognitive consistency theory which states that green human resource management can impact the organization-based self-esteem of employees which in turn motivate them to indulge in green advocacy in order to develop their positive image. The data was collected from 135 employees and their chief HR officers. The results of the study revealed that green human resource management positively impact the coworker's pro environmental advocacy (Cheng, Liu, Yuan, Zhang, & 4, 2022). Based on this research, it can be hypothesized:

- *H₃ : There is a positive correlation between employee commitment and the effectiveness of green Human Resource Management (GHRM) practices within an organization.*

2.7 Employee commitment, CSR and GHRM

A research study was conducted in order to investigate the impact of Perceived CSR on pro-environment behavior of employees through pro environmental advocacy

and organizational identification. The data was collected from 331 employees of 32 hotels of Malaysia by using self-administered questionnaire method. The results revealed that perceived CSR cause proenvironment advocacy which in turn leads to pro-environment behavior.

Another research study was conducted to access the impact of perceived CSR on pro environmental behavior of employees with the mediating role of coworker's advocacy, moral reflectiveness and environmental commitment. The data was collected from 560 employees and was analyzed by using structural equation modeling. The results of the study revealed that coworker's pro environmental advocacy, reflectiveness and environmental commitment mediates the association between pro-environmental behavior of employees and perceived corporate social responsibility (Afsar & Umrani, 2019).

H4: Employee commitment mediates the relationship between GHRM practices and CSR

2.8 Theory

Social exchange theory states that people interaction with each other is based on self-assessments of cost and benefit analysis (M, 1964). People wants to minimize their costs and maximize the benefits while interacting with each other (Jahan & Kim, 2021). This theory predicts that the relationship between pro-environmental behavior and perceived CSR is mediated by proenvironmental advocacy (Homans, 1958). When personnel feel that their company is indulge in socially responsible activities, they will respond to the society with positive behaviors and attitudes (Asfar & Umrani, 2020)

Coworker pro environmental advocacy involves discussion with colleagues regarding environmental issues, potential solutions, sharing related knowledge in order to enhance the sustainability of surrounding environment. Researchers believed that perceived CSR affects pro environmental advocacy of employees (Asfar & Umrani, 2020), which in turn positively impact pro environmental behavior (Norton, Parker, & Zacher, 2015). Employee's interaction can also shape pro environmental behavior (Frese & Fay, 2001).

Coworkers give hints through their statements, behaviors and gestures in order to assist in regulating their behaviors (Groth, Goldman, Gilliland, & Bies, 2002). Researchers revealed that people usually show their behaviors according to the advocacy that is given to them, and mostly, they depend on it (Brass & Burkhardt, 1993). When employees observe that organization indulges in pro environmental behavior, they will also display similar kind of behavior. It shows that perceived CSR leads to the PEB through the mediating role of pro-environmental advocacy of coworkers. Prior literature also supports the mediating role of coworkers' advocacy. They revealed that perceived Corporate Social Responsibility impacts pro environmental behavior of employees, and coworker's advocacy mediates the relationship between PEB and Perceived CSR (Asfar & Umrani, 2020)

