Humanities and Social Sciences Letters
2025 Vol. 13, No. 3, pp. 930-947
ISSN(e): 2312-4318
ISSN(p): 2312-5659
DOI: 10.18488/73.v13i3.4330

Relationship between green human resources management and organizational sustainability: Mediating effects of organizational commitment

Ridhi Rani[1+]
Ved Srinivas[2]
KDV Prasad[3]
Devendra Shrimali[4]
Ankita Pathak[5]

[1,3]*Faculty, Symbiosis Institute of Business Management, Hyderabad, Symbiosis International (Deemed University), Pune, India.*
[1]*Email: ridhi.rani@sibmhyd.edu.in*
[3]*Email: kdv.prasad@sibmhyd.edu.in*
[2]*General Management Area, Thiagarajar School of Management, Madurai, Tamil Nadu, India.*
[2]*Email: vedsrinivas@tsm.ac.in*
[4]*Department of Business Administration, Mohanlal Sukhadia University, Udaipur, Rajasthan, India.*
[4]*Email: devendrashrimali19@mlsu.ac.in*
[5]*Institute of Business Management, GLA University, Mathura, Uttar Pradesh, India.*
[5]*Email: ankitapthk76@gmail.com*


(+ Corresponding author)

Article History
Received: 17 January 2025
Revised: 11 July 2025
Accepted: 21 July 2025
Published: 29 July 2025

Keywords
GHRM
Healthcare industry
Mediator
Organizational commitment
Sustainability.

ABSTRACT

This empirical study investigated the nexus between green human resource management and organizational sustainability by surveying healthcare sector employees in and around Hyderabad city, an Indian metro. Five reflective constructs namely, green human resource management (GHRM), organizational commitment, and three dimensions of organizational sustainability economic, environmental, and social sustainability were assessed. Data were gathered from employees of corporate hospitals, including nurses, medical doctors, and paramedical staff working in various hospitals in Hyderabad city. Exploratory and confirmatory factor analyses were performed to test the relationships among the constructs, and structural equation modeling was used to test the hypotheses. The impacts of GHRM on organizational commitment, environmental sustainability, social sustainability, and economic sustainability are positive and statistically significant. Multiple mediation analysis was performed, and the results revealed that organizational commitment partially mediated the nexus between social sustainability and economic sustainability. The outcome has several implications for the healthcare industry. The healthcare industry should practice GHRM principles for organizational, economic, and environmental sustainability.

Contribution/Originality: This study reports the impact of GHRM on organizational sustainability, with organizational commitment as a pathway, surveying healthcare sector employees. This is the first study conducted surveying healthcare sector employees in India.

1. INTRODUCTION

Green Human Resource Management (GHRM) is an academic concept that emphasizes employee involvement in environmentally conscious company activities. It studies the interaction between organizational activities and HRM systems, raising awareness, educating employees, and encouraging sustainable initiatives. Renwick, Redman, and Maguire (2016) emphasize the importance of recruitment, selection, training, management development, and leadership practices in GHRM research for enhancing environmental management skills. The study suggests strategies to encourage environmentally friendly behavior among employees, including performance management, pay, rewards, and organizational culture, with a focus on employee relations and engagement. Research indicates

that GHRM practices enhance firms' environmental performance and foster better pro-environmental behavior among employees.

Organizational sustainability involves addressing issues such as climate change, industrial waste, and social well-being while meeting stakeholder needs. It also encompasses business concerns like economies of scale and social well-being. The third pillar is often overlooked in favor of ecological and economic sustainability in research. Although the number of publications on organizational social sustainability (OSS) has increased, research on the benefits, satisfaction, and subjective well-being of stakeholders has not kept pace with the growth of studies on supply chain management, environmental sustainability, and sustainable development. Meeting stakeholder needs without compromising future needs; preserving environmental, social, and economic capital; and actively promoting political sustainability are all components of organizational sustainability.

Businesses are able to strike a balance between their social, environmental, and economic obligations. Businesses may maximize their beneficial social and economic contributions while minimizing their negative environmental effects. Through prudent resource management, organizations can guarantee long-term prosperity. Without sacrificing their capacity to fulfill future demands, organizations can adapt to the needs of the present. GHRM is a new concept that is gaining popularity globally. A clearer definition of GHRM is lacking. GHRM refers to taking steps to increase energy efficiency or lower the level of pollution caused by our homes, businesses, and daily activities. Reducing the potential harm to mitigate issues related to pollution and energy that impact the environment is the primary goal of becoming green.

Implementing sustainable HR practices such as electronic filing, carpooling, job sharing, teleconferencing, online training, waste recycling, and energy-efficient office spaces can boost productivity and employee engagement. These practices help organizations reduce employees' carbon footprints. Green HR initiatives assist businesses in finding cost-effective ways to retain top talent without compromising quality. Green HRM is a strategic program that promotes sustainable company operations by fostering an internal culture and influencing employee behavior. The implementation of environmental policies and the development of a green HRM culture are heavily reliant on green behavior (Aboramadan & Karatepe, 2021). GHRM, or Green Good Governance, is a strategy promoting eco-friendly HR practices to reduce employee carbon emissions, increase efficiency, and promote environmental awareness in the industry (Mishra, 2017).

This empirical research investigates the impact of corporate commitment, sustainability, and green HR practices on healthcare firm employees, highlighting the significance of human resources in mitigating environmental impacts. Reducing environmental impact, enforcing ethical labor standards, encouraging community involvement, and guaranteeing economic sustainability are all ways that organizations can attain sustainability. The triple bottom line is a comprehensive evaluation tool that considers social, environmental, and financial aspects of an organization's sustainability.

Authors explored corporate sustainability through GHRM practices and green intellectual capital, focusing on recruitment, selection, and rewards, which positively impact a company's sustainability (Abd Rahman, Ismail, & Shafie, 2021). Esen and Caliskan (2019) investigated green human resources in the context of environmental sustainability and organizational pro-environmental practices. Organizational culture, structure, and strategy should be adapted to promote sustainable development, fostering social and environmental responsibilities through green human resources practices.

The authors investigated the impact of GHRM practices on the sustainability performance of Pakistani healthcare organizations, examining how perceived organizational support mediates this relationship. The findings indicate a positive correlation between GHRM practices and healthcare organizations' sustainability performance, with perceived organizational support (POS) partially mediating this relationship, thereby enhancing the effectiveness of GHRM in promoting organizational sustainability.

Although several authors have reported results on GHRM concerning environmental sustainability, green recruitment, and green training, no articles have addressed GHRM within the context of organizational sustainability, which is a multidimensional concept encompassing environmental, economic, and social sustainability. Therefore, this empirical study investigates the relationship between GHRM and environmental, economic, and social sustainability, with organizational commitment serving as a mediator.

2. REVIEW OF LITERATURE

2.1. GHRM and Organizational Commitment

The organizational commitment is defined as the level of care and concern team members have for their work environment, which can enhance productivity, boost morale, and assist a company in achieving its objectives. Establishing an organizational culture that values commitment can significantly improve team performance and help achieve goals. The phrases "work ethic" or "organizational commitment" denote a person's dedication and emotional ties to their work, colleagues, and organization. Committed team members support organizational development, making it easier to implement new strategies and policies. They are enthusiastic about change and eager to tackle new challenges, which can significantly enhance a company's effectiveness and competitiveness (Prasad, Singh, Srinivas, Kothari, & Shrimnali, 2025).

The study examined green goods recycled manufacturing practices in the manufacturing industry, revealing that green recruitment, selection, training, and development significantly impact organizational commitment (Shoaib et al., 2021). The authors examined the influence of green organizational commitment and knowledge sharing on workers' green innovation behavior in company settings, utilizing social information processing and social exchange theory.

