Impacts of Green HRM Practices in Employee Environmental Commitment in the Context of Nepalese Manufacturing Industry

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Abstract

The purpose of this study is to identify various green Human Resource Management (HRM) practices applied in the Nepalese manufacturing industry that contributes to employee environmental commitment. The study adopts a deductive approach grounded in a positivist perspective, utilizing a quantitative approach to collect and analyze data through structured survey questionnaires. The sample size for this study is 446. The researcher collected primary data from employees working in the Nepalese manufacturing industry that has implemented Green HRM practices, using a self-administered questionnaire. The initial data was subsequently analyzed using various statistical techniques, including percentages, frequency analysis, calculating the mean and standard deviation. Additionally, structural equation modeling was employed for inferential analysis. Based on the results of the structural equation model, it was found that green training, green rewards, and organizational culture significantly contribute to employee environmental commitment. The findings of this study emphasize the importance of organizations prioritizing and investing in sustainable HR practices such as green training, green rewards, and organizational commitment strategies. By doing so, organizations can enhance their commitment to environmental sustainability and ultimately improve their long-term organizational performance.

Keywords: green, HRM, commitment, training, reward, environment, organizational culture, SEM.

Introduction

Organizations worldwide are increasingly recognizing the importance of embracing an eco-friendly culture to promote environmental conservation and sustainability (Kramar, 2014; Delmas & Toffel, 2008). Green job-related issues encompass various aspects, including land and natural resource management (ILO, 2016), waste management (WHO, 2016), pollution control measures, decent work practices (ILO, 2022), sustainable production techniques, and alignment with existing government climate change policies and other relevant regulations (UNFCCC, 2015). Integrating these environmental concerns into HR policies has been emphasized as a strategic approach to foster employee engagement in eco-friendly practices (Ramus & Steger, 2000; Schreck & Epitropaki, 2003). Such practices have been linked to improve organizational performance and enhanced environmental outcomes (Kirkman et al., 2011).

Green HRM has emerged from the organization that ensures the environmental conservation and preserving ecological balance through best-defined comprehensive and favorable HR policies (Uddin & Islam, 2015). This study revealed that the factors that affected the green HRM were entry-level recruitment, training and development, systematic performance appraisal and management, employee relations, pay and rewards, and exit (Khan, 2022) has been identified. When organizations implement Green HRM practices such as providing green training, promoting eco-friendly policies, and offering green rewards, employees are more inclined to engage in pro-environmental behaviors. The research also revealed that the positive impact of Green HRM practices on environmental performance is partially mediated by employee environmental behavior (Hameed et al., 2018).

Green Human Resource Management (HRM) practices aim to incorporate environmental concerns into green HRM functions, including favourable recruitment, proper selection, training, compensation, and performance management (Renwick et al., 2013). By promoting sustainability within organizations, green HRM practices can undoubtedly lead to increase employee environmental commitment, which refers to an individual's willingness to actively participate in environmentally responsible behaviors (Paillé et al., 2014). Previous research has demonstrated that organizations that implement favorable, and friendly green HRM practices tend to see higher levels of employee engagement in eco-friendly initiatives (Arulrajah et al., 2018).

The manufacturing sector in Nepal comprises various sub-sectors, including textiles and garments, cement, steel, chemicals, food processing, and handicrafts (Ghimire, 2020). Despite facing challenges such as infrastructural limitations, bureaucratic hurdles, and intermittent power supply, industry has shown resilience and steady growth over the years. One of the key strengths of the Nepalese manufacturing industry is its emphasis on labor-intensive production processes, making it a significant source of employment in both urban and rural areas (Luitel & Regmi, 2021). Moreover, the industry's export-oriented approach has enabled it to explore international markets and establish trade relationships with neighboring countries. The government of Nepal has implemented various policies and initiatives to promote the manufacturing sector such as offering tax incentives, establishing Special Economic Zones (SEZs), and encouraging foreign direct investment (World Bank, 2021). These measures aim to foster industrialization, enhance competitiveness, and create an enabling environment for manufacturing enterprises. While the Nepalese manufacturing industry shows a promise, it also faces several challenges that hinder its growth potential. Restricted financial access, a shortage of skilled workforce, insufficient infrastructure, and trade disparities are among the key impediments (Sapkota & Dhungel, 2020). Addressing these challenges is crucial to unlocking the sector's full potential and maximizing its contributions to the country's economic prosperity. In conclusion, Nepalese manufacturing industry is a significant player in the country's economic landscape, providing employment opportunities, contributing to GDP, and fostering industrial growth. However, to fully harness its