2.9 Theoretical Framework

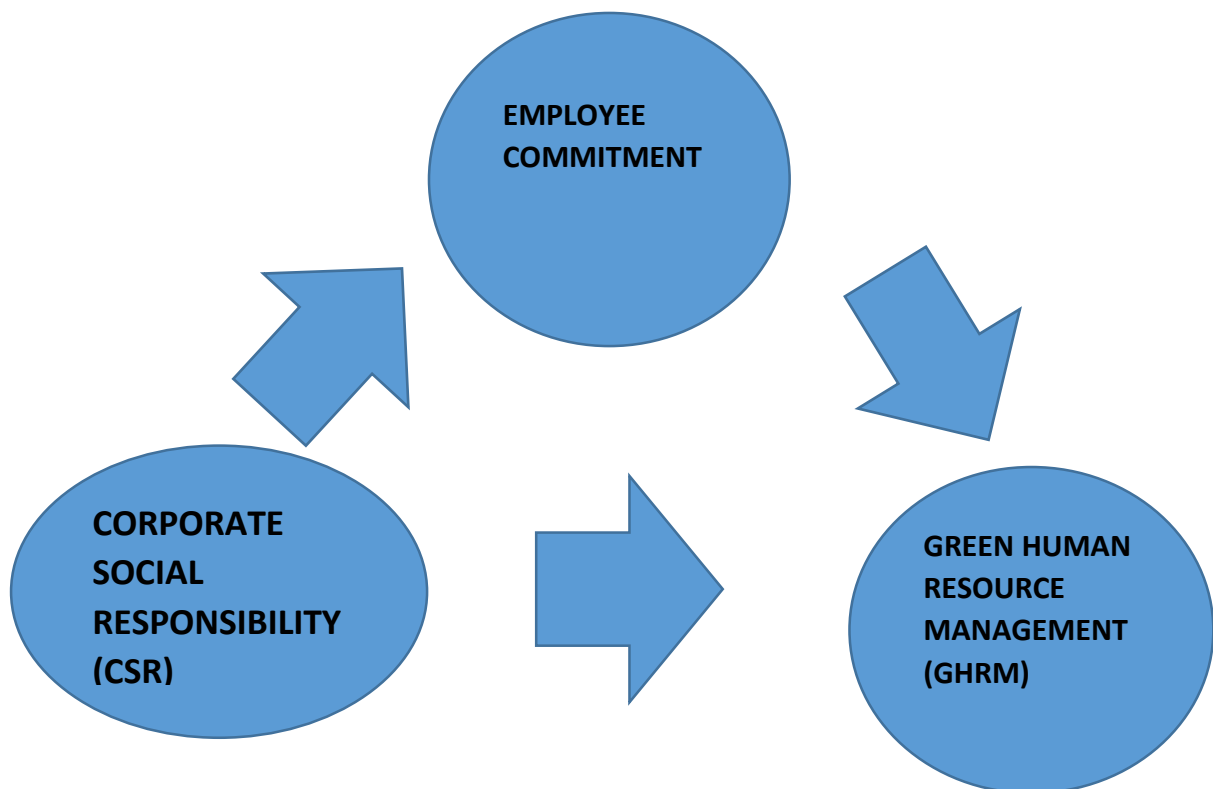


Figure 2.1: Conceptual Framework of the Study

CSR initiatives directly impact the adoption and implementation of GHRM practices within organizations. Companies committed to CSR are more likely to invest in GHRM strategies as part of their broader sustainability efforts. Employee commitment serves as a mediator in the relationship between CSR and GHRM. CSR initiatives influence employee commitment to environmental sustainability, which, in turn, shapes the adoption and effectiveness of GHRM practices. This theoretical framework proposes that CSR initiatives influence GHRM practices indirectly through their impact on employee commitment to environmental sustainability. Employee commitment, in turn, mediates the relationship between CSR and GHRM, highlighting the importance of considering employee attitudes and behaviors in the implementation of sustainability initiatives within organizations.

Chapter III

METHODOLOGY

3.1 Research Design

The Morgan table states that a minimum sample size of 331 should be used if the population size is larger than 2500+. In order to get a representative sample for this investigation, we employ a convenience sampling technique. 400 questionnaires were given to SMEs in Pakistan's food industry in Rawalpindi and Islamabad in order to verify the 331 responders. The survey was carried out from September to December 2023 with samples gathered from Pakistan's food business. A total of 350 valid questionnaires were returned, representing a 70% response rate. (350 valid questionnaires). The survey was given to managers and staff with experience in HR who were familiar with GHRM and CSR. First, we emailed an electronic questionnaire to the food industry's HR department in Islamabad, Rawalpindi. Next, we visited various food industries to collect completed questionnaires, and we received 347 of them. The sample's demographic and socioeconomic profiles identified 62% of the men and 38% of the women. Of the participants, 52% earned a master's degree or above, and 48% graduated with a concentration in HR

3.1.1 Type of Study

The present study is a quantitative study that uses self-administered questionnaire to collect data.

3.1.2 Research strategy

The present study is a cross sectional study because it collects data at one point in a given time. Regarding the food sector and employee commitment, the four basic categories of research approaches are descriptive, experimental, causal, and correlational. Descriptive research uses precise language to study certain subjects or situations, focusing on behavior and ignoring the consequences. When it comes to experimental designs in the food sector, the goal is to determine the relationship between one variable and another, especially when it comes to controlling dependent variables. This is all backed up by thorough statistical analysis. Conversely, correlational research characterizes the links between variables by examining and evaluating those that show associations while controlling for unrelated variables.

