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Abstract

Green HRM refers to an organization's acknowledgement of environmental issues while also focusing on enhancing the company's and its employees' social and economic well-being. The aim is to develop a green workforce that understands, values, and actively engages in sustainable environmental practices. Environmental social responsibility plays a crucial role in Afghanistan's construction sector, which is why this study aims to explore the effect of green human resource management on organizational commitment. This research uses green health and safety management as a mediating variable that influences the relationship between green human resources management and organizational commitment. Data was collected using a questionnaire, and respondents were selected through random sampling. The data analysis involved regression and structural equation modelling. The findings were in line with existing theories and conceptual frameworks, indicating that GHRM practices have a positive impact on organizational commitment. Additionally, it is recommended that green human resource management programs be implemented at all organizational levels if managers are concerned with promoting the well-being of their employees.

Keywords: *GHRM, Organizational Commitment, Social Exchange Theory, Ability Motivation Opportunity, GHRM Practices*

1. Introduction

Organizations recognize that "human resources and the activities of the HR department play a crucial role in enhancing organizational efficiency, contributing to assets, investment returns, and overall value" (Hazim, 2019). As HR becomes more involved in strategic planning, there has been a noticeable improvement in the effective implementation of HR practices. This success is primarily due to HR managers' capacity to maintain greater alignment in processes and policies.

The increasing awareness of environmental conservation has significantly impacted human resource management (HRM). HR managers increasingly prioritize environmental issues, recognizing their essential role in achieving sustainability objectives (Aziz, Yasmin, & Sultana, 2020). Incorporating environmental concerns into HRM practices is called Green Human Resource Management (GHRM) (Cabral & Dhar, 2019). Essentially, when HR policies encourage the efficient use of resources within an organization to support environmental sustainability, they evolve into GHRM (Cheema

& Javed, 2017). GHRM helps employees adopt eco-friendly practices through targeted policies that benefit the environment, society, businesses, and individuals (Al Mamun, 2019). Companies across various sectors embrace GHRM strategies to gain a competitive edge (Aziz, Yasmin, & Sultana, 2020). The concept of "green" primarily refers to efforts to protect the natural environment from harmful impacts and preserve it for future generations while also addressing pollution reduction and prevention (Margaretha & Saragih, 2013).

HR managers are crucial in ensuring that an organization's workforce contributes to creating a culture of environmental sustainability. When implementing GHRM, it is essential to align HR practices with other organizational functions using an eco-friendly approach to support the overall green strategy (Shemon & Islam, 2019). GHRM should be incorporated into decision-making alongside senior management to advance sustainability objectives. Additionally, GHRM entails "greening" all HR functions, such as recruitment, selection, training, performance evaluation, job roles, and rewards. Since HR practices are pivotal in determining the success of these initiatives (Ehnert, Matthews, & Muller-Camen, 2020), an effective environmental management system can only thrive when an organization has the right talent with the necessary skills.

Jawaad et al. (2019) suggest that organizations implement programs to inspire their workforce and maintain commitment. The second model, Affective Commitment (AC), highlights the emotional connection between employees and the organization. This type of commitment is motivated by an employee's wish to remain with the organization, embracing its values and goals in return for psychological rewards like recognition or support (Mowday et al., 1979; Mathieu & Zajac, 1990). The third concept, Normative Commitment (NC), introduced by Meyer and Allen (1991), focuses on work ethics and a sense of responsibility that motivates employees to perform well in all situations. This commitment has led to various interpretations regarding its role as a distinct research concept. Increasingly, organizations acknowledge that employees are their greatest asset (Millar et al., 2017), with job satisfaction and motivation being essential factors for a company's success.

Several efforts have been made to develop a unified theory for understanding workplace motivation, encompassing the fundamental approaches and factors that impact employee motivation and expectations (Donovan, 2001; Locke & Latham, 2004). However, there is no complete consensus on this topic. Job satisfaction is closely linked to organizational commitment and depends on various factors, many of which relate to how the organization treats its employees. Some studies argue that job satisfaction is more important than organizational commitment (Morrow, 2011), while others contend that organizational commitment holds greater significance. Notably, research on employee engagement has identified distinctions among individual theories based on individual needs and motivations. Fundamental individual theories include Maslow's Motivation Theory (1943), Alderfer's Hierarchy Theory (1969), and Herzberg's Hygiene-Motivation Theory (2005). Process theories also examine work environment characteristics, focusing on why employees exhibit different behaviours regarding their organizational commitment. Prominent process theories include Vroom's Theory of Work and Motivation (1964), Locke's Goal Setting Theory (1968), and Adams' Theory of Equity (1963) (see Culibrk et al., 2018).