potential, addressing existing challenges and implementing strategic policies is essential for sustained development and competitiveness.

Green HRM practice in the manufacturing industry plays a vital role in promoting environmental conservation and sustainability (Paillé et al., 2014). By incorporating green practices into recruitment, training, and performance management, organization can create a workforce that is more environmentally conscious and aligned with the company's sustainability goal. Green HRM has a positive impact on employee environmental commitment (Arulrajah et al., 2018). When employees perceive their organization's commitment to environmental conservation, they are more likely to engage in environmentally responsible behaviors, leading to a greener manufacturing process and reduced ecological footprint. Implementation of Green HRM practices helps manufacturing companies comply with environmental regulations and standards (Ramus & Steger, 2000). By training employees on eco-friendly practices and integrating sustainability into performance evaluations, organizations can ensure adherence to environmental laws and guidelines. Adoption of Green HRM practices can enhance a manufacturing company's corporate reputation as environmentally responsible (Delmas & Toffel, 2008). A positive image as an eco-friendly organization can attract environmentally conscious customers, investors, and business partners. Green HRM practices can lead to cost savings and improved efficiency in manufacturing processes (Chen et al., 2018). By promoting resource efficiency and waste reduction through training and performance management, companies can reduce operational costs and enhance productivity.

Taking into this consideration, the researcher has made an effort to pursue this issue in the context of Nepal as well. Therefore, the present research aims to identify various green HRM practices that are mainly applied in Nepalese manufacturing industry. This study examines the impacts of Green HRM practices on employee environmental commitment in the context of Nepalese manufacturing industry. Moreover, while there is a growing body of literature on Green HRM practices and their effects on employee environmental commitment, there is a lack of research specifically focusing on Nepalese manufacturing industry. Nepal is a developing country with a significant manufacturing sector that is grappling with environmental challenges such as pollution, waste management, and resource depletion. Therefore, there is a need to understand how Green HRM practices can be effectively implemented in this context and their influence on employee environmental commitment.

Methodology

Each of the theories discussed here underscores its significance by providing valuable support for research in the realm of suitable Green Human Resource Management (GHRM) practices and their adverse impact on environmental sustainability. Theories such as Social Identity Theory emphasize the importance of employees' identification with their organization's environmental values in driving environmentally responsible behavior (Chen et al., 2018). The Resource-based View (RBV) theory underscores that effective human resource management can serve as a valuable resource for achieving environmental sustainability goals (Paillé et al., 2014). Psychological Contract Theory highlights how Green HRM practices can shape employee expectations and influence environmentally responsible behavior (Foster et al., 2018). Organizational Culture Theory emphasizes the pivotal role of organizational culture in shaping employee attitudes and behaviors toward environmental sustainability (Cameron & Quinn, 2006). Finally, Social Exchange Theory points out the significance of supportive supervisory behaviors and environmental policies in fostering employee initiatives and environmentally responsible actions in the workplace (Cameron & Quinn, 2006). These theories in this present study collectively contribute valuable insights into the interplay between human resource practices and environmental sustainability within organizations.

A study by Renwick et al. (2016) found that employees who undergo green training are more likely to develop a sense of responsibility towards the environment, leading to higher levels of commitment towards environmentally friendly practices. Research conducted by Bolton et al. (2017) showed that employees who are rewarded for their environmentally-friendly behaviors exhibit higher levels of commitment towards the environment. The study found that by implementing green reward programs, organizations can increase employee motivation and dedication to green initiatives. A study conducted by Haslam et al. (2018) revealed that organizations with a strong green organizational culture have employees with higher levels of commitment toward the environment. The study found that when employees perceive their organization as environmentally conscious and supportive of green practices, they are more likely to engage in environmentally friendly behaviors and exhibit greater commitment towards the environment.