The nature of the study is cause and effect as its main aim is to find the impact of independent variables (corporate social responsibility and green human resource management) on dependent variable (employee commitment). In the food industry, causal research is a useful tool for pinpointing the factors that directly affect employee commitment. This helps to clarify the cause-and-effect dynamics that exist in this significant industry.

3.1.3 Research approach

There are two types of research approaches: qualitative and quantitative. Non-statistical approaches and procedures are used in the study of qualitative data. The quantitative approach, on the other hand, uses statistical techniques to analyze data. Quantitative research methods are applied in this work. We shall use statistically based closed-ended questions in our survey. To ascertain the relationship between the three variables

3.2 Population

Employee commitment is examined in Pakistan's food industry as part of this study. The population of our study would include food industries in Pakistan. Like Murree brewery,

Ismail industries limited, fauji foods, red berry roasters, bistro noir, flo , villa vista and many other eateries.

3.3 Sample

3.3.1 Sampling technique

Non probability sampling was utilized due to the lack of guarantee that every component was selected with equal representation. Because comprehensive data covering the whole food business spectrum in this particular context was not accessible, the researchers chose to use a convenience sampling strategy. Because it entails choosing participants who are easily available and focuses on the public sector within the food industry, this technique saves the researcher time and money.

3.3.2 Sample frame

A sample size of 347 is estimated by using Morgan table. The sample's demographic and socioeconomic profiles identified 62% of the men and 38% of the women. Of the participants, 52% earned a master's degree or above, and 48% graduated with a concentration in HR

3.3.3 Statistical Technique

Since data analysis is regarded as the foundation of research, it is an essential component of all studies (Johnson, 2014). for evaluating and drawing conclusions from the information gathered via questionnaires. For the SPSS and Process Hayes data analysis. Association and dependability Regression analysis and validity will be performed using SPSS (Sekaran & Roger, 2003). whereas Hayes (2013) process macros in SPSS will be used to perform mediation analysis

3.3.4 Data collection Technique

The data is going to be collected through questionnaires. We have adopted close-ended questions from previous research article that establishes on a Six-point scale showing as:

<input type="radio"/> Strongly Disagree
<input type="radio"/> Disagree
<input type="radio"/> Slightly Disagree
<input type="radio"/> Slightly Agree
<input type="radio"/> Agree
<input type="radio"/> Strongly Agree

3.3.5 research questionnaire

Participants in the research study include HR managers as well as workers in the food industry. A Likert scale is used as the main instrument to examine the opinions of these respondents and extract significant information. The response possibilities for this Likert scale are "Strongly Agree," "slightly agree", "Agree," "Disagree" "Slightly Disagree," and "Strongly Disagree." The scale runs from 1 to 6.

This scale is a useful tool for using the phases framework in the context of the study. Survey participants are given a scale on which to rank their opinions and attitudes from 1 to 6, representing how closely they agree with certain assertions. These statements include a wide range of topics related to their commitment working environment, such as the degree of assistance they receive from management and coworkers, the availability of community resources, the presence of positive working practices, and their level of happiness with the physical features of their place of employment.

Furthermore, the questionnaire addresses issues related to csr and ghrm and employee commitment within the workplace, seeking insights into both the occurrences and their consequential effects.

3.3.6 Ethical Consideration

This research was meticulously conducted while adhering strictly to ethical principles and the criteria established by the American Psychological Association (APA). The Bahria University, Islamabad faculty of the Bahria Business School formally approved the study's goals, research methods, and questionnaires.

Participants were kept regularly informed about the goal of the study during the data collecting phase, and efforts were made to get their informed consent in order to guarantee their voluntary participation. Every research participant confidentially was maintained, and any queries or worries they expressed were duly taken care of.

Chapter IV

RESULTS

4.1 Descriptive Analysis

Table 1

1.1 Sample Characteristics

1.1.1 Demographic Characteristics of Respondents

Table 0.1 Respondents Frequency by Gender Frequency

Male	214	62 %
Female	132	38 %

The results in Table 4.1 illustrate that the respondents contributed to the current survey. Gender is categorized into parts first is male and second is female. The table shows that the sample consisted of 214 (62 %) male and 132 (38 %) female, out of 346 respondents of this current study.

