



## Green HRM practices, organizational commitment, and citizenship behaviour in banks of Hyderabad, Sindh, Pakistan

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**Abstract:** The study explores the interplay flanked by green HRM practices (GHRMP) and organisational citizenship behaviour (OCB) in banking institutions in Hyderabad, Pakistan, focusing on the mediating impact of organisational commitment. GHRMP are recognised for promoting environmental sustainability and corporate social responsibility. OCB, reflecting discretionary employee behaviour, is pivotal for organisational success. This research aims to ascertain whether organisational commitment mediates the association between GHRMP and OCB in the banking sector of Hyderabad. Data were collected through closed-ended surveys, employing convenience sampling with 200 questionnaires from banks. Smart PLS software facilitated model development and assumption assessment, while SPSS was used for data analysis. Findings reveal that organisational commitment mediates the relationship between GHRMP and OCB in banking institutions. These results underscore the potential of GHRM to enhance organisational commitment, thereby fostering greater OCB participation among employees. This research contributes to academia by elucidating the connections among bank employee commitment, GHRMP, and voluntary employee behaviour. Banks can use these insights to devise and implement GHRM strategies that support environmental responsibility while enhancing staff engagement and organisational citizenship. Integrating sustainability initiatives into HRM processes can cultivate a culture of organisational citizenship and environmental responsibility.

**Keywords:** Green human resource management, Organizational citizenship behaviour, Corporate social responsibility, Employee engagement, Sustainability initiatives.

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## 1. Introduction

The business world is becoming more concerned about the natural environment as a result of the constantly changing global environmental conditions. As a result, a lot of businesses are becoming green. The organization's financial success is taken into account by the corporation, along with social and environmental considerations. The primary goals of the GHRM phase of HRM for environmental management are to prevent environmental deterioration and to safeguard the environment (Aykan, 2017). According to Molina-Azorín et al. (2021), human resource management might aid in the more effective application of environmental management. Green recruitment and selection, green management, green Training, and green pay and reward are examples of green HRM techniques or practices. GHRM processes have several applications. At first, they merge the goals of HRM with those of organizational environmental management. Second, they provide employees with the skills, beliefs, and information necessary to carry out green management goals. Thirdly, they improve employees' comprehension of individual and organizational pro-environmental conduct. Fourthly, they strengthen the extent to which policies about rewards and promotions are based on green performance (Kuo et al., 2022).

GHRM promotes waste recycling for environmentally friendly reasons, cuts down on waste, and uses less paper. A behavioural study on HRM indicates that GHRM might affect workers' attitudes and behaviour at work via social and psychological processes (Uslu et al., 2023). Boiral and Paillé (2011) say that the term "OCBE" can be used to describe voluntary, individual social actions that help a business take better care of its environment but aren't officially recognized by the system of incentives. Employees are encouraged to develop a green attitude by implementing a code of conduct, which shows the organization's commitment to environmental protection (Massoudie & Shinwari, 2023). Promote GHRMP such as environmental assessments and green pay and reward and motivate employees to engage actively in environmental conservation measures. Give a sense of admiration and value. As a result, employees are encouraged to participate in green voluntary behaviour (Saeed et al., 2019; Zhang et al., 2021). Green commitment is the outcome of GHRM reflecting employees' views and behaviours toward the business's environmental performance (Li et al., 2023).

According to Fernández-Mesa (2020), employee commitment refers to the psychological condition of workers that indicates their degree of connection to their employer. The social exchange theory proposed by Emerson (1976) provides theoretical support for the proposed model in this study. This research also aims to address the contextual gap. Through the Social Exchange theory as a lens, this research also significantly improves GHRM. According to According to Renwick et al. (2012), while most studies focus on green HRM practices (GHRMP) in developed countries, we conducted this research in developing nations such as Pakistan. This study employs a theoretical social exchange theory to assess the impact of GHRM on organizational citizenship behaviour, using organizational commitment as a mediating factor in banking institutions located in Sindh, Pakistan.