Drawing from the aforementioned literature review, the following enhanced conceptual framework is formulated to investigate the interplay between Green HRM Practices and Employee Commitment to Environmental Sustainability.
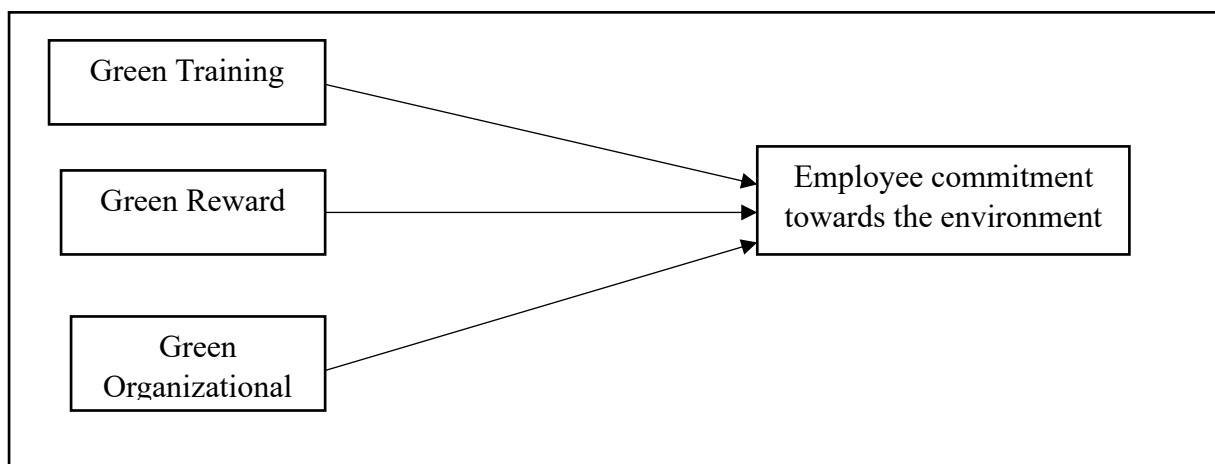
Figure 1

Conceptual Framework

Figure 1 provides a visual representation of the relationships among key elements influencing employee dedication to environmental sustainability within an organization. The central element in this framework is the extent of environmentally-focused training and education that employees receive (labeled as "Green Training") (Paillé et al., 2014). Adjacent to it is the presence and effectiveness of reward systems that encourage eco-friendly behaviors among employees (termed "Green Reward") (Khan, 2022). Encircling these factors is the perception of the organization's culture as environmentally conscious and supportive of green practices (referred to as "Green Organizational Culture"). The central focus of this framework is the level of commitment and engagement demonstrated by employees in environmentally-friendly initiatives within the organization (Haslam et al., 2018). The arrows connecting these elements in Figure 1 depict the intricate interrelationships among them, offering insights into how Green Training, Green Reward, and Green Organizational Culture collectively impact employee commitment to environmental sustainability in context of Nepalese manufacturing industry.

Utilizing a causal-comparative research design, the researcher has evaluated the degree and scale of the relationship between the selected study constructs. This study adopts a deductive approach inclined at positivism perspective, quantitative approach to collect and analyze data through structured survey questionnaires. To achieve a 5 percent margin of error at a 95 percent confidence level, a present scribe would need a sample size of around 385, assuming a 50 percent population

proportion (Cochrane, 1963, in Israel, 1992). In this study, the present scribe initially targeted a sample size of 385 responses but received an overwhelming 446 valid responses. Instead of discarding the surplus data, all 446 responses were included in the analysis. This decision, supported by the aim for statistical power, a more comprehensive exploration of variables, and increased representativeness, aligns with the pursuit of robust research outcomes. All 446 responses met predefined quality criteria to ensure analysis integrity (Asiamah et al., 2017). Using the self-administered questionnaire, the researcher collected primary data from the staff working in Nepalese manufacturing industry which has implemented Green HRM practices. The initial data was subsequently examined through the application of various statistical techniques, including percentages, frequency analysis, calculating the mean and standard deviation, as well as employing structural equation modeling for inferential analysis. The following hypotheses have been formulated to identify various green HRM practices that are mainly applied in the Nepalese manufacturing industry that contribute to employee environmental commitment:

H1: Green training has a significant effect on employee commitment towards the environment.