Table 0.2 Respondents Frequency by Age

	Frequency	Percentage
20-30 years	271	78.40 %
31-41 years	47	13.5 %
42-53 years	19	5.5 %
53-63 years	8	2.1 %
63 years	1	0.5 %

The age distribution in the sample is shown by the frequency distribution shown in Table 4.2. It is clear that 271 (78.40%) of the 346 responders, or the majority, are between the ages of 20 and 30. The age range of 31–41 years old had 47 (13.5%) responders. Furthermore, 19 (5.5%) of the respondents are between the ages of 42 and 53, and 8 (2.1%) are between the ages of 53 and 63. One respondent (0.5%) is older than

sixty-three. The age distribution makes clear that the majority of responders are in the 20–30 age range. According to the table, of the 346 respondents, 111 (32%) work in the private sector, 66 (19%) are employed by partnerships, 58 (16.7%) are in the government sector, 43 (12.5%) are entrepreneurs, 45 (13%) are unemployed at the moment, and 23 (6.8%) have other sources of income. These numbers shed light on the wide range of work positions held by research participants.

4.2 Cronbach Alpha

A statistical metric called Cronbach's alpha is employed to evaluate the internal consistency or reliability of a collection of survey or test items. It measures the degree to which a group of objects are connected to one another. Higher values of the alpha coefficient, which goes from 0 to 1, denote better internal consistency. It aids in ensuring that a measurement instrument's components are reliably measuring the same underlying construct. When the Cronbach's alpha is high, it indicates that the items are dependable in assessing the desired notion.

Both composite reliability and Cronbach's alpha were used to evaluate the scale's reliability in SPSS 27. According to Bretz and Mclary (2014), a standard of 0.7 has historically been considered a sign of adequate reliability. In contrast, values below 0.7 are often seen as less desirable and are frequently linked to problems with the instrument or concerns connected to internal consistency, as mentioned in the literature by Griethuijsen et al. (2014).

4.2.1 Cronbach Alpha

Table 0.3 Variables of Reliability Statistics

Reliability Statistics		
Variable	Cronbach's Alpha	N of Items
CSR	.761	11
GHRM	.757	13
EC	.729	08

The dependability statistics for this study show that the Cronbach's alpha values are quite strong. These results clearly demonstrate the excellent degree of consistency and reliability present in the questionnaire that was used in the majority of the study. The Cronbach's alpha values, which are within the predetermined range of 0.7-0.9, highlight the validity of the survey and the dependability of the respondents' answers. The increased consistency of the Likert scale and the transparent and genuine character of the dynamic questionnaire used in this quantitative study are demonstrated by the Cronbach's alpha.

****Correlation**** (1.2.3)

One statistical technique for showing the link between two variables is correlation. The Pearson's correlation coefficient reveals two essential components of correlation: the strength of the relationship between the variables and the relevance of the association between them (Mertler & Reinhart, 2016). Usually, 'r' has a value between 0 and 1, where 0 denotes little or no relationship and 1 denotes a strong, linear relationship between the variables. Puth et al. (2014) explicate that correlation outcomes can be interpreted in multiple ways. There are two possible directions in which two variables are associated: positively or negatively. A positive coefficient denotes a direct, positive association, whereas a negative coefficient suggests an inverse relationship

Table 0.4 correlation of Variables

	CSR	GHRM	EC
CSR	1		
GHRM	0.56**	1	
EC	0.45**	0.66**	1

The positive correlation between the independent and dependent variables is indicated by the r1 value of 0.56, which highlights the positive relationship between CSR and GHRM. Also the value of 0.45 and 0.66 indicates the positive and significant association between employee commitment with CSR and GHRM respectively.

4.4 Regression

Regression analysis is used to examine the nature of the relationship between variables, whereas correlation analysis proves the existence of a link between variables. The degree of correlation between a dependent variable and one or more independent variables is ascertained using regression analysis. In this study, CSR (Independent variable) and GHRM (dependent variable) were compared using linear regression. The findings show that 58.5% of the association between the variables can be explained by this model. Additionally, there is a considerable correlation between personality types and financial decisions, as indicated by the results of the t and f tests.