Organizational commitment is increased or created through the use of GHRMP (Jyoti, 2019). According to Fernández-Mesa (2020), employee commitment refers to the psychological condition of workers that indicates their degree of connection to their employer. It may also promote dedication to ecologically conscientious behaviour. Green commitment is the outcome of GHRM reflecting employees' views and behaviours toward the business's environmental

performance (Li & Yu 2023). Employee commitment enhanced voluntary behaviour towards the environment, such as green behaviour like OCBE (Nawang Sari et al., 2021). According to individual studies, the primary attitude that drives employees' OCBEs is a strong dedication to environmental problems (Qu et al., 2022). Organizational citizenship behaviour for the environment, or OCBE, is the idea that an employee should be willing to collaborate with their organization's members to do acts that are both environmentally friendly and above and beyond the call of duty (Azam et al., 2022). The present research aims to shed light on the relationship between GHRM and mediators' organizational commitment and OCBE.

GHRM research is currently in its early phases. Because few studies address the psychological foundations that explain when and how GHRM affect people's green behaviours, further research is required in this area (Liu & Yu, 2023). The number of studies on employee organizational citizenship behaviour for the environment, or OCBE, is rising, and it helps to enhance the environment inside the firm. However, there is still a gap in the psychological basis for encouraging employee OCBE (Kakar & Khan, 2022). The first step in bridging the management of the environment with the management of people is green HRM. Few academics have examined this perspective yet, but GHRM encourage workers and strengthen their commitment to environmentally conscious discretionary behaviour. This research looks at how GHRM affects organizational commitment to OCBE in Hyderabad, Pakistan's Sindh province's banking industry.

The objective of this study is, to examine and assess the mediating role of organizational commitment in the relationship between GHRM and organizational citizenship behaviour and to ascertain whether higher levels of organizational commitment mediate the impact of green HRM on OCB, in the context of banking institutions in Hyderabad, Sindh, Pakistan. The hypothesis of the study is: Organizational commitment mediates the relationship between Green HRM and Organizational Citizenship Behaviour in banking institutions in Hyderabad, Sindh, Pakistan.

## **2. Literature review**

According to the social exchange theory (Emerson, 1976), employees are inclined to participate in green activities voluntarily if they perceive advantages and support for being green (Alt & Spitzbeck, 2016; Paillé & Mejía-Morelos, 2014). Being environmentally conscious may inspire workers to become green. The same results have been found by several scientists, including Pinzone et al., (2016), who researched the impact of GHRM on OCBE in the context of the UK healthcare system. Under GHRM, green hiring is a group of coordinated and supportive initiatives. Green rewards, eco-friendly performance reviews, and green training all work to promote green concepts. Green knowledge and skills are acquired by enhancing corporate social responsibility activities among staff members and enhancing business environmental performance. A relationship, according to social exchange theory, develops when one person provides the other with benefits. Social exchange is the process of two parties understanding by which advantages are continuously exchanged throughout time with the obligation to reciprocate (Tetrick et al., 2007). According to Rousseau and McLean Parks (1993), an obligation is a commitment to do a certain action in the future, with the understanding that both parties will accept it. They voluntarily participate in the green activities of the organisation (Alt & Spitzbeck, 2016). Noor et al., (2020) define employee commitment as a relationship or affiliation with the organization.

Organizations could create incentive campaigns and award programs to boost employee commitment (Shoaib et al., 2021). Along with other organizational outcomes like work satisfaction, emotional commitment, and retention rates, employee commitment may also be shown by their attitudes and behaviours (Rubel et al., 2018). Moreover, according to Singh and Onahring (2019) organizational commitment includes a broad degree of employee identification, participation, and loyalty toward the company. Organizational citizenship behaviour (OCB) and organizational commitment are positively correlated, with workers who are more committed to their companies being more likely to engage in OCB (Aftab et al., 2020). Organizational commitment and OCBE went up because workers were better trained, they learned relevant skills and competencies and were more motivated. GHRMP made people care about the environment and want to help it (Kuo et al., 2022). An organization's dedication to environmentally friendly HRM practices enhances its citizenship activities. Organizational commitment acts as a mediator in this case since it is believed to be successful in encouraging voluntary action in banks (Mohanty & Jehanzeb, 2020). Research demonstrates that GHRMP positively influence the behaviour of employees regarding the environment (Darvishmotevali & Altinay, 2022). Strong relationships with stakeholders, increased satisfaction among staff members, and improved employee interaction are just some of the benefits that businesses adopting GHRM experience (Nasim et al., 2024; Yu et al., 2020).