The GHRM positively influences workers' green innovation conduct, with knowledge sharing moderated by green organizational commitment (GOC), fostering a knowledge-sharing environment that significantly encourages green innovation behavior Yang and Li (2023).

The study examined the impact of GHRM on organizational commitment and green creativity among 168 employees of Mobarakeh Steel Company in Isfahan. Organizational commitment and green creativity significantly influence workers' green commitment. The authors investigated the relationships among personal values, organizational outcomes, and GHRM. A previous study revealed that biospheric values moderate the nexus among GHRM practices and affective commitment (Gomes, Sabino, & Antunes, 2023). Thus, the hypothesis.

H_1: GHRM is positive, significant, and influences organizational commitment.

2.2. GHRM and Organizational Sustainability

Organizational sustainability involves addressing stakeholder needs, tackling issues such as climate change, industrial waste, and social well-being, and promoting economies of scale and social welfare. Research on stakeholder benefits, satisfaction, and well-being has not sufficiently focused on the growth of supply chain management, environmental sustainability, and sustainable development. Organizational sustainability entails meeting stakeholder needs without compromising future requirements, preserving environmental, social, and economic capital, and actively promoting political sustainability.

The study emphasizes the significant impact of GHRM practices, including training, development, performance appraisal, and reward and compensation, on the long-term sustainability of organizations (Amjad et al., 2021). The authors examined the impact of GHRM on organizational sustainability, involving 236 staff members from the University of Jammu. The outcomes reveal a direct nexus between GHRM and sustainability, suggesting potential HR benefits for environmentally conscious firms, such as motivating staff to adopt green practices (Devi, Yadav, Goel, Kaur, & Bhoyar, 2024).

2.3. GHRM and Economic Sustainability

Globalization, technological advancements, and mass media have contributed to a competitive economic environment. HRM is essential for business success and economic sustainability. Research indicates that HRM functions positively correlate with economic sustainability, making it a vital resource for organizations (Gaur, 2023). The study explores the utilization of dynamic capabilities as a means of accomplishing corporate social responsibility, economic sustainability, and environmental stewardship in accordance with the Sustainable Development Goals (SDGs). It identifies sixteen dynamic capabilities within a business framework, emphasizing the need for academia and industry to adopt sustainable practices (de Almeida Barbosa Franco, Franco Junior, Battistelle, & Bezerra, 2024). The authors explored the impact of green strategic intent on GHRM implementation, its potential influence on the circular economy, and its mediating effect on sustainable performance within the context of GHRM. This study confirms the positive impact of green strategic intent on GHRM, its connection to green empowerment, and its positive relationship with sustainable performance (Obeidat, Abdalla, & Al Bakri, 2023). The mediating function of corporate social responsibility (CSR) and sustainability performance was examined in this study. The results show a favorable and strong connection between green HRM practices and CSR. Furthermore, the relationship between CSR and the social and environmental aspects of sustainable performance is mediated by GHRM practices. Contrary to predictions, GHRM was found to be a negligible mediator between CSR and economic sustainability performance (Tanveer, Yusliza, Ngah, & Khan, 2023). Thus, the following hypothesis is postulated.

H_2: GHRM is positive and significantly influences the economic sustainability of healthcare organizations.

2.4. Green HRM and Environmental Sustainability

The authors emphasized the importance of ethical leadership and GHRM in promoting sustainability within organizations. It focuses on the influence of moral leaders and a shared enthusiasm for the environment on employees' eco-friendly actions. Data were collected from nonprofit organizations in Lebanon via a structured questionnaire. Using Partial Least Squares Structural Equation Modeling (PLS-SEM), the study revealed that ethical leadership significantly impacts green behaviors among employees, with GHRM and environmental passion mediating this relationship. Green creativity and a psychologically green climate also contribute to this relationship (Chreif & Farmanesh, 2022). The GHRM is considered a best practice for enhancing sustainability and environmental stewardship in Turkish companies. It emphasizes the importance of HR departments in integrating sustainability perspectives and motivating employees to adopt sustainable behaviors. The study employs a qualitative approach to analyze GHRM practices in six prominent Turkish companies. It examines GHRM implementation in Turkish firms, highlighting its role in promoting sustainability through recruitment, training, and performance evaluation. The study underscores the need for collaboration between HR and top management to encourage sustainable behaviors among employees, potentially enhancing environmental stewardship. Additionally, the influence of GHRM practices on the sustainable performance of Egyptian private hospitals was analyzed. Data from 398 workers revealed a moderate relationship between GHRM practices and sustainable performance, indicating the need for further commitment to environmental awareness and the development of a green culture (Allam & Mansour, 2024). The impact of HRM and green logistics on the performance of Indonesia's eco-friendly industrial sectors was examined by Setyadi, Akbar, Ariana, and Pawirosumarto (2023) via a quantitative approach and advanced statistical techniques such as Smart PLS and SEM. This study confirms the direct and mediating effects of green light (GL), the Green Revolution (GHRM), and sustainable production (SP) on sustainable development (SDO) in environmentally friendly manufacturing industries, offering important perspectives on the theory and use of GL and GHRM. Thus, the hypothesis is presented below.

H_3: GHRM is positive and significantly impacts environmental sustainability.

2.5. Green Human Resources Management and Social Sustainability

The author explored the role of social sustainability in business organizations as a precursor to environmental and economic constructs and as a component of a multitude of interconnected relationships (Prieto, Amin, & Canatay, 2022). It examines 41 model configurations and a wide range of second-order constructs from various US regions and organizations. The study employs PLS-SEM software to analyze social constructs, which are central to organizational life and positively influence other social and environmental constructs. It investigates construct variability within sustainability dimensions and discusses both theoretical and practical implications. Green HRM is vital for companies to achieve business objectives without compromising the needs of future generations, promoting environmentally conscious HR practices. The aim of GHRM practices is to foster environmental commitment and knowledge among employees and the general public. This paper explores the concept of Green HRM, reviews global studies, and analyzes its implementation in Coimbatore manufacturing industries, with the goal of enhancing efficiency and employee engagement (Vijaykarthigeyan & Giriprakash, 2019). The authors explored green HRM practices in relation to social sustainability, focusing on employee green behavior and self-efficacy from micro-level perspectives. We hypothesize that these factors act as moderators and mediators via a survey design and PLS-SEM data analysis. According to research on 142 hotel employees in Karachi, GHRM practices and organizational social sustainability are positively correlated. Employee green behavior mediates this relationship, whereas green HRM practices have no direct relationship. Research suggests that hotels should promote green attitudes and behaviors among employees to foster sustainability (Abbas et al., 2022). Thus, the following is postulated.

H_4: GHRM is positively and significantly associated with the social sustainability of an organization.

2.6. Organizational Commitment as a Mediator

With an emphasis on the mediating function of organizational commitment, the impact of GHRM on hospital environmental performance is examined. Managers and staff of public hospitals in Bushehr City were surveyed for this empirical study, which employed descriptive-correlational methods to assess variables, hypotheses, and questions. The findings indicate a strong correlation between environmental performance and GHRM, with organizational commitment being a key factor (Rajabpour, 2021). The researchers investigated the impact of Green HRM on farmer group participation in Tirtomartani Village, involving 510 members. The results show that green recruitment, training, performance management, and payment and rewards positively affect group participation, whereas green involvement has no impact on farmer participation (Subyantoro, Hikmah, Puspitaningrum, & Nasrulloh, 2022). In another study, the authors explored the impact of Green Human Resource Management (GHRM) practices on employee pro-environmental behavior, revealing that green commitment mediates this effect (Nasir, Asad, Hashmi, Fu, & Abbass, 2023). Therefore, the following hypothesis is formulated.