Table 0.5: Regression Coefficients:

Coefficient			
Model	Standardize Coefficient	T	Sig
	Beta		
CSR	0.83	3.126	0.002
GHRM	1.51	2.30	0.02s
EC	1.10	2.02	0.04
R-Square			0.585
F-Statistics			4.89

4.5 Dependent Variable

The table shows the result of the regression analysis. All the t-values are greater than 2 and also p-values are less than 0.05 so this shows the significant relationship among dependent and independent variable. The above table is about the model summary of regression analysis. Value of (R) indicates the simple correlation. Regarding this study, R^2 is 0.585 (58.5%), The value of R^2 shows the “goodness of fit” which is the impact of independent variable on the dependent variable. There is 58.73% impact of independent variable on dependent variable and 42.3% impact due to

other factors. The value of F- Statistics represents the overall model fitness; it should be greater than 4 i.e. 4.89 depicts that model is fit.

The values of Beta i.e. 0.83,1.51,1.10 CSR, GHRM and Employee commitment shows that i.e. one % increase in these variables will cause 0.83,1.51,1.10 increase in these variables respectively. The value of T is greater than 2 shows that all variables are statistically significant.

The 95% level of significance in the F statistics indicates model fitness. The internal integration t values are 3.126, indicating a positive and substantial impact on CSR. The internal integration significant level is 0.002, or less than 0.05, indicating internal integration is significant at a 95% level. The significance level for GHRM is 0.02, which is less than 0.05, indicating that it is significant at a 95% level. The t values for GHRM are 1.51, indicating that it has a positive and substantial impact on CSR The t value for employee commitment is 2.02, indicating that it significantly and positively affects employee commitment, with a significance level of 0.04 (less than 0.05).

4.6 In-Direct effects

<i>Table 0.6 indirect Relationship</i>					
<i>Indirect effects</i>		<i>B</i>	<i>SE</i>	<i>Percentile bootstrap 95% confidence interval</i>	<i>p value</i>
Indirect relationship tested					
CSR	EC	0.	0.05	[0.09, 0.26]	$p < 0.001$
GHRM		18			

Note(s): The beta values for demonstration the indirect effect of CSR on GHRM via EC, respectively, obtained by testing using bootstrapping

The results indicate that the following factors have a direct and significant impact on strategic decision-making: Corporate social responsibility (CSR) ($\beta = 0.83$, $p < 0.001$). Furthermore, Employee commitment (EC) ($\beta = 1.10$, $p < 0.001$) and GHRM ($\beta = 1.51$, $p < 0.001$).

The two-stage process suggested by Venkatraman (1989) was used to evaluate the mediation effect. The intermediate performance variables were taken out of the model in order to assess the direct effects of CSR on GHRM. CSR ($\beta = 0.83$, $p < 0.001$), have a direct beneficial effect on GHRM, according to the data.

Only the indirect effects of CSR on GHRM via EC were evaluated in the second phase after the direct paths from CSR, GHRM to EC were eliminated. Using 2,000 bootstrap samples, the bias-corrected bootstrap method in SPSS was applied after the mediation test suggested by Zhao et al. (2010). The findings indicate that there are significant indirect effects from CSR to EC ($\beta = 0.27$, $CSR = [0.15, 0.43]$, $p = 0.001$), GHRM to OP ($\beta = 0.16$, $CI = [0.08, 0.24]$, $p = 0.001$).

4.7 One -Tail T Test

We used a one-tailed t-test for hypothesis testing on the t-statistic values to make sure our findings were robust. The test's rejection of the null hypothesis is consistent with and validates the earlier findings.

The one-tail test's crucial values are less than the T values for CSR, GHRM and Employee commitment. which is in line with previous research and suggests a strong correlation with employee commitment.

4.8 Testing of Hypothesis

Variables	Significance Level	Result	Accept / Reject
CSR	0.010	Positive Impact	Hypothesis accepted
GHRM	0.000	Positive Impact	Hypothesis accepted
EC	0.046	Positive impact	Hypothesis accepted
CSR EC GHRM	0.000	Partial mediation	Hypothesis accepted

CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

In conclusion, research on how corporate social responsibility (CSR), employee commitment, and green human resource management (GHRM) interact in the context of the food business has produced insightful findings. The substantial influence of GHRM practices on creating a sustainable and socially conscious work environment has been highlighted by this thesis. The results highlight the relationship between GHRM programs and CSR, highlighting how ethical HR practices support more general organizational sustainability objectives.