One of the greatest opportunities to enhance environmental performance which also acts as the foundation for environmental strategy measures through the implementation of GHRMP. Employees are more willing to participate in actions like OCBE if they perceive that their environmental behaviours are valued and rewarded (Yue et al., 2023). Saeed et al., (2018), state that it is anticipated that employees' commitment will increase the internal environmental social behaviour culture promoted while green HRM methods are adopted in the organization. Green recruitment and selection consist of attracting and choosing individuals who share their commitment to addressing environmental concerns and who express interest in them. It is a basic and focused HR duty to select candidates who have a propensity to solve environmental problems. Green HRM emphasizes developing a workforce that is concerned about sustainability issues. The main purpose of Green HRM is to develop a workforce that is concerned about sustainability issues (Iftikhar et al., 2022). Researchers are also looking at how Organizational Commitment influences GHRM and OCBE as mediators (Delgado-Verde et al., 2014).

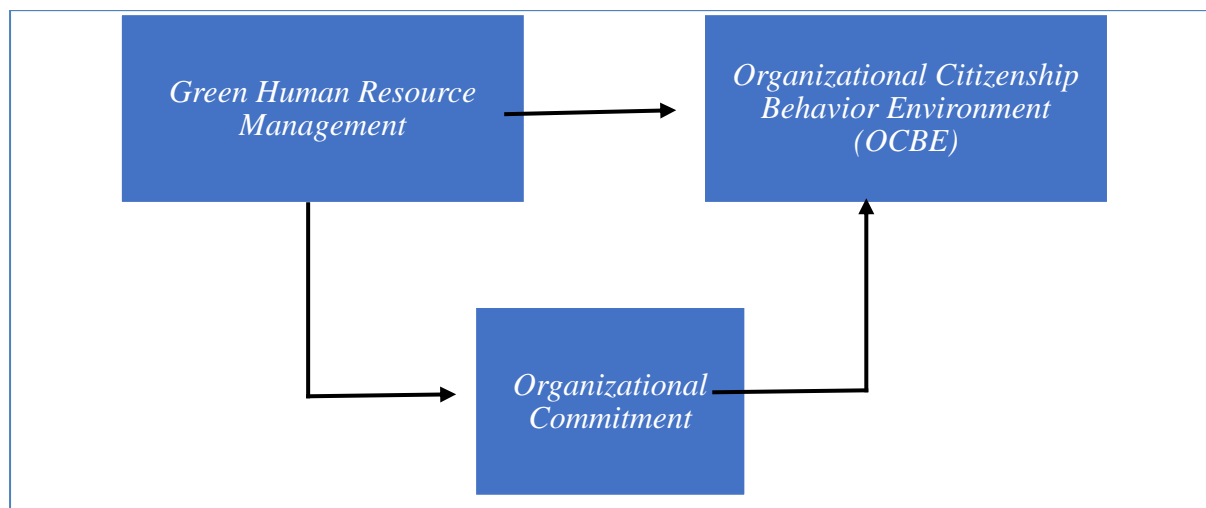
To support an organization's long-term environmental program success, green training is seen as critical (Çöp et al., 2020). According to Diana et al., (2017), it is necessary for the effective execution of environmental management and cleaner manufacturing projects. Fernandez et al., (2003) state that to implement an environmental strategy in a company, training in environmental management is necessary to improve workers' abilities, awareness, and understanding of materials and processes. Employee engagement and interest in environmental concerns will result from this. Because it demonstrates employee commitment to environmental goals, a critical factor in improving the outcomes of environmental management systems, organizational citizenship behaviour is developed. As a result, supporting environmental and social responsibility (Graci, 2016; Ramachandran, 2011). Green performance management is implemented by setting green objectives, developing green performance indicators, and computing green outcomes for staff members. It also involves educating employees on the importance of achieving the organization's green goals and their efficiency while doing so (Ahmad, 2015). Practices in human resource management are