H_5: "Organizational commitment mediates the relationship between GHRM and organizational sustainability."

3. THEORETICAL FRAMEWORK

In a study, the authors proposed a theoretical framework for modeling the impact of GHRM practices on sustainable performance in healthcare organizations, assessed the level of implementation of GHRM practices in healthcare organizations in Palestine, and modeled a conceptual framework for GHRM (Mousa & Othman, 2020). The authors provided a sound theoretical framework for GHRM (Meyer, Allen, & Smith, 1993). The author investigated the current state and challenges of GHRM practices in India and proposed a theoretical framework to promote sustainable organizational development (Mishra, 2017). This empirical research underscores the importance of GHRM practices such as environmental training, recruitment, performance appraisals, employee involvement, and compensation in promoting pro-environmental behavior within organizations. Following these models, the authors developed theoretical and research models for this study (Figure 1 and Figure 2).

3.1. Objectives

- To study the impact of GHRM on organizational commitment in healthcare organizations.
- To study the impact of GHRM practices on organizational sustainability economic, environmental, and social sustainability.
- To investigate the mediating role of organizational commitment in the relationship between GHRM and organizational sustainability economic, environmental, and social sustainability.

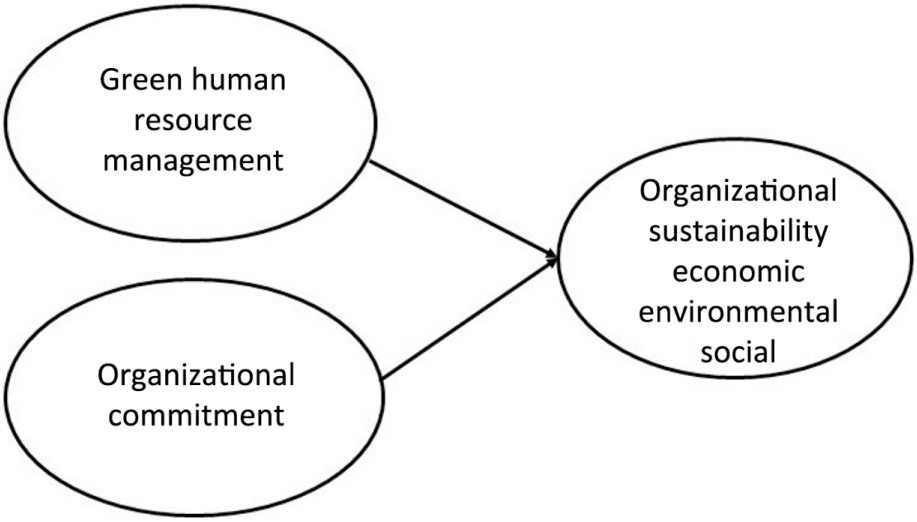

Figure 1. Theoretical model.

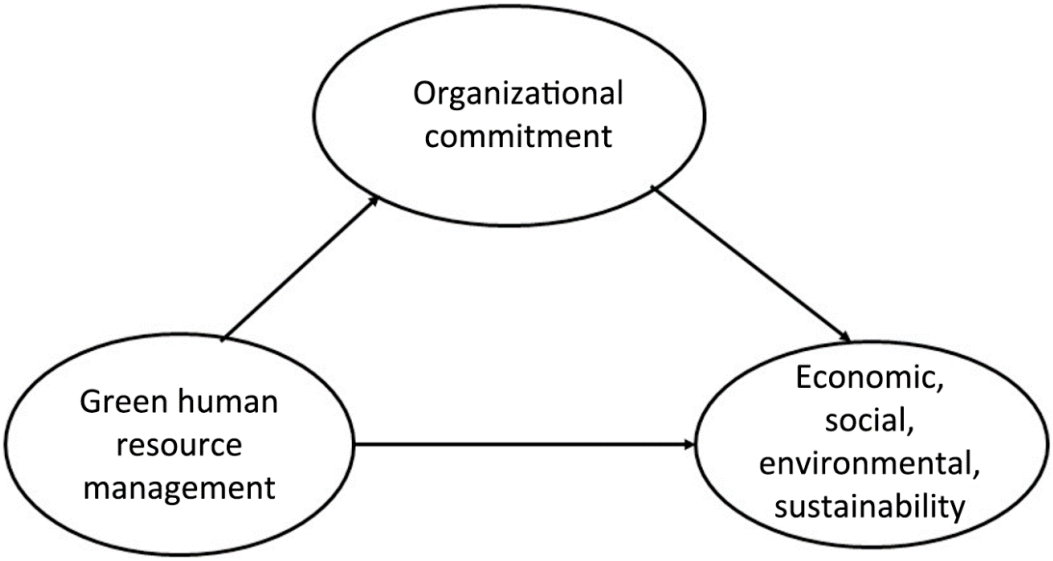

Figure 2. Authors research model.

4. RESEARCH GAP

Despite the increasing recognition of the role played by GHRM practices in workplace outcomes, research exploring their role in the healthcare sector, particularly in the context of GHRM and organizational sustainability, remains limited. While GHRM practices have been widely studied across various industries, their mediating and moderating effects on organizational commitment to sustainability in healthcare settings have not been sufficiently addressed. Due to its unique challenges, such as high-stress environments, emotional demands, and interpersonal interactions, the healthcare sector provides a distinct context that warrants further exploration. Existing studies primarily focus on isolated constructs of GHRM practices and organizational sustainability or do not examine their interrelationships or the ways in which GHRM and organizational commitment influence economic, environmental,

and social sustainability outcomes. This gap presents an opportunity to better understand how GHRM practices can enhance organizational commitment and green behavior, along with the mediating role of organizational commitment in the relationship among GHRM practices and organizational sustainability.

5. METHODOLOGY

Data collection: Data were gathered via a structured questionnaire that measured five reflective constructs: green human resource management (5 items), organizational commitment (5 items), organizational sustainability economic sustainability (4 items), environmental sustainability (3 items), and social sustainability (3 items). The questionnaire was distributed via Google Forms, WhatsApp, and email to employees of corporate hospitals in Hyderabad Metro. A total of 542 responses were received; however, only 501 valid responses were considered for analysis. The remaining 41 responses were discarded due to incompleteness and misbehavior. The demographic information of the study sample is provided in Table 1.

5.1. Measures

Organizational commitment was measured using the scale developed by Meyer et al. (1993). GHRM was assessed with the scale from Shen and Benson (2016). Organizational sustainability covering economic, environmental, and social aspects was measured using the scale by Balasubramanian and Balaji (2021).

5.2. Justification of Sample Size

For multivariate analyses such as factor analysis (Anderson & Gerbing, 1984), a suggested sample size of 200–400 with a free parameter ratio of 5:1 is recommended. This implies that only one indicator or statement requires a sample. Another approach is the formula 50 + 5x, where x is the number of statements, which is employed in accordance with the SEM analysis criterion provided by Gaskin (2023). Based on these requirements, a sample size of 215 is necessary for the 33 questions in the current empirical study. For this investigation, the legitimate response rate of 501 responses exceeded the required sample size. Moreover, the sample size is larger than that recommended for SEM analysis by Wolf, Harrington, Clark, and Miller (2013). The study sample demographics are presented in Table 1.

Table 1. Demographic characteristics of the study sample.

Gender	Frequency	Percent
Male	262	57
Female	239	48
Age group		
20-30	209	41
31-40	213	43
41-50	109	16
Education		
Graduate	186	37
Post-Graduate	213	42
Others	102	21

6. DATA ANALYSIS AND RESULTS

The study analyzed data to investigate the mediating impact of organizational commitment on the correlation between GHRM and organizational sustainability.