The report also emphasizes how important employee commitment is to this dynamic connection. Employee loyalty to the company becomes a crucial component in attaining sustainable results as they view and participate in GHRM and CSR programs. In addition to influencing how workers view company values, GHRM practices that are in line with CSR principles help to foster a dedicated and socially conscious workforce in the food sector.

From a practical standpoint, this study recommends that GHRM programs and CSR practices be strategically integrated by food sector stakeholders to improve employee commitment and create an environmentally and socially responsible workplace culture. GHRM, CSR, and employee commitment work well together, and this understanding can help organizational decision-makers create policies and procedures that are tailored to the particular opportunities and difficulties faced by the sector.

This thesis offers important insights on the transformative potential of GHRM in creating a workplace culture that fosters both environmental responsibility and employee commitment as the food industry navigates changing public expectations and sustainability imperatives. These findings have implications that go beyond theoretical considerations. Specifically, they provide organizations with practical recommendations that aim to achieve a harmonious balance between their HR practices, their commitment to CSR, and the particular dynamics of the food industry.

5.2 Recommendations & Future Research

5.2.1 Recommendations

Here are some useful suggestions for businesses based on the results of this thesis regarding the influence of Green Human Resource Management (GHRM) on Corporate Social Responsibility (CSR) and employee commitment in the food industry:

Embrace GHRM Principles in HR Guidelines:

Integrate eco-friendly HR practices into the current policies and procedures related to human resources. Initiatives like flexible work schedules, green training programs, and employee engagement events with a sustainability theme may fall under this category.

Align CSR Programs with Organizational Principles:

Make sure that the organization's goals and fundamental values are in line with CSR initiatives. Because of this congruence, employees are more likely to feel authentic and to support and relate to CSR initiatives.

Transparently Communicate Sustainability Efforts:

Make the organization's commitment to social responsibility and sustainability very clear. Inform staff members on a regular basis about projects in progress, successes, and the benefits of their combined work.

Encourage Staff Participation in CSR Initiatives:

Encourage staff members to take part in CSR projects and activities. This involvement can take several forms, such as offering ideas for more environmentally friendly office procedures or volunteering for community projects.

Honor and Incentives for Sustainable Practices

Create reward and recognition programs to recognize staff members who actively support environmentally and socially conscious behaviors. This has the potential to start a positive feedback cycle and inspire others to do the same.

Establish an Inclusive and Well-Being Culture:

Encourage a work environment that prioritizes work-life balance, employee well-being, and inclusion. Practices in GHRM that put employee well-being and health first help to create a positive work atmosphere.

Consistently Assess and Modify Initiatives:

Evaluate the results of GHRM and CSR programs on a regular basis using performance metrics, employee surveys, and feedback systems. Make modifications and enhancements based on this information to guarantee continued applicability and efficacy.

Organizations in the food sector can establish a work environment that not only values social and environmental responsibility but also encourages strong employee engagement by putting these suggestions into practice.

5.2.2 Future recommendations

Even though the current study has contributed significantly, there are still certain gaps that offer potential for more research. First off, information was gathered from a single source, and the study's primary focus was the food sector. Future studies could look at additional service sectors for comparative analysis or compare how various industries fit into the current study paradigm.

Second, it is critical to recognize that there may be differences in Green Human Resource Management (GHRM) practices between developed and developing countries, as well as between businesses, aspects, and nations. Future research should focus on other GHRM practices that help create environmentally friendly work environments, as the current study only looked at a small number of them. Owing to the complex character of Green Positive Organizational Support (POS), future research endeavors might investigate the influence of diverse metrics on the environmentally conscious behavior and performance of staff members.

Moreover, the results of this study are limited in their generalizability because it only examined the food business in one particular geographical area—Pakistan. Subsequent investigations may broaden by assessing the outcomes of the study in various cultural contexts and industries, such as higher education, non-governmental organizations, medical care, and hospitality.

Furthermore, even though the study looked at the linkages between Green HRM, Environmental Concerns (EC), and Corporate Social Responsibility (CSR), there may be more mediating factors to take into account in subsequent research. Green psychological climate, green engagement climate, green intellectual capital, green creativity, and organizational identity are a few examples

of variables that might be studied. These studies would add significant knowledge to the body of research on GHRM practices and employee commitment.