becoming more and more important in both public and commercial organizations. Organizations must follow these procedures to encourage employees to perform as good corporate citizens (Khan et al., 2023). Managers must routinely provide teams or individual workers feedback on how they are doing in achieving environmental objectives to enhance EP (Uddin, 2022).

This feedback will help employees grow in their knowledge, abilities, and skills, which will improve organizational citizenship behaviour in terms of the environment. Companies may use green incentives for their workers, such as eco-friendly workspaces and lifestyle advantages, to get people involved in the green agenda. Carbon credit offsets, free bicycles, and pollution-free cars for work commutes are a few examples of these advantages (Prasad & Agarwal, 2013). Employees enhance discretionary behaviour inside a company as a consequence. Enhancing a business's environmental performance will essentially improve its financial performance (Mousa & Othman, 2020). By paying workers based on environmental performance metrics, employers may support environmental projects even more. It implies that strengthening GHRMP will promote organizational citizenship behaviour among staff workers and inspire them to commit to the environment. Effective GHRMP, such as educating employees about the environment providing feedback, offering eco-friendly incentives, and linking rewards to environmental performance, are crucial for fostering a culture of sustainability and organizational citizenship behaviour. These practices not only motivate employees to contribute positively to the environment but also lead to improved organizational performance, both financially and environmentally. Therefore, prioritizing GHRMP is key to achieving sustainable business success and creating a workforce committed to environmental stewardship.

### 3. Conceptual framework

The conceptual framework of the study is as follows:



### 4. Methodology

For this research secondary data collect from books, research papers, journals, publications, theses, and other library and internet resources. This is quantitative in nature; closed-ended

questionnaires were used in addition to a cross-sectional questionnaire as the data collection method. A five-point Likert scale, spanning from "strongly agree" to "strongly disagree," was used to score the questions on the questionnaire for bank workers chosen from Hyderabad, Sindh, Pakistan. Convenience sampling was used to collect data from workers in first-line, middle, and upper management. The questionnaire had two parts. The first part asked about the participants' demographics, and the second part asked what they thought about the research variables, which were organizational commitment, green citizenship behaviour, green performance management, green pay and reward, and green recruitment and selection in green human resource management. Five criteria are gender, marital status, age group, qualification, and experience, determined each participant's profile the other 38 items were connected to the primary elements of the research project. Tang et al. (2018) found three items for the Green Recruitment, Green Training, Green Performance Management, and Green Pay and Reward variables. Mowday et al. (1979) found thirteen items for the Organizational Commitment (OC) variable. Boiral and Paille (2012) found seven items for the Organizational Citizenship Behaviour Environment (OCBE) variable. And Cronbach's Alpha for the GRS (0.776), GT (0.879), GPM (0.849), GPR (0.777), OC (0.916). Two hundred of the 250 surveys that were provided were filled out and returned. After that, every questionnaire was carefully examined to make sure it was accurate and appropriate for analysis. Software such as SPSS 22 and Smart PLS were used to evaluate the data.