Exploratory factor analysis will be performed using IBM SPSS 29, and confirmatory factor analysis will be conducted on the collected data. Hypotheses will be tested using structural equation modeling with IBM SPSS AMOS version 28. To examine the relationships among the sub-dimensions of organizational sustainability, economic, environmental, and social sustainability will be evaluated for reliability, validity, and model fit.

6.1. Factor Analysis

The factor analysis distributed the 21 variables into five components. A Kaiser–Meyer–Olkin (KMO) sample adequacy value of 0.897 indicates that the sample is suitable for data analysis via factor analysis methods. These components are appropriate for additional studies. Five components accounted for 80.811% of the total variance, exceeding the threshold and suggesting a value of 60% (Hair, Ringle, & Sarstedt, 2011). However, four items one each from emotional stability, emotional intelligence, rewards and recognition, and teamwork were excluded because these items did not load well, as their loading values were less than 0.5. (Hair et al., 2011). Bartlett's test of sphericity value was <0.001, confirming that further analysis can be carried out (Chin, Peterson, & Brown, 2008). The factor loadings of the study variables are presented in Table 2.

Table 2. Factor loadings of the study variables.

Item	Factor loading	Item	Factor loading
Green human resource management" Cronbach's α = 0.848, CR=0.949, AVE=0.787"		Organizational commitment "Cronbach's α = 0.911, CR=0.913, AVE=0.679"	
GHRM1	0.89	OC1	0.76
GHRM2	0.92	OC2	0.79
GHRM3	0.88	OC3	0.86
GHRM4	0.87	OC4	0.87
GHRM5	0.87	OC5	0.83
Economic sustainability Cronbach's α = 0.919, CR=0.921, AVE=0.744		Environmental sustainability Cronbach's α = 0.883, CR=0.883, AVE=0.717	
ESUS1	0.85	ENVSUS1	0.81
ESUS2	0.89	ENVSUS2	0.83
ESUS3	0.82	ENVSUS3	0.84
ESUS4	0.88		
Social sustainability Cronbach's α = 0.943, CR=0.946, AVE=0.815			
SOCSU1	0.89		
SOCSU2	0.93		
SOCSU3	0.89		
SOCSU4	0.91		

SEM analysis produces three components: a measurement model to ascertain the correlations among the constructs and items; a structural model to investigate the anticipated links among the constructs (Ringle, Sarstedt, Schlittgen, & Taylor, 2013). Third, a mediation model is used to determine the mediating role of psychological capital in the nexus between transformational leadership and organizational citizenship behavior.

Assessment of the measurement model: The reliability, discriminant validity, and convergent validity of five constructs were evaluated. The Cronbach's alpha values, which ranged from 0.764 to 0.890, indicated that the survey instrument demonstrated good consistency, as they surpassed the benchmark value of 0.70. The requisite convergent validity is demonstrated by the average factor loadings of all constructs being greater than 0.70 and their average variance extracted (AVE) values exceeding 0.50 (see Table 3 & Table 4).

6.2. Model Fit

Confirmatory factor analysis was conducted using AMOS version 28. The five-factor model of GHRM, organizational commitment, and organizational sustainability economic, environmental, and social fit the data well. The model fit indices are CMIN/df=1.760, CFI=0.984, NFI=0.964, IFI=0.84, TLI=0.982, SRMR=0.027, RMSEA=0.029, and PClose=0.996, indicating that all values are within the accepted range of benchmark values (Bentler, 1990; Hu & Bentler, 1998; Ullman, 2001). The factor loadings are nonnegative and are >0.5, with average factor loadings for all 5 constructs >0.7 indicating excellent model fit (Byrne, 2013; Kline, 2015). As the model fit indices are excellent, the structural model was evaluated.

Based on the SEM analysis results, the relationships among the constructs were assessed. According to Hair et al. (2011) a model is regarded as well fit if the CMIN/df, GFI (Hair et al., 2011) and confirmatory fit index (CFI) (Bentler, 1990) values are all below 5. Moreover, the author noted that a model was deemed suitable if the root mean square error approximation (RMSEA) fell between 0.05 and a specified upper limit, and if the normalized root mean square residual (RMR), calculated with AMOS, was below 0.05.

6.3. Common Method Variance

Self-report questionnaires may cause common method variance (CMV) when used to collect data from the same individuals (Spector, 2023). The CMV represents a significant portion of the variation explained by a single factor. Harman's single-factor test was used to determine the statistical significance of CMV in the dataset. To assess CMV, all 31 components from the five constructs were combined into a single factor after several iterations. However, this factor contributed 21.69% of the overall variance, indicating that the dataset was not influenced by common method bias (Erum, Abid, Contreras, & Islam, 2020).

Table 3. Discriminant validity criterion.

Construct	"Green human resource management"	"Organizational commitment"	"Social sustainability"	"Economic sustainability"	"Environmental sustainability"
"Green human resource management"	0.887				
"Organizational commitment"	0.487***	0.824			
"Social sustainability"	0.446***	0.388***	0.903		
"Economic sustainability"	0.270***	0.342***	0.265***	0.862	
"Environmental sustainability"	0.019	0.012	-0.049	-0.035	0.847

Note: *** significant at <0.001 level.
Source: Fornell and Larcker (1981).

Table 4. Discriminant validity (Heterotrait–Monotrait ratio analysis).

Construct	Green human resource management	Organizational commitment	Social sustainability	Economic sustainability	Environmental sustainability
"Green human resource management"					
"Organizational commitment"	0.463				
Social sustainability	0.426	0.370			
Economic sustainability	0.255	0.319	0.242		
Environmental sustainability	0.018	0.008	0.047	0.025	

Source: Henseler, Ringle, and Sarstedt (2015).

6.4. Structural Model Assessment

The AMOS-developed structural model was used to test the hypotheses (Table 5, Figure 3). All the fit indices of the model were excellent, and the squared multiple correlations (R^2) were 0.24 for organizational commitment, 0.21 for social sustainability, and 0.08 for economic sustainability, indicating that 24% of the variance in organizational commitment, 21% for social sustainability, and 8% for economic sustainability were explained by GHRM practices (Figure 3).