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The Impact of Corporate Social Responsibility on Green Human Resource Management: Mediating Effect of Employee Commitment

* Indicates required question

Gender*

- Male
- Female

Education*

- Matric / O levels
- Fsc/A levels
- Bachelors
- Masters
- Phd

Type of organization*

- Private org
- Govt org
- Semi govt
- Business

working experience*

- 1 yr - 5 yrs
- yrs- 10 yrs
- 11 yrs - 15 yrs
- Above 15 yrs

Residence*

6 Your company has Familiarity with CSR *

- Strongly Disagree
- Disagree
- Slightly Disagree
- Slightly Agree
- Agree
- Strongly Agree

7 Does your company engage in CSR? *

- Strongly Disagree
- Disagree

<input type="radio"/> Slightly Disagree
<input type="radio"/> Slightly Agree
<input type="radio"/> Agree
<input type="radio"/> Strongly Agree
8 CSR practices influence company's image *
<input type="radio"/> Strongly Disagree
<input type="radio"/> Disagree
<input type="radio"/> Slightly Disagree
<input type="radio"/> Slightly Agree
<input type="radio"/> Agree
<input type="radio"/> Strongly Agree
9 Regularity of CSR activities *
<input type="radio"/> Strongly Disagree
<input type="radio"/> Disagree
<input type="radio"/> Slightly Disagree
<input type="radio"/> Slightly Agree
<input type="radio"/> Agree
<input type="radio"/> Strongly Agree
10 Customer should pay attention to implement CSR policy to the company *
<input type="radio"/> Strongly Disagree
<input type="radio"/> Disagree
<input type="radio"/> Slightly Disagree
<input type="radio"/> Slightly Agree
<input type="radio"/> Agree
<input type="radio"/> Strongly Agree
11 CSR enables my company to be good corporate citizen *
<input type="radio"/> Strongly Disagree
<input type="radio"/> Disagree
<input type="radio"/> Slightly Disagree
<input type="radio"/> Slightly Agree
<input type="radio"/> Agree
<input type="radio"/> Strongly Agree
12 CSR enhances company's corporate image *
<input type="radio"/> Strongly Disagree
<input type="radio"/> Disagree
<input type="radio"/> Slightly Disagree
<input type="radio"/> Slightly Agree
<input type="radio"/> Agree
<input type="radio"/> Strongly Agree
13 CSR improves employee morale and commitment to organization *
<input type="radio"/> Strongly Disagree
<input type="radio"/> Disagree
<input type="radio"/> Slightly Disagree

<input type="radio"/> Slightly Agree
<input type="radio"/> Agree
<input type="radio"/> Strongly Agree
14 Does a dedicated person or staff is in charge of CSR initiatives? *
<input type="radio"/> Strongly Disagree
<input type="radio"/> Disagree
<input type="radio"/> Slightly Disagree
<input type="radio"/> Slightly Agree
<input type="radio"/> Agree
<input type="radio"/> Strongly Agree
15 CSR helps Improved standards of living*
<input type="radio"/> Strongly Disagree
<input type="radio"/> Disagree
<input type="radio"/> Slightly Disagree
<input type="radio"/> Slightly Agree
<input type="radio"/> Agree
<input type="radio"/> Strongly Agree
16 Do SMEs have CSR Policy and Plans? *
<input type="radio"/> Strongly Disagree
<input type="radio"/> Disagree
<input type="radio"/> Slightly Disagree
<input type="radio"/> Slightly Agree
<input type="radio"/> Agree
<input type="radio"/> Strongly Agree
17 Programs (online and web-based training modules and tools for green management)*
<input type="radio"/> Strongly Disagree
<input type="radio"/> Disagree
<input type="radio"/> Slightly Disagree
<input type="radio"/> Slightly Agree
<input type="radio"/> Agree
<input type="radio"/> Strongly Agree
18 Seminars, sessions and presentations that help employees to acquire knowledge in green management skills*
<input type="radio"/> Strongly Disagree
<input type="radio"/> Disagree
<input type="radio"/> Slightly Disagree
<input type="radio"/> Slightly Agree
<input type="radio"/> Agree
<input type="radio"/> Strongly Agree
19 Provides knowledge and skills necessary to support GHRM strategy*
<input type="radio"/> Strongly Disagree
<input type="radio"/> Disagree
<input type="radio"/> Slightly Disagree