## 5. Analysis and results

The study used Smart PLS Structural Equation Modelling to evaluate the hypotheses, construct the model, and examine the outcomes. The findings of the research supported the study's hypotheses, demonstrating that organizational commitment, corporate citizenship behaviour, and GHRMP such as green recruitment and selection, green training, green performance management, and green pay and reward had a Cronbach's alpha value of more than 0.7 for each study piece, indicating that the items' internal reliability was sufficient for examining the range of observed variables. The alpha values of the scales validated their reliability, and every variable showed excellent dependability. Good convergent validity was shown by the AVE values for Green Performance Management, Green Pay and Reward, Green Recruitment and Selection, Green Training, Organizational Commitment, and Organizational Citizenship Behaviour, which were, respectively, 0.691, 0.691, 0.691, 0.81, 0.504, and 0.516. Good discriminant validity was shown by the divergent values for GPM, GPR, GRS, GT, OC, and OCBE, which were 0.899, 0.87, 0.87, 0.927, 0.928, and 0.863, respectively. At least 0.7 was determined to be the composite reliability, which was suitable for an exploratory study (Hair & Alamer, 2022).

Table 1: Cronbach's Alpha, AVE, composite reliability, square root, and divergent

Variable	Cronbach's Alpha	AVE	Divergent	Composite Reliability
GPM	0.849	0.85	0.899	0.691
GPR	0.774	0.772	0.87	0.691
GRS	0.773	0.788	0.87	0.691
GT	0.883	0.888	0.927	0.81
OC	0.916	0.932	0.928	0.504
OCBE	0.809	0.81	0.863	0.516

The data shows that males made up 81.5% of the 200 participants, or the bulk of the people who were the focus of the data gathering. 81.0% of the workers had married lives. With a frequency ratio of 85 and a percentage of 42.5%, the bulk of workers are between the ages of 41 and 50. Based on demographic data, 56.5% of the employee population has a Master's, MPhil, or MS degree, with a frequency ratio of 113. Additionally, 40.0% of the workforce has between 11 and 16 years of experience. The table 2 displays the profiles of the respondents working in the banks of Hyderabad, Sindh, Pakistan that were the subject of the data collection in this study.

Table 2: Profile of the respondents

Demographics	Categories	Frequency	Percentage
Gender	Male	163	81.5
	Female	37	18.5
Marital Status	Married	162	81.0
	Single	38	19.0
Age	21 to 30	30	15.0
	31 to 40	39	19.5
	41 to 50	85	42.5
	51 or above	46	23.0
Education	Bachelor	85	42.5
	Master/ MPhil/MS	113	56.5
	Ph.D.	2	1.0
Experience	1 to 5 years	43	21.5
	6 to 10 years	38	19.0
	11 to 15 years	80	40.0
	16 to 20 years	9	4.5
	21 years and above	30	15.0

The statistics in table 3 that demonstrate how closely the variables relate to each of the determined factors are known as factor loading (also known as cross-loading). They are also known as factor-variable correlations. From the factor loading Green Performance Management (GPM) items that consist of GPM1 (0.896), GPM2 (0.889), GPM3 (0.749), GPM4 (0.783), Green Pay and Reward (GPR) items that consist of GPR1 (0.903), GPR2 (0.789), GPR3 (0.797), Green Recruitment and Selection items that consist of GRS1 (0.921), GRS2 (0.766), GRS3 (0.799), Green Training items that consist of GT1 (0.892), GT2 (0.912), and GT3 (0.895).

The results demonstrate that every variable about green HRM practices, green pay and reward, green performance management, green recruitment and selection, and green training has stronger constructions, as shown in the table 3. An equal no of the variables on the Organizational Commitment and the Organizational Citizenship Behaviour have strongly and not strongly loaded in their constructs.