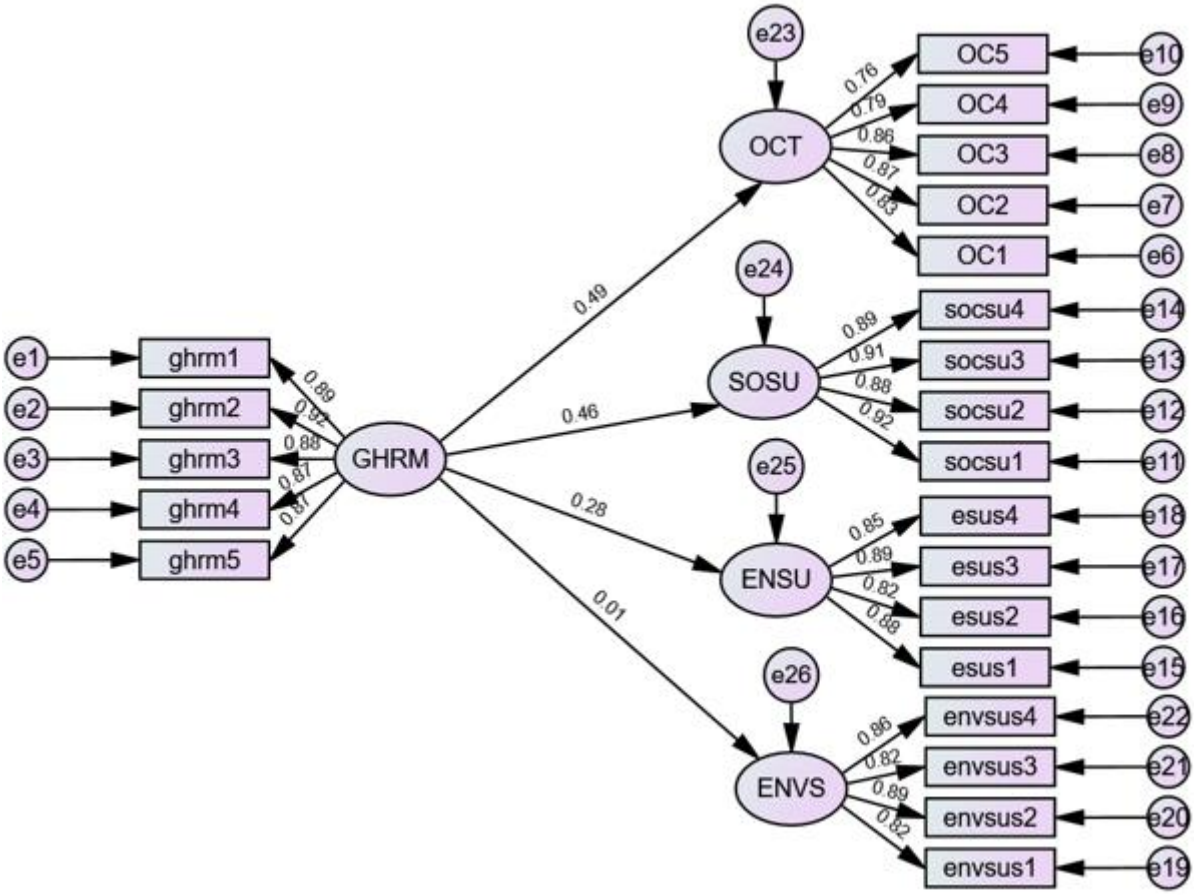

Figure 3. Structural model and relationships among the variables.

6.5. Testing of Hypotheses

The effects of GHRM practices on organizational commitment, as well as economic, environmental, and social sustainability, were assessed. GHRM practices have a positive and statistically significant effect on organizational commitment (ß=0.392, t=10.733, p<0.001). Our results correspond with the findings (Gomes et al., 2023) who studied the direct impact of GHRM practices on organizational commitment. Similarly, the impact of GHRM practices on environmental sustainability is positive and statistically significant (ß=0.165, t=3.580, p<0.001) and impacts environmental sustainability. Our results are in line with the results of Bohdanowicz, Zientara, and Novotna (2011). Furthermore, the impact of GHRM practices on economic sustainability is positive and statistically significant (ß=0.281, t=5.984, p<0.001). The authors Gaur (2023) and de Almeida Barbosa Franco et al. (2024) presented similar results. The impact of GHRM practices is positive and statistically significant (ß=0.471, t=10.220, p<0.001), which is also positive and aligns with the findings of Rahman, Reynolds, and Svaren (2012) and Ojo, Yusliza, and Thurasamy (2022). All four hypotheses were supported.

Table 5. Testing of hypotheses.

Relationship	ß	t value	p value	Decision
"H1: GHRM → Organizational commitment"	0.392	10.753	<0.001	"Supported"
"H2: GHRM → Economic sustainability"	0.281	5.984	<0.001	"Supported"
"H3: GHRM → Environmental sustainability"	0.165	3.580	<0.001	"Supported"
"H4: GHRM → Social sustainability"	0.471	10.220	<0.001	"Supported"

6.6. Mediation Analysis

This empirical research also assessed the mediating effects of organizational commitment on the relationship among green human resources and organizational sustainability economic, environmental, and social sustainability.

Organizational commitment partially mediates the relationship between environmental sustainability and social sustainability, as both the direct and indirect effects are statistically significant (p<0.001). p<0.05). However, organizational commitment does not mediate the relationships among GHR, practices, and economic sustainability (Table 6, Figure 4).

Table 6. Testing of hypotheses – Mediation analysis.

Relationship (Direct effects)	ß	t value	p value	Decision
A1: GHRM → Economic sustainability	0.137	2.600`	<0.05	Not Significant
B1: GHRM → Environmental sustainability	0.221	4.580	<0.001	Significant
C1: GHRM → Social sustainability	0.297	4.531	<0.001	Significant
Indirect effects (Result partial mediation)				
Relationship	ß	Lower	Upper	p value
A1: GHRM → Economic sustainability	0.231	0.044	0.081	0.987, No mediation
B1: GHRM → Environmental sustainability	0.115	0.070	0.175	<0.05**
C1: GHRM → Social sustainability	0.136	0.088	0.206	<0.05**

Note: ** Partial mediation
Source: Primary data processed

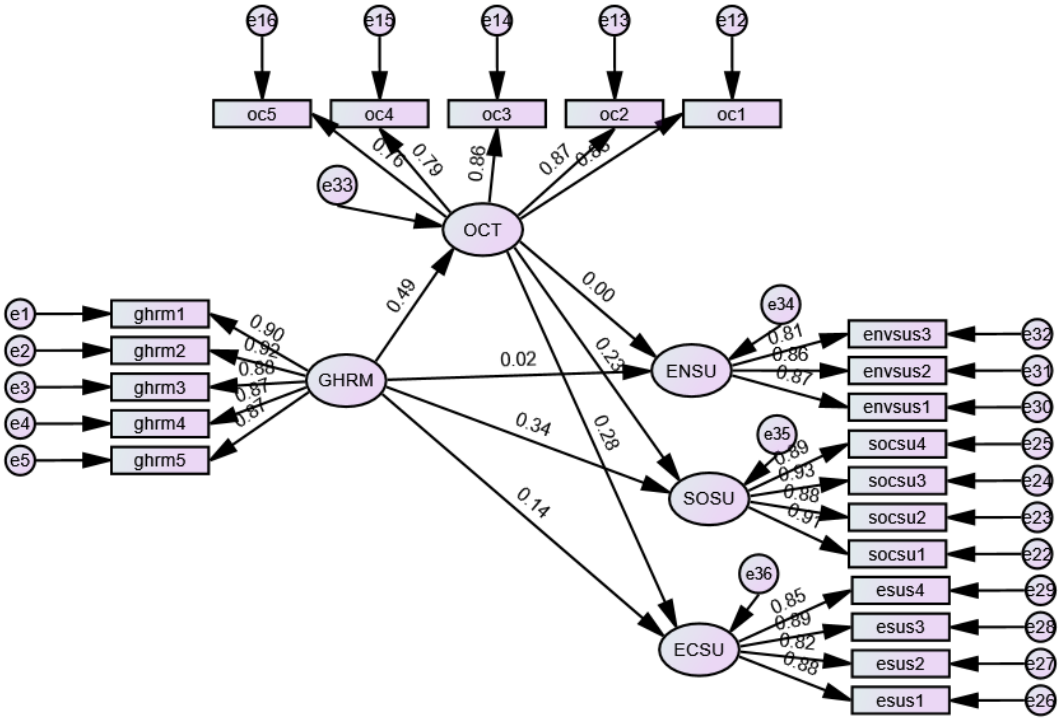

Figure 4. Mediation analysis.