1.1 Objectives of the Studies

- To identify the impact of GHRM on green health and safety management in the construction sector of Afghanistan.
- To determine the impact of green health and safety management on organizational commitment in the construction sector of Afghanistan.
- To assess the impact of Green Human Resources Management on organizational commitment in the construction sector of Afghanistan.
- To find the mediating role of green health and safety management between GHRM and organizational commitment.

2. Literature Review

Scholars have extensively studied Green Human Resource Management (GHRM), resulting in abundant literature on its effects on green health, safety management, and organizational commitment. This study explores the mediating role of green health and safety management in the relationship between GHRM and organizational commitment.

2.1 Organizational Commitment

Rosnani (2018) described organizational commitment as a behavioural aspect reflecting an employee's loyalty to an organization, its values, and objectives, along with their intention to remain a part of it for the long term. A high degree of organizational commitment signifies that employees are inclined to support the organization that employs them. Similarly, Chinomona et al. (2017) explained that organizational commitment entails a strong desire to maintain membership, work in alignment with its goals, and uphold its values. It represents an individual's attitude and dedication to the organization and their expressions of care for it.

Rosnani (2018) defined affective commitment as an employee's emotional connection to, identification with, and active participation in an organization. Employees with strong affective commitment choose to stay with their organizations out of genuine desire, influenced by emotional and psychological factors.

Mowday (2013) identified four categories of antecedents for affective commitment: (1) personal characteristics, (2) organizational (structural) characteristics, (3) job-related characteristics, and (4) work experiences. While demographic factors such as age, tenure, gender, and education have been examined with commitment, the findings have been inconsistent due to the moderating effects of variables like job status, work rewards, and values.

Chinomona et al. (2017) observed that the relationship between organizational characteristics and commitment has been less explored. Nonetheless, research indicates that affective commitment is positively linked to decentralized decision-making and well-established policies and procedures. In contrast, significant research has focused on the relationship between work experiences and affective commitment. Variables such as equitable reward distribution, role clarity, conflict-free environments, supportive supervisors, fairness in performance-based rewards, job challenges, career advancement opportunities, and involvement in decision-making have enhanced affective commitment. Among these factors, work experiences substantially impact employees' decisions to stay with an organization.

2.2 Green Human Resource Management Practices

Recent research by Yong et al. (2019) highlights the growing interest in Green Human Resource Management (GHRM) among scholars and researchers. While GHRM has been studied across a variety of industries, including MNCs (Millar et al., 2016), healthcare (Pinzone et al., 2019), and sports (Gholami et al., 2016), its application in sectors like the dairy industry remains underexplored. GHRM has become an essential focus for researchers, business leaders, and policymakers due to its numerous advantages, such as attracting and retaining skilled employees (Muster & Schrader, 2011), lowering costs and gaining a competitive edge (Carmona-Moreno et al., 2012), increasing productivity through sustainable practices (Kim et al., 2019), enhancing business sustainability, and improving both employee well-being and performance (Gholami et al., 2016).

Organizational commitment refers to employees' dedication towards their company, focusing on contributing to its success. Cheema et al. (2017) noted that many organizations have implemented HRM practices to promote environmental sustainability, mainly by reducing pollution and environmental damage. Workforce greening, as defined by Elrehail et al. (2019), is an HRM approach designed to enhance employees' skills, motivation, and commitment. It includes employee engagement, loyalty, and participation (Singh & Onahring, 2019). HRM practices are typically developed to shape employee attitudes and improve workforce performance (Li et al., 2019).

Jawaad et al. (2019) stressed the need for organizational efforts to motivate employees and strengthen their commitment. Hussain et al. (2020) also called for more research to foster sustainability and competitiveness across service and non-service industries. Alkhateeb (2018) highlighted the link between rising economic growth and increased CO2 emissions, pointing out how GHRM could help reduce environmental harm. This is due to GHRM's focus on environmental conservation and the efficient use of resources (Jain & D'lima, 2018).

2.3 Green Human Resource Management Role and Organizational Commitment

Singh and Pandey (2020) observed that nearly all employee-organizational interactions and touchpoints are foundational in fostering employee commitment through Green Human Resource Management (GHRM). Employees are motivated to adopt green and sustainable practices within business operations and offerings, driven by their perception of the organization's green initiatives (Likhitkar & Verma, 2017). According to Das and Kumar-Singh (2016), employee commitment is nurtured through active involvement in eco-friendly practices, fulfilling their social and psychological needs related to environmental preservation.

Moreover, GHRM encourages the adoption of environmentally friendly HR innovations that improve employee skills, lower operational expenses, and boost engagement (Singh and Pandey, 2020). These practices also help companies reduce their employees' carbon footprints by implementing telecommuting and online training (Dumont et al., 2017). Employee loyalty can be understood as a deep bond with the organization (Rahman et al., 2013).