Table 3: Cross loading

Variables	Green Performance Management	Green Pay and Reward	Green Recruitment and Selection	Green Training	Organizational Commitment	Organizational Citizenship Behaviour
GPM 1	0.896					
GPM 2	0.889					
GPM 3	0.749					
GPM 4	0.783					
GPR 3		0.797				
GPR 1		0.903				
GPR 2		0.789				
GRS 1			0.921			
GRS 2			0.766			
GRS 3			0.799			
GT 1				0.892		
GT 2				0.912		
GT 3				0.895		
OC 1					0.789	
OC 3					0.721	
OC 4					0.514	
OC 5					0.655	
OC10					0.768	
OC2					0.774	
OC6					0.525	
OC7					0.671	
OC8					0.679	
OC9					0.659	
OC11					0.882	
OC12					0.779	
OC13					0.722	
OCBE 3						0.85
OCBE 4						0.726
OCBE 5						0.618
OCBE 6						0.674

To get estimates of standard deviations and statistics for path coefficients and loadings, the bootstrap approach requires 500 resamples. Table 4 displays the consequences of the beta, T, and route coefficients for each dimensional model component. In the majority of the measurements, the loadings were much greater than the ground. A T-statistic of 1.65 is considered significant in exploratory research and 1.96 in marketing research, according to Hair et al. (2010). There are noteworthy correlations between the factors that are shown in Table 4 and Figure 2. A positive and significant relationship was found between organizational commitment and organizational citizenship behaviour and green performance management ( $\beta$

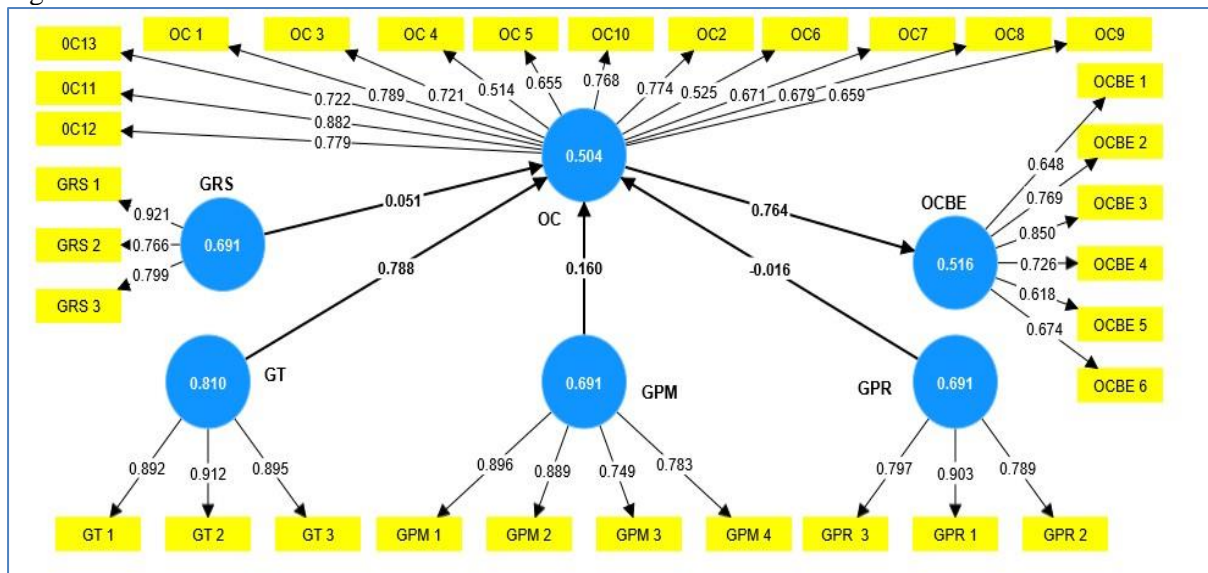
= 0 and 0); a similar relationship was found between organizational commitment and organizational citizenship behaviour and green recruitments and selection ( $\beta = 0.196$  and  $0.199$ ); and a significant and positive relationship was found between organizational commitment and organizational citizenship behaviour and green pay and reward ( $\beta = 0.605$  and  $0.606$ ).