7. DISCUSSION

This research study investigated the nexus between GHRM and organizational commitment and between GHRM and organizational sustainability, i.e., economic, environmental, and social sustainability, by surveying healthcare sector employees working in corporate hospitals in Hyderabad and the information technology sector. The researchers used SEM analysis to test the hypotheses and present the results. The results reveal that healthcare sector employees' perception of GHRM practices is positive and that organizational commitment enhances employees' loyalty and commitment to their respective organizations in the context of organizational sustainability and healthcare industry performance. All the hypotheses are supported, and the SEM results reveal positive effects of GHRM on organizational commitment and organizational sustainability (Aust, Matthews, & Muller-Camen, 2020). These authors reported a positive impact of GHRM and sustainable strategies on commitment to the organization. Another study reported positive impacts of sustainable environmental practices and organizational commitment (Ly, 2023).

Several past researchers have assessed strategic and sustainable environmental management techniques, such as releasing annual reports on environmental issues and publishing environmental practices. HRM is a key player in fulfilling organizations' goals through employee participation (Lo, Peters, & Kok, 2012).

The study explores the connection between GHRM and organizational commitment in the healthcare sector and recommends GHRM practices to enhance organizational sustainability performance. It also examines the mediating role of organizational commitment. This study highlights the effectiveness of GHRM implementation in improving employee behavior and organizational performance, despite previous research not including economic sustainability behaviors in the hypothesis (Daily & Huang, 2001). The study explores employees' psychological involvement in their organizations' environmental efforts, highlighting the crucial relationship between the organization and the individual in influencing their pro-environmental behavior. Research indicates that GHRM positively influences green hotel innovation, supporting the recommendation to improve it by promoting environmentally sustainable activities and encouraging workers to be environmentally conscious (Gilal, Ashraf, Gilal, Gilal, & Channa, 2019). Green human capital enhances employees' abilities, behaviors, and attitudes, thereby improving their environmental performance. This relationship is mediated by green human capital, which contributes to environmental knowledge, organizational citizenship behavior, and the motivation to adopt green practices.

This study explores the nexus between employee commitment to GHRM and sustainable behaviors, highlights the limited literature on this topic, particularly in the healthcare sector, and focuses on social identity theory. The study suggests that organizational commitment influences individual employee behavior, leading to active sustainable behaviors and improved environmental performance in the healthcare industry, confirming previous research on EOC (Carmeli, 2005; Liden, Wayne, Kraimer, & Sparrowe, 2003). The study reveals a significant single mediating effect of employee environmental behavior (EEB) and a sequential mediating effect through employee organizational commitment (EOC) and employee organizational behavior (EOB), indicating the influence of the social identity perspective on eco-friendly behavior. Organizational commitment and environmental concern enhance employee awareness, thereby improving environmental performance. Knowledge empowers employees to recognize their environmental responsibilities and protect the IT industry environment. The study suggests that the impact of GHRM on organizational sustainability is amplified when employees have greater awareness of environmental issues. Organizational commitment moderates the relationship between GHRM and green human capital, which aligns with findings from recent research (Han, Yu, & Kim, 2019; Liden et al., 2003), indicating that GHRM and organizational commitment are positively correlated with environmental concerns.

These authors investigated surveying healthcare technology employees from several corporate hospitals in and around Hyderabad. Self-reported data can present issues such as response bias, social desirability bias, inaccuracies, incomplete data, and subjectivity. These issues were addressed by assessing the questionnaires' reliability, validity, discriminant validity, convergent validity, and common method bias. All the reliability and validity values fall within the benchmark ranges, and under common method bias, some bias is observed; this bias is very minimal and has no impact on the study's outcome. The issues were also addressed by collecting data from several corporate hospitals where employees have diverse educational and cultural backgrounds.

This study is unique and significant because of several important factors. It first enhances understanding and awareness of the benefits associated with GHRM development. Second, no comprehensive investigations of GHRM in the healthcare industry have considered organizational environmental performance and sustainability studies within the healthcare sector. The research outcomes provide insights into the remaining limitations that hinder GHRM from reaching its full potential, as well as strategies for addressing these issues. This study is expected to contribute to the body of knowledge regarding the use of green HRM and its benefits in the IT sector. Notably, the study emphasizes the importance of adopting GHRM as a strategic priority and fostering an environmental citizenship culture while aligning corporate social responsibility efforts with sustainability objectives.

8. CONCLUSIONS AND RECOMMENDATIONS

The present empirical research contributes to the body of knowledge available on enhancing organizational sustainability economic, environmental performance, and social sustainability particularly in the Indian healthcare sector. Healthcare sector methods are associated with green human capital. In conclusion, employing watchful staff, providing opportunities for training and advancement, and maintaining green standards are all ways in which the Information Technology (IT) sector can increase its green human capital. Ojo et al. (2022) explored the motivational factors influencing IT professionals' pro-environmental behaviors, using self-determination theory and the GHRM literature to examine direct and indirect effects. The study, involving 333 IT professionals in Malaysia, revealed that autonomous motivation and GHRM practices significantly impact PEBs, with GHRM acting as a moderator. The findings suggest that IT professionals' PEBs are linked to environmental practices based on interest and values. Our findings concur with the authors' findings regarding environmental and economic sustainability. Another study revealed that GHRM practices, including recruitment, training, compensation, performance management, and empowerment, can influence employees' pro-environmental healthcare practices, particularly in the healthcare sector.

The path model analysis results validate the noteworthy influence of empowerment, participation, and green training and development. Additionally, recommendations are made regarding the application of GHRM practices to encourage employees' pro-environmental IT behavior, and the implications of the findings are discussed (Ojo & Raman, 2019). In another study, the authors examined the impact of GHRM practices on employee green behavior in the workplace, focusing on technology acceptance models and cross-sectional survey data from China. The study revealed that rewards predict only extra-role behaviors, whereas education, training, and empowerment positively affect in-role and extra-role green behaviors.

The results imply that green human capital encourages workers to think positively about their capacity to practice environmentally friendly behaviors because they possess the necessary capacities, mechanisms, and expertise. In the end, these circumstances enhance our understanding of the environment and promote environmental performance innovation.

The findings go beyond simple theoretical inferences; they also demonstrate how to use human capital to increase staff members' environmental awareness, which enhances the environmental performance of the IT industry. From a process standpoint, the study showed how GHRM methods combined with environmental knowledge can promote more innovation. Because the study concentrated on GHRM strategies as a possible source of human capital rather than behavior reinforcement, it contributed to the body of knowledge on the theory of human capital.

One approach to using human capital management to assist companies in becoming more environmentally sustainable is through GHRM. Among the green HRM techniques are the following.

Green recruitment: Attract environmentally conscious candidates and help them understand the company's environmental policy.

Green training: Educate employees on green initiatives and best practices in business.

Green employee involvement: Provide staff members with opportunities to express their thoughts and propose solutions for environmental issues.

Sustainable practices: Encourage staff members to walk, carpool, or take public transportation. Promote composting, recycling, and reducing paper use.

Educate employees: Involve staff members in corporate sustainability programs and provide them with sustainable development education.

9. PRACTICAL IMPLICATIONS

The study emphasizes the role of GHRM practices in environmental policy implementation and recommends that policymakers and managers foster an environmentally friendly workplace culture, empower employees, and promote low-carbon behavior. This study explores GHRM practices and proposes an interdisciplinary framework

for sustainable organizations, highlighting system gaps and providing valuable insights for managers and policymakers. Healthcare organizations are prioritizing GHRM to promote eco-friendly behavior and employee dedication, leading to successful environmental performance (Hsiao, Chuang, Kuo, & Yu, 2014). The study suggests that healthcare sector management and HR should incorporate environmental management values into their policies, hire employees with similar values, and provide environmental education. Green healthcare HR managers can promote eco-friendly practices through non-monetary awards, whereas non-green healthcare strategies focus on short-term approaches, requiring customized support and monetary rewards. Through various implementation methods, GHRM practices can enhance sustainability and competitiveness in organizations, particularly in the healthcare industry. These include encouraging employees to engage in sustainable practices, saving energy, power, and water, such as switching off the lights when leaving the room, and conserving water by closing the tap after use.