H2: Green reward has a significant effect on employee commitment towards the environment.

H3: Green organizational culture has a significant effect on employee commitment towards the environment.

Results

The Kaiser Meyer Olkin (KMO) statistic is employed to assess sample adequacy, providing insight into the suitability of conducting factor analysis. In our case, the KMO value stands at 0.863, falling within the range of 0.5 to 1.0. A value closer to 1 suggests that factor analysis is appropriate, affirming that our sample is well-suited for further analysis, as indicated by Shrestha (2021). Moreover, Bartlett's test, as revealed in the table, is used to test the hypothesis that variables in the population are uncorrelated. The recorded value for Bartlett's test is 6669.168, with a significance level (sig) of 0.000, which is lower than the commonly accepted significance level of 0.05. This outcome implies that the variables or constructs in our study are indeed uncorrelated within the population, in line with Shrestha's findings (2021). In terms of Eigen values, they signify the proportion of total variance explained by each component. It is essential that the initial Eigen values of components 1, 2, 3, and 4 exceed 1. In our case, this condition holds indicating that only four factors can be derived. These four factors collectively explain 66 percent of the total variance, out of the total 100 percent, encompassing the factors considered in our study, as elucidated by Shrestha (2021).

Exploratory Factor Analysis (EFA)

In the study, the present researcher utilized Exploratory Factor Analysis (EFA) to identify the most influential factors related to employee environmental commitment. EFA helped in reducing the number of factors and grouping similar items together to retain the most impactful ones while eliminating less relevant ones (Henson & Roberts, 2006). From the initial 22 items, 21 were selected for further analysis using Principle Component Analysis (PCA) Varimax to extract high-performing items for the constructs. For ensuring validity and reliability, a fixed number (4) of variables and a threshold of 0.50 were used to identify items associated with the study variables. The internal consistency of the factors was assessed using Cronbach's coefficient, with values exceeding the recommended standard of 0.70 (Nunnally & Bernstein, 1994). Additionally, Composite Reliability (CR) was confirmed to be greater than 0.5 (Campbell & Fiske, 1959), indicating the reliability of the measurement. This process of EFA allowed to identify key factors contributing to employee environmental commitment, and the reliability tests ensured the consistency and accuracy of the findings.

Table 1

Rotated Component Matrix

Code	Items (Adopted from Pham et al., 2019)	Rotated Component Matrix		
		Factor Loadings	CR	Cronbach's Alpha
TRA	**Green training (TRA)**		0.885	0.878
TRA1	An adequate amount of environmental training is provided to employees.	.593		
TRA2	Employees can have opportunities to be trained on environmental issues.	.836		
TRA3	Employees receive environmental training frequently.	.810		
TRA4	Employees use their environmental training effectively.	.764		
TRA5	Employees have opportunities to use environmental training.	.812		
TRA6	An adequate assessment of employee's green performance after training.	.790		
REW	**Green reward (REW)**		0.797	0.643
REW1	Link suggestion schemes into the reward system by introducing rewards for innovative environmental initiatives/performance.	.773		
REW2	The organization has non-monetary rewards for the environmental achievements.	.648		
REW3	The organization has monetary rewards based on the environmental achievements.	.585		
REW4	Environmental performance is recognized publically.	.542		
OGC	**Green organizational culture (OGC)**		0.939	0.936
OGC1	Environmental dimension is considered as one of organization's priorities.	.868		
OGC2	Organization's vision/mission statements include environmental improvement.	.920		
OGC3	Top management clarifies information and values of environmental management through the organization.	.876		
OGC4	Top management provides punishment system and penalties for noncompliance in the environmental management.	.870		
OGC5	Top management actively supports environmental practices.	.799		
EEC	**Employee commitment towards the environment (EEC)**		0.907	0.883
EEC1	I really care about the environmental concern of organization.	.838		
EEC2	I would feel guilty about not supporting the environmental efforts of organization.	.863		
EEC3	The environmental concern of organization means a lot to me.	.777		