Table 4: Path coefficient

Variable	Beta Path Coefficient	Total effects	T Statistics
GPM -> OC	0	0.16	3.875
GPM -> OCBE	0	0.122	3.8
GPR -> OC	0.605	-0.016	0.518
GPR -> OCBE	0.606	-0.013	0.516
GRS -> OC	0.196	0.051	1.292
GRS -> OCBE	0.199	0.039	1.285
GT -> OC	0	0.788	19.85
GT -> OCBE	0	0.602	17.204
OC -> OCBE	0	0.764	31.494

The coefficients measure the various correlations between exogenous and endogenous elements (Svetlana et al., 2022). According to Hair et al. (2010), the significant values for t are 2.58 ( $p < 0.01$ ), 1.96 ( $p < 0.05$ ), 1.64 ( $p < 0.10$ ), and 2.326 ( $p < 0.01$ ). To support the hypotheses, a one-tailed correlation uses a 0.05 value, while a two-tailed correlation uses a 0.01 value (Keil et al., 2000). The study's findings supported the hypotheses.

Figure 2: Correlations



Green Performance Management (GPM) practices significantly impact Organizational Commitment (OC) ( $p < 0.01$ ) and Organizational Citizenship Behaviour towards the Environment (OCBE) ( $p < 0.01$ ), with T-statistics greater than 2.58. Green Pay and Reward (GPR) practices do not have a significant impact on OC ( $p > 0.05$ ) or OCBE ( $p > 0.05$ ), with T-statistics below 1.96. T-statistics less than 1.96 shows that Green Recruitment and Selection (GRS) practices do not significantly affect either OC ( $p > 0.05$ ) or OCBE ( $p > 0.05$ ). T-statistics

less than 1.96 shows that Green Recruitment and Selection (GRS) practices do not significantly affect either OC ( $p > 0.05$ ) or OCBE ( $p > 0.05$ ). T-statistics that are substantially greater than 2.58 indicated a significant impact on Green Training (GT) practices on OC ( $p < 0.01$ ) and OCBE ( $p < 0.01$ ). Organizational citizenship behaviour towards the Environment (OCBE) is significantly improved by Organizational Commitment ( $p < 0.01$ ), with a T statistic far higher than 2.58. The study's results provide significant light on the way that Organisational Commitment mediates the link between environmentally GHRMP and environmental citizenship behaviour (OCBE).

Table 5: The results of hypothesis test

Relationship	T Statistic	p-value	Significance Level	Result
GPM -> OC	3.875	< 0.01	0.01	Statistically Significant
GPM -> OCBE	3.8	< 0.01	0.01	Statistically Significant
GPR -> OC	0.518	> 0.05	0.05	Not Statistically Significant
GPR -> OCBE	0.516	> 0.05	0.05	Not Statistically Significant
GRS -> OC	1.292	> 0.05	0.05	Not Statistically Significant
GRS -> OCBE	1.285	> 0.05	0.05	Not Statistically Significant
GT -> OC	19.85	< 0.01	0.01	Statistically Significant
GT -> OCBE	17.204	< 0.01	0.01	Statistically Significant
OC -> OCBE	31.494	< 0.01	0.01	Statistically Significant

## 6. Discussion

The main objective of this study is to explain the Green HRM impact on organizational citizenship behaviour and the organizational commitment as a mediator in the Institute of Banking Sindh, Hyderabad. The research examines GHRMP such as green Recruitment selection, green training, green performance management, and green pay and reward and their effects on changing the employees' voluntary behaviour towards environmental sustainability in the organization. The study also reveals how implementing GHRMP increases employees' voluntary commitment toward environmental performance. The statistically significant relationship between GPM and both OC and OCBE provides evidence that GPM practices have a direct effect on OCBE. The findings of this research are in line with social exchange since they suggest that a positive organizational environment motivates employees to take voluntary steps to support environmental initiatives, which might increase the level of contribution of Organisational Commitment.

On the other hand, it noted that a non-significant relationship was found between these practices according to the data. It was noted that no direct impact of Green Pay and Reward (GPR), Green Recruitment and Selection (GRS), and both OC and OCBE have no direct influence in the context of the Institute of Banking Sindh, Pakistan. Conversely, the research findings align with the concept of Social Exchange theory since they suggest that there is not going to be an apparent rise in sustainable performance if an organization does not support the employees to participate in environmental efforts. The survey findings observed that people working for the banks under investigation, the researcher discovered many organizations knew little about green human resource management practices.