10. LIMITATIONS FUTURE DIRECTIONS

The use of self-rated predictors and criterion variables, as well as frequent technique bias, are some of the study's shortcomings. Future research should collect data from other sources and consider cultural differences, as the results may not be generalizable to other contexts, necessitating further investigation. Random sampling and stratified random sampling are recommended data collection techniques to improve sample representativeness. Future studies should examine various industries, demographics, ages, genders, qualifications, service lengths, training, healthcare, manufacturing, and automobile sectors to assess the effects of GHRM practices, individual self-efficacy, and organizational factors. The study suggests that high confidence in task completion can lead to environmentally friendly behavior. However, it has limitations, such as focusing solely on the IT industry in India and limited generalizability. Future research should explore organizational citizenship attitudes and address environmental challenges across multiple industries. The authors recommend conducting cross-sectional studies across various industries, cultures, and gender groups to enhance generalizability and incorporate environmental knowledge. Generalizability involves applying research findings from a sample population to the entire population, which requires quantitative research methods such as experiments, as larger sample sizes enable broader extrapolation.

Funding: This study received no specific financial support.
Institutional Review Board Statement: The Ethical Committee of the Symbiosis Institute of Business Management, Hyderabad; Symbiosis International (Deemed University), India has granted approval for this study on 18 August 2024 (Ref. No IRC5/2024).
Transparency: The authors state that the manuscript is honest, truthful, and transparent, that no key aspects of the investigation have been omitted, and that any differences from the study as planned have been clarified. This study followed all writing ethics.
Competing Interests: The authors declare that they have no competing interests.
Authors' Contributions: All the authors contributed equally to the conception and design of the study. All authors have read and agreed to the published versions of the manuscript.

REFERENCES

Abbas, Z., Gull Khan, A., Smaliukienė, R., Zámečník, R., Hussain, K., & Mubarik, S. (2022). Green HRM pursuit of social sustainability in the hotels: AMO theoretical perspective. *Quality-Access to Success.*

Abd Rahman, N. H., Ismail, S., & Shafie, N. I. (2021). Green human resource management and organizational sustainability. *FBM Insights, 4*, 13-15.

Aboramadan, M., & Karatepe, O. M. (2021). Green human resource management, perceived green organizational support and their effects on hotel employees' behavioral outcomes. *International Journal of Contemporary Hospitality Management, 33*(10), 3199-3222. https://doi.org/10.1108/ijchm-12-2020-1440

Allam, N. M., & Mansour, M. M. (2024). Do green human resource management practices improve sustainable performance?: Empirical evidence from Egyptian private hospitals. *International Journal of Customer Relationship Marketing and Management*, *15*(1), 1-20.

Amjad, F., Abbas, W., Zia-Ur-Rehman, M., Baig, S. A., Hashim, M., Khan, A., & Rehman, H.-u.-. (2021). Effect of green human resource management practices on organizational sustainability: The mediating role of environmental and employee performance. *Environmental Science and Pollution Research*, *28*, 28191-28206. https://doi.org/10.1007/s11356-020-11307-9

Anderson, J. C., & Gerbing, D. W. (1984). The effect of sampling error on convergence, improper solutions, and goodness-of-fit indices for maximum likelihood confirmatory factor analysis. *Psychometrika*, *49*(2), 155-173. https://doi.org/10.1007/bf02294170

Aust, I., Matthews, B., & Muller-Camen, M. (2020). Common good HRM: A paradigm shift in sustainable HRM? *Human Resource Management Review*, *30*(3), 100705. https://doi.org/10.1016/j.hrmr.2019.100705

Balasubramanian, N., & Balaji, M. (2021). Organisational sustainability scale-measuring employees' perception on sustainability of organisation. *Measuring Business Excellence*, *26*(3), 245-262. https://doi.org/10.1108/mbe-06-2020-0093

Bentler, P. M. (1990). Comparative fit indexes in structural models. *Psychological Bulletin*, *107*(2), 238–246. https://doi.org/10.1037//0033-2909.107.2.238

Bohdanowicz, P., Zientara, P., & Novotna, E. (2011). International hotel chains and environmental protection: An analysis of Hilton's we care! programme (Europe, 2006–2008). *Journal of Sustainable Tourism*, *19*(7), 797-816.

Byrne, B. M. (2013). *Structural equation modeling with Mplus: Basic concepts, applications, and programming*. New York: Routledge.

Carmeli, A. (2005). Perceived external prestige, affective commitment, and citizenship behaviors. *Organization Studies*, *26*(3), 443-464. https://doi.org/10.1177/0170840605050875

Chin, W. W., Peterson, R. A., & Brown, S. P. (2008). Structural equation modeling in marketing: Some practical reminders. *Journal of Marketing Theory and Practice*, *16*(4), 287-298. https://doi.org/10.2753/mtp1069-6679160402

Chreif, M., & Farmanesh, P. (2022). Applying green human resource practices toward sustainable workplace: A moderated mediation analysis. *Sustainability*, *14*(15), 9250. https://doi.org/10.3390/su14159250

Daily, B. F., & Huang, S. c. (2001). Achieving sustainability through attention to human resource factors in environmental management. *International Journal of Operations & Production Management*, *21*(12), 1539-1552. https://doi.org/10.1108/01443570110410892

de Almeida Barbosa Franco, J., Franco Junior, A., Battistelle, R. A. G., & Bezerra, B. S. (2024). Dynamic capabilities: Unveiling key resources for environmental sustainability and economic sustainability, and corporate social responsibility towards sustainable development goals. *Resources*, *13*(2), 22. https://doi.org/10.3390/resources13020022

Devi, S., Yadav, B., Goel, D., Kaur, S., & Bhoyar, S. (2024). Embracing green HRM: Propelling organizational sustainability forward. *Environment and Social Psychology*, *9*(4), 2202. https://doi.org/10.54517/esp.v9i4.2202

Erum, H., Abid, G., Contreras, F., & Islam, T. (2020). Role of family motivation, workplace civility and self-efficacy in developing affective commitment and organizational citizenship behavior. *European Journal of Investigation in Health, Psychology and Education*, *10*(1), 358-374.

Esen, E., & Caliskan, A. O. (2019). Green human resource management (GHRM) and environmental sustainability. *PressAcademia Procedia*, *9*(1), 58-60.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, *18*(1), 39-50. https://doi.org/10.1177/002224378101800104

Gaskin, J. (2023). *Statiwi Gaskination. Structural equation modeling, 3 credit online course.* Retrieved from https://statwiki.gaskination.com/index.php?title=Main_Page

Gaur, V. (2023). A study on the effects of globalisation, changing economy on HRM and its effects on the economic sustainability of organisations. *The Business & Management Review*, *14*(2), 120-130.