Code	Items (Adopted from Pham et al., 2019)	Rotated Component Matrix		
		Factor Loadings	CR	Cronbach's Alpha
EEC4	I feel a sense of duty to support the environmental efforts of organization.	.828		
EEC5	I really feel as if my organization's environmental problems are my own.	.693		
EEC6	I feel personally attached to the environmental concern of organization.	.778		
EEC7	I strongly value the environmental efforts of organization.	-		

Confirmatory Factor Analysis(CFA)

Table 2

Confirmatory Factor Analysis

Constructs	AVE	MSV	MaxR(H)	TRA	REW	OGC	EEC
TRA	0.562	0.111	0.888	**0.75**			0.333***
REW	0.509	0.282	0.862	0.296***	**0.713**		0.531***
OGC	0.757	0.191	0.945	0.169**	0.437***	**0.87**	0.435***
EEC	0.618	0.282	0.909				**0.786**

*Note: * p < 0.050, ** p < 0.010, and *** p < 0.001 Level of significance*

The Rotated Component Matrix containing AVE, MSV, and CR values for the selected constructs in the study was utilized to assess Convergent Validity (CV). CV gauges how closely related two logically similar constructs are to each other. In line with established criteria, Composite Reliability (CR) should exceed 0.5, and CR should also surpass AVE for CV to be considered satisfactory, as stipulated by Campbell and Fiske (1959). It's worth noting that all of our constructs meet these necessary criteria for Convergent Validity. Discriminant Validity (DR) assessment, on the other hand, serves to ensure that a given construct isn't overly correlated with other measures that may represent distinct concepts. To validate our data, several conditions must be met: CR should be greater than AVE, AVE should be greater than MSV, and the square root of AVE ($\sqrt{AVE}$) should be greater than the correlation coefficient (r) between constructs. The findings, as displayed in Table 2, reveal that the square root of AVE (found on the diagonal) for each construct exceeds the intercorrelations with other constructs (off-diagonal elements), providing solid evidence for Discriminant Validity, in accordance with the principles outlined by Fornell and Larcker (1981). In summary, the measures' construct validity is well-supported by these analyses.

An analysis of model fits indices for the Confirmatory Factor Analysis (CFA) are essential in evaluating the goodness of fit between the hypothesized model and the observed data. The recommended values for each fit index are based on established guidelines, and the obtained values from our analysis are presented alongside. First, the p-value, which assesses the model's goodness of fit, is extremely low at 0.000, indicating a strong fit between the model and the data, as it is well below the conventional significance level of 0.05. Next, we consider the Comparative Fit Index (CFI) and the Tucker-Lewis Index (TLI), both of which assess incremental fit. The obtained values of 0.940 for CFI and 0.929 for TLI surpass the recommended threshold of 0.90, further confirming the adequacy of the model.

The Root Mean Square Error of Approximation (RMSEA), a measure of how well the model approximates the population covariance matrix, is well below the suggested cutoff of 0.08, with an obtained value of 0.070, indicating a good fit. Similarly, the Standardized Root Mean Squared Residual (SRMR) is also below the threshold of 0.08, with an obtained value of 0.0618, providing additional evidence of model adequacy. The Goodness of Fit Index (GFI) exceeds the recommended threshold of 0.90, with an obtained value of 0.984, indicating a strong fit between the model and the data. Finally, the Root Mean Squared Residual (RMR) is below the threshold of 0.05, with an obtained value of 0.048, further supporting the model's goodness of fit. In conclusion, the results of this CFA, as assessed by various fit indices, align closely with the standards established by Hu and Bentler (1999) and Diamantopoulos and Siguaw (2000). Therefore, it can be confidently asserted that the model is acceptable for explaining the relationships among the variables in the present study. These findings provide a solid foundation for the subsequent sections of the study, which delve into the descriptive and inferential analysis of the designed hypotheses.