<input type="radio"/>	Slightly Agree
<input type="radio"/>	Agree
<input type="radio"/>	Strongly Agree
20	Adhering to appointed formal teams who monitor and promote green practices by conducting a green audit to ensure that standards are met*
<input type="radio"/>	Strongly Disagree
<input type="radio"/>	Disagree
<input type="radio"/>	Slightly Disagree
<input type="radio"/>	Slightly Agree
<input type="radio"/>	Agree
<input type="radio"/>	Strongly Agree
21	Reducing paper consumption by using recycled papers in the office*
<input type="radio"/>	Strongly Disagree
<input type="radio"/>	Disagree
<input type="radio"/>	Slightly Disagree
<input type="radio"/>	Slightly Agree
<input type="radio"/>	Agree
<input type="radio"/>	Strongly Agree
22	Reading emailed advisories about how employees can use less paper*
<input type="radio"/>	Strongly Disagree
<input type="radio"/>	Disagree
<input type="radio"/>	Slightly Disagree
<input type="radio"/>	Slightly Agree
<input type="radio"/>	Agree
<input type="radio"/>	Strongly Agree
23	Implementing green-themed games-to promote environmentally friendly behavior and staff togetherness (i.e. using the environment for games)*
<input type="radio"/>	Strongly Disagree
<input type="radio"/>	Disagree
<input type="radio"/>	Slightly Disagree
<input type="radio"/>	Slightly Agree
<input type="radio"/>	Agree
<input type="radio"/>	Strongly Agree
24	Using web or teleconferencing to reduce traveling and the use of gas-emitting vehicles*
<input type="radio"/>	Strongly Disagree
<input type="radio"/>	Disagree
<input type="radio"/>	Slightly Disagree
<input type="radio"/>	Slightly Agree
<input type="radio"/>	Agree
<input type="radio"/>	Strongly Agree
25	Clarifies the green performance domain in organizational initiatives.*
<input type="radio"/>	Strongly Disagree
<input type="radio"/>	Disagree

<input type="radio"/> Slightly Disagree
<input type="radio"/> Slightly Agree
<input type="radio"/> Agree
<input type="radio"/> Strongly Agree
26 Stating its environmental goals in their annual report*
<input type="radio"/> Strongly Disagree
<input type="radio"/> Disagree
<input type="radio"/> Slightly Disagree
<input type="radio"/> Slightly Agree
<input type="radio"/> Agree
<input type="radio"/> Strongly Agree
27 I recommend this organization to my family and friends*
<input type="radio"/> Strongly Disagree
<input type="radio"/> Disagree
<input type="radio"/> Slightly Disagree
<input type="radio"/> Slightly Agree
<input type="radio"/> Agree
<input type="radio"/> Strongly Agree
28 I feel no loyalty towards the organization*
<input type="radio"/> Strongly Disagree
<input type="radio"/> Disagree
<input type="radio"/> Slightly Disagree
<input type="radio"/> Slightly Agree
<input type="radio"/> Agree
<input type="radio"/> Strongly Agree
29 I value the organization's value*
<input type="radio"/> Strongly Disagree
<input type="radio"/> Disagree
<input type="radio"/> Slightly Disagree
<input type="radio"/> Slightly Agree
<input type="radio"/> Agree
<input type="radio"/> Strongly Agree
30 I understand how I contribute to the organization's goals*
<input type="radio"/> Strongly Disagree
<input type="radio"/> Disagree
<input type="radio"/> Slightly Disagree
<input type="radio"/> Slightly Agree
<input type="radio"/> Agree
<input type="radio"/> Strongly Agree
31 I am glad I chose to work for this organization*
<input type="radio"/> Strongly Disagree
<input type="radio"/> Disagree
<input type="radio"/> Slightly Disagree

<input type="radio"/> Slightly Agree
<input type="radio"/> Agree
<input type="radio"/> Strongly Agree
32 This organization has high work morale*
<input type="radio"/> Strongly Disagree
<input type="radio"/> Disagree
<input type="radio"/> Slightly Disagree
<input type="radio"/> Slightly Agree
<input type="radio"/> Agree
<input type="radio"/> Strongly Agree
33 My organization inspires me to give my best shot at work*
<input type="radio"/> Strongly Disagree
<input type="radio"/> Disagree
<input type="radio"/> Slightly Disagree
<input type="radio"/> Slightly Agree
<input type="radio"/> Agree
<input type="radio"/> Strongly Agree