The lack of commitment and support from top management towards environmental sustainability is another cause of the weak correlation of green recruitment and selection (GRS) and green pay and reward impact on the organizational citizenship behaviour (OCBE) with the mediator of Organisational Commitment. Green training (GT) practices have a direct influence on both Organisational Commitment and OCBE, according to further study of the strong correlation between GT techniques and both outcomes.

### **6.1. Implications and research findings**

The findings help organizations pay more attention to green performance management (GPM) and green training (GT) practices. The findings are both significant and insignificant, demonstrating that GHRMP encourage employees' commitment to sustainable practices to advance progress and promote environmental initiatives. Emphasizing the importance of top management's support of GHRMP and concentrating on the establishment of clear policies. To foster employee participation in GHRMP, organizations should prioritize communicating their commitment and demonstrating importance to the environment by providing tangible and nontangible rewards. The study emphasizes that organizations adapt their GHRMP according to employee attitudes and contextual factors. Organizations may create focused interventions that connect with staff members and promote significant change by having a thorough understanding of the subtle differences between the various GHRMP that affect Organisational Commitment and OCBE. By learning new skills and information about sustainability, employees at financial institutions may benefit from the integration of GHRMP which can enhance their professional development and work satisfaction. Workers have the chance to take an active role in pro-environmental and sustainability efforts inside their company. In addition to being advantageous to the company, these facilities may offer the employees a sense of direction and job satisfaction.

### **6.2. Limitation of the study**

- The first limitation concerns the contextual limitations of the study. Since the results are based on the attitudes of employees at the Institute of Banking in Sindh, Pakistan, the generalizability of the findings to different sectors of the economy or contexts might be limited. Future studies could analyse multiple organizational contexts to strengthen the findings in other settings.
- Another limitation of the study is related to the cross-sectional research design that does not facilitate the prediction of causation or examination of long-term outcomes because it involves taking a snapshot of interactions at a certain moment. Longitudinal research would provide a greater understanding of the longevity and stability of the results and associations found throughout extended periods.
- The third limitation is related to the nature of the research's data collection, and it involves potential biases or inaccuracies in participants' perceptions or responses. Since the study is based on self-reported data, their views or memories might not be precise or objective. To address the limitation, future research could include mixed-methods techniques or objective.

### **6.3. Future research directions**

The Organizations improve their understanding of green HRM techniques and implementation

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processes by exploring new opportunities. Longitudinal studies track the long-term impact of green HRM techniques on organizational commitment and environmental citizenship behaviour. Qualitative research enhances a better understanding of employees' opinions and considerations. The primary processes and problems explored by mediation and moderation studies. Study on Green HRM Initiatives Expands the competitive advantages, sustainability, and organizational behaviour among employees. Contextual studies explore how different backgrounds of organizations adopt GHRMP for global sustainability.

## **7. Conclusion**

This research provides insight into the mediating role that organizational commitment (OC) plays between GHRMP and organizational citizenship behaviour towards the environment (OCBE) in Pakistan's Sindh region and Hyderabad banking organizations. The findings indicate that while Green Performance Management (GPM) practices directly influence OCBE and are partially mediated by OC, Green Pay and Reward (GPR) and Green Recruitment and Selection (GRS) practices may not directly impact OC or OCBE. These insights have implications for organizations aiming to promote environmental citizenship behaviours among employees. Understanding the varying degrees of mediation across different green HRM practices can inform the design of more effective HRM strategies that foster a culture of environmental responsibility and commitment. Moving forward, future research should delve deeper into the mechanisms underlying these relationships, conduct longitudinal studies to assess the sustainability of impacts, and explore cross-industry comparisons to generalize findings across different organizational contexts. Such endeavours will contribute to advancing knowledge in the field of Green HRM and its impact on organizational behaviour and environmental outcomes.

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