Gilal, F. G., Ashraf, Z., Gilal, N. G., Gilal, R. G., & Channa, N. A. (2019). Promoting environmental performance through green human resource management practices in higher education institutions: A moderated mediation model. *Corporate Social Responsibility and Environmental Management*, *26*(6), 1579-1590. https://doi.org/10.1002/csr.1835

Gomes, J. F., Sabino, A., & Antunes, V. (2023). The effect of green human resources management practices on employees' affective commitment and work engagement: The moderating role of employees' biospheric value. *Sustainability*, *15*(3), 2190. https://doi.org/10.3390/su15032190

Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *Journal of Marketing theory and Practice*, *19*(2), 139-152. https://doi.org/10.2753/mtp1069-6679190202

Han, H., Yu, J., & Kim, W. (2019). Environmental corporate social responsibility and the strategy to boost the airline's image and customer loyalty intentions. *Journal of Travel & Tourism Marketing*, *36*(3), 371-383. https://doi.org/10.1080/10548408.2018.1557580

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, *43*, 115-135. https://doi.org/10.1007/s11747-014-0403-8

Hsiao, T.-Y., Chuang, C.-M., Kuo, N.-W., & Yu, S. M.-F. (2014). Establishing attributes of an environmental management system for green hotel evaluation. *International Journal of Hospitality Management*, *36*, 197-208. https://doi.org/10.1016/j.ijhm.2013.09.005

Hu, L.-t., & Bentler, P. M. (1998). Fit indices in covariance structure modeling: Sensitivity to underparameterized model misspecification. *Psychological Methods*, *3*(4), 424.

Kline, P. (2015). *A handbook of test construction (Psychology revivals): Introduction to psychometric design.* Abingdon, UK: Routledge.

Liden, R. C., Wayne, S. J., Kraimer, M. L., & Sparrowe, R. T. (2003). The dual commitments of contingent workers: An examination of contingents' commitment to the agency and the organization. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, *24*(5), 609-625. https://doi.org/10.1002/job.208

Lo, S. H., Peters, G. J. Y., & Kok, G. (2012). A review of determinants of and interventions for proenvironmental behaviors in organizations. *Journal of Applied Social Psychology*, *42*(12), 2933-2967. https://doi.org/10.1111/j.1559-1816.2012.00969.x

Ly, B. (2023). Green HRM and eco-friendly behavior in Cambodian public organizations: The mediation of organizational commitment. *Environmental Challenges*, *10*, 100674. https://doi.org/10.1016/j.envc.2022.100674

Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of Applied Psychology*, *78*(4), 538.

Mishra, P. (2017). Green human resource management: A framework for sustainable organizational development in an emerging economy. *International Journal of Organizational Analysis*, *25*(5), 762-788. https://doi.org/10.1108/ijoa-11-2016-1079

Mousa, S. K., & Othman, M. (2020). The impact of green human resource management practices on sustainable performance in healthcare organisations: A conceptual framework. *Journal of Cleaner Production*, *243*, 118595. https://doi.org/10.1016/j.jclepro.2019.118595

Nasir, M., Asad, N., Hashmi, H. B. A., Fu, H., & Abbass, K. (2023). Analyzing the pro-environmental behavior of pharmaceutical employees through Green HRM practices: The mediating role of green commitment. *Environmental Science and Pollution Research*, *30*, 7886-7903. https://doi.org/10.1007/s11356-022-22672-y

Obeidat, S. M., Abdalla, S., & Al Bakri, A. A. K. (2023). Integrating green human resource management and circular economy to enhance sustainable performance: An empirical study from the Qatari service sector. *Employee Relations: The International Journal*, *45*(2), 535-563. https://doi.org/10.1108/er-01-2022-0041

Ojo, A., Yusliza, M. Y., & Thurasamy, R. (2022). Motivational factors influencing IT professionals' pro-environmental behaviors: An application of self-determination theory and green human resource management. *International Journal of Environmental Research and Public Health*, *19*(8), 4957.

Ojo, A. O., & Raman, M. (2019). Role of green HRM practices in employees' pro-environmental IT practices. In New Knowledge in Information Systems and Technologies. In (Vol. 1, pp. 678-688). Cham, Switzerland: Springer International Publishing.

Prasad, K. D. V., Singh, S., Srinivas, V., Kothari, H., & Shrimnali, D. (2025). The impact of green human resource management on IT employees' environmentally eco-friendly performance and behavior: The mediating role of organizational commitment. *Qubahan Academic Journal*, *5*(1), 229–248.

Prieto, L., Amin, M. R., & Canatay, A. (2022). Examining social sustainability in organizations. *Sustainability*, *14*(19), 12111. https://doi.org/10.3390/su141912111

Rahman, I., Reynolds, D., & Svaren, S. (2012). How "green" are North American hotels? An exploration of low-cost adoption practices. *International Journal of Hospitality Management*, *31*(3), 720-727.

Rajabpour, E. (2021). The role of green human resource management on organizations environmental performance with emphasis on the mediating role of organizational commitment. *Public Management Researches*, *14*(53), 141-166.

Renwick, D. W., Redman, T., & Maguire, M. (2016). Green human resource management: A review and research agenda. *International Journal of Management Reviews*, *18*(3), 1-24.

Ringle, C. M., Sarstedt, M., Schlittgen, R., & Taylor, C. R. (2013). PLS path modeling and evolutionary segmentation. *Journal of Business Research*, *66*(9), 1318-1324. https://doi.org/10.1016/j.jbusres.2012.02.031

Setyadi, A., Akbar, Y. K., Ariana, S., & Pawirosumarto, S. (2023). Examining the effect of green logistics and green human resource management on sustainable development organizations: The mediating role of sustainable production. *Sustainability*, *15*(13), 10667. https://doi.org/10.3390/su151310667

Shen, J., & Benson, J. (2016). When CSR is a social norm: How socially responsible human resource management affects employee work behavior. *Journal of Management*, *42*(6), 1723-1746. https://doi.org/10.1177/0149206314522300

Shoaib, M., Abbas, Z., Yousaf, M., Zámečník, R., Ahmed, J., & Saqib, S. (2021). The role of GHRM practices towards organizational commitment: A mediation analysis of green human capital. *Cogent Business & Management*, *8*(1), 1870798. https://doi.org/10.1080/23311975.2020.1870798

Spector, B. (2023). Whose normal is the new normal anyway? A critical leadership appraisal of university administrators in a waning pandemic. *Qualitative Research in Organizations and Management: An International Journal*, *18*(3), 201-221. https://doi.org/10.1108/qrom-11-2022-2447

Subyantoro, A., Hikmah, K., Puspitaningrum, D. A., & Nasrulloh, R. S. (2022). Effects of green human resource management on participation of farmer group members in Sleman Yogyakarta: Organizational commitment as mediation variable. *International Journal of Sustainable Development & Planning, 17*(8), 2513-2521. https://doi.org/10.18280/ijsdp.170819

Tanveer, M. I., Yusliza, M. Y., Ngah, A. H., & Khan, M. A. K. (2023). Mapping the link between CSR and sustainability performance through GHRM practices in hotel industry. *Journal of Cleaner Production, 429*, 139258. https://doi.org/10.1016/j.jclepro.2023.139258

Ullman, M. T. (2001). The neural basis of lexicon and grammar in first and second language: The declarative/procedural model. *Bilingualism: Language and Cognition, 4*(2), 105-122. https://doi.org/10.1017/s1366728901000220

Vijaykarthigeyan, K., & Giriprakash, A. (2019). Green HRM practices followed by selected manufacturing industries in Coimbatore. *International Journal of Recent Technology and Engineering, 8*(2), 659-662.

Wolf, E. J., Harrington, K. M., Clark, S. L., & Miller, M. W. (2013). Sample size requirements for structural equation models: An evaluation of power, bias, and solution propriety. *Educational and Psychological Measurement, 73*(6), 913-934. https://doi.org/10.1177/0013164413495237

Yang, M., & Li, Z. (2023). The influence of green human resource management on employees' green innovation behavior: The role of green organizational commitment and knowledge sharing. *Heliyon, 9*(11), e22161. https://doi.org/10.1016/j.heliyon.2023.e22161