Jawaad et al. (2019) recommended that organizations establish incentive programs and motivational tactics to enhance employee commitment. This commitment is reflected in employees' attitudes and behaviours and other outcomes like job satisfaction, emotional connection, and retention (Rubel et al., 2018). Furthermore, organizational commitment refers to how employees identify with, participate in, and remain loyal to the organization (Devananda & Onahring, 2019).

2.4 Mediating Role of Green Health and Safety Management

Agbola (2012) emphasized the importance of incorporating training, safety monitoring, enforcement, accident reporting, and investigation into workplace practices. For an organization to achieve its health and safety goals—such as protecting workers from accidents and injuries and fulfilling their safety needs—management must demonstrate a solid commitment to implementing all aspects of its health and safety policy. Health and safety policies aim to safeguard employees from workplace hazards, illnesses, and diseases (Akanji & Lawal, 2012). Clearly defined safety regulations are essential, particularly in manufacturing firms, as they demonstrate administrative concern for protecting staff from occupational risks. An occupational safety policy outlines a firm's safety objectives, goals, and personnel responsibilities, ensuring the effective execution of safety initiatives.

The International Labour Organization (2019) defined health and safety policies as frameworks and programs designed to protect workplace employee safety. Agwu (2012) explained that workplace health and safety is a process that ensures employee well-being and enables them to perform their duties effectively. Nnadozie and Ugwu (2016) noted that an organization's health and safety policy typically includes written statements detailing safety programs, methods for managing safety, procedures for minimizing workplace hazards, and management's commitment to employee welfare (Armstrong, 2010).

To achieve the goal of worker protection, it is vital to assess and address health and safety risks in the workplace (Nnadozie & Ugwu, 2016). A safe and healthy working environment is critical for minimizing risks, improving job satisfaction, and enhancing employee productivity. In the manufacturing sector, worker safety is pivotal, as employees perform best when their work environment ensures their health and safety (Apeksha, 2016). Safety is a critical organizational priority, fostering employee trust in their work environment (Badekale, 2012).

Health-related risks are particularly prevalent in manufacturing companies due to the use of heavy machinery and exposure to high temperatures, loud noises, dust, gases, and other emissions. These factors increase the likelihood of accidents and health hazards for workers. Apeksha (2016) argued that improving health and safety measures boost job satisfaction and employee productivity. It is widely recognized that employees perform at their best when they are healthy and work in environments conducive to their well-being, which ultimately enhances performance and productivity (Lucchini & Landrigan, 2015).

The commitment of employees in the organization is the most valuable issue to be considered, so this study proposes that organizations should keep their social and environmental responsibilities during economic operations, and the scholars investigated the integration between GHRM and the organization (Carroll & A.B., 1991).

According to Social Exchange Theory, those organizations that prioritize the health and safety of employees are more committed to the organization because employees assess the costs and benefits of their interactions. When the environment becomes healthy and friendly, the subordinates perceive more safety in the long run (Blau, P. M., 1964).

3. Research Methodology

3.1 Introduction

This research explores how GHRM practices influence organizational commitment. Primary data was collected via a questionnaire, while secondary information was obtained from various sources, including books, journals, and websites. The data was analyzed quantitatively, using a deductive approach grounded in a positivist research philosophy.

3.2 Research Philosophy

A belief about how data about a phenomenon should be gathered, examined, and used is known as research logic. As opposed to doxology, which is believed to be accurate, epistemology encompasses the many rationalities of the study process. Creating known facts from accepted theories is the aim of science. The positivist (sometimes referred to as logical) and interpretivist (often referred to as anti-positivist) approaches are the two primary approaches used in scientific inquiry (Galliers, 1991). Consequently, this positivist-inspired research explores logic because Different statistical methodologies provide quantifiable findings, making the discoveries rational, consistent, recognizable, and predictive.

3.3 Research Approach

Since this study is quantitative research, it focuses on a deductive approach because it testifies to the already established theories and existing literature on some points. This research focuses on GHRM practices' role in organizational commitment, a mediation analysis of green health and safety management. The study develops hypotheses based on previous theories to develop reasoning from particular to general. The quantitative data was collected to identify GHRM practices' role in organizational commitment, and mediation analysis of green health and safety management supported the deductive approach.

3.4 Research methodology

This study uses a quantitative research methodology. Primary data was collected from staff members of various construction firms and organizations, both private and public, through a questionnaire-based approach. Rather than relying on deductive methods, questionnaires were utilized to examine relationships effectively. The study applies quantitative methods to address each research question.

3.5 Unit of analysis

In order to investigate the link between organizational commitment and green HRM in Afghanistan's construction sector, this study employs individual-level analysis, taking into account green health and safety management as a moderator. The researcher employed a questionnaire to collect information from commercial and National Development Corporation construction company employees. Staff members at all levels—low, mid, and high—were given the survey. Thus, it is an individual-level examination.

3.6 Population and Sample