Descriptive Analyses

Primary data was obtained from a group of 446 staff members occupying different positions within the Nepalese manufacturing sector. The data collection involved the use of a standardized questionnaire. This questionnaire covered individual demographic details, encompassing gender, age categories, and the length of work experience in various roles across different organizations within the chosen industry. The information related to the respondents is presented below, providing frequencies and corresponding percentages.

Table 3

Demographic Information of the Respondents

Demographic Information		Frequency	Percent
Gender	Male	342	76.7
	Female	104	23.3
Age-group	18 to 30 Years	73	16.4
	30 to 40 Years	143	32.1
	40 to 50 Years	181	40.6
	50 Years and above	49	11.0
Experience	Less than 1 Year	230	51.6
	1 to 5 Years	108	24.2
	5 to 10 Years	90	20.2
	10 years and above	18	4.0

The provided information pertains to the descriptive analysis of respondent demographics, which is essential for ensuring the validity, reliability, and relevance of the study. Among the 446 respondents, the majority, accounting for 77 percent, were male employees, while the remaining 23 percent were female. In terms of age distribution, 41 percent of participants were aged between 40-50 years, 32 percent fell in the 30-40 age group, 16 percent were in the 18-30 age range, and the remaining individuals were 50 years and older. Additionally, a significant portion, 52 percent, of the staff had less than one year of experience in their respective sectors, 24 percent had 1-5 years

of experience, 20 percent had 5-10 years of experience, and only 4 percent possessed more than a decade of experience.
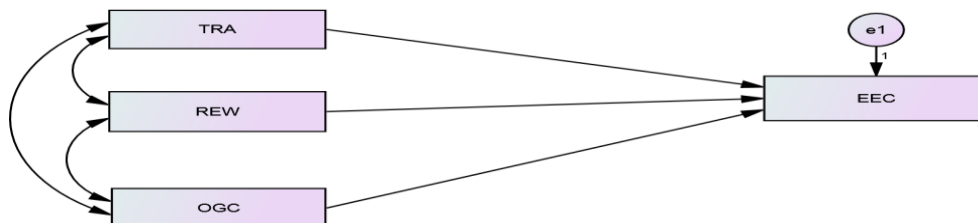
Table 4

Descriptive Statistics

Constructs	Mean	Std. Deviation	Skewness		Kurtosis		Multicollinearity	Durbin-Watson
	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error		
TRA	2.8587	.69363	-.110	.116	-.263	.231	1.129	2.345
REW	3.3509	.61504	-.184	.116	-.041	.231	1.236	
OGC	3.8274	.78952	-.683	.116	.111	.231	1.136	
EEC	3.7697	.61046	-.719	.116	1.583	.231		

The above information reveals that the results of descriptive statistics, namely, mean, standard deviations, skewness, and kurtosis for the variables used in the regression estimation as causes and indicators of the latent variable. Among the 446 samples, the mean of the responses ranges from 2.86 to 3.83. There are no deviations in data as the researcher was unable to detect any significantly high standard deviation. As the value of Skewness and Kurtosis is between +1.96 and -1.96, the data is normally distributed (Hair et al., 2010, in Noordin et al., 2021). As the value of VIF (Variance Inflation Factor) of each constructs is less than 10, no issue of multicollinearity has been detected (Shrestha, 2020). Moreover, the Durbin-Watson values of 2.345 show no autocorrelation in the regression models.

Inferential analysis

Figure 2

Path Analyses

Table 5

Hypothesis Testing

			Estimate	S.E.	C.R.	P-value	Results
EEC	<---	TRA	-.811	.025	-32.833	0.000	H1 Supported
EEC	<---	REW	3.839	.072	53.333	0.000	H2 Supported
EEC	<---	OGC	-.832	.024	-34.311	0.000	H3 Supported

Note: P-value significance at 0.01 level of significance

The results of the path analysis in our study, as depicted in Table 4 and Figure 2, indicate that green training has a noteworthy and adverse impact on employee environmental commitment, represented by a value of -0.811, and the probability (p) is less than 0.01. Consequently, we find support for hypothesis 1. Likewise, green rewards exhibit a significant and positive effect on employee environmental commitment, with a value of 3.839, and the probability (p) is less than 0.01, confirming hypothesis 2. Furthermore, organizational culture is found to exert a substantial and negative influence on employee environmental commitment, with a value of -0.832, and the probability is less than 1 percent of the significance level, thus validating hypothesis 3.

Discussion

In the present study, the findings indicate a significant influence of green training on employee environmental commitment. This finding is consistent with previous study (Yafi et al., 2021) that has reported a significant relationship between training programs and environmental commitment. The negative effect may be due to employees perceiving green training as an additional burden or being overwhelmed by the expectations of being environmentally responsible. The results also demonstrate a significant influence of green reward on employee environmental commitment. This finding aligns with prior research that has shown the positive impact of rewards on employee commitment to environmental sustainability (Liu & Robertson, 2017; Chen et al., 2018; Mandago, 2018). The provision of tangible and intangible rewards can serve as an incentive for employees to engage in environmentally-friendly practices, leading to increased commitment.

The study also shows that the significant relationship between Organizational Culture and employee environmental commitment with regard to Nepalese manufacturing industry. This finding is consistent with previous study in Acquah et al., (2020). The present study also showed that the negative relationship between Organizational Culture and employee environmental commitment may be explained by several factors. Firstly, a toxic or indifferent organizational culture that prioritizes profit-making over environmental responsibility might undermine employees' motivation to engage in eco-friendly behaviors. If environmental concerns are not emphasized or encouraged within the organization, employees may feel less compelled to take actions that benefit the environment. Literature supports the notion that organizational culture significantly affects employee attitudes and behaviors. Scholars have identified different types of organizational cultures, such as bureaucratic, innovative, supportive, or competitive cultures, each of which can exert varying influences on employee behaviors (Cameron & Quinn, 2006). In the context of environmental commitment, organizations that foster a culture of sustainability, eco-consciousness, and social responsibility are more likely to see higher employee engagement in pro-environmental activities (Delmas & Toffel, 2008).

Overall, the current study's findings provide further support for the role of green training, green rewards, and organizational culture in contributing to employee environmental commitment. These results emphasize the importance of implementing sustainable HR practices to achieve environmental goals and enhance organizational outcomes.

Conclusion

The present study's findings highlight the importance of implementing green training and green rewards in promoting employee environmental commitment. While green training may be perceived negatively by employees, the provision of green rewards can serve as a powerful incentive for them to engage in environmentally-friendly practices. Similarly, this study also provides valuable insights into the relationship between organizational culture and employee environmental commitment. The significant negative influence highlights the importance of promoting a sustainable and eco-conscious culture within organizations to drive employee engagement in pro-environmental behaviors. By incorporating environmental concerns into their core values and operations, organizations can create a positive impact on the environment while fostering a sense of responsibility and commitment among their employees.

These findings have several implications for managers and policymakers. Firstly, organizations should carefully consider the design and implementation of green training programs to ensure that employees perceive them as valuable and not burdensome. Clear communication and support throughout the training process can help alleviate any perceived negative effects. Secondly, organizations should implement meaningful green reward systems that recognize and reward employees for their environmentally-friendly behaviors. Tangible and intangible rewards, such as financial incentives or public recognition, can motivate employees to actively contribute to environmental sustainability. Lastly, policymakers should encourage and support the adoption of sustainable HR practices and initiatives. This can be done through regulatory measures, incentives, and collaboration with businesses to promote environmental responsibility within the workforce.

Overall, the findings of this study emphasize the need for organizations to prioritize and invest in sustainable HR practices, including green training, green rewards, and organizational commitment strategies. By doing so, organizations can enhance their commitment to environmental sustainability and achieve improved organizational performance in long run.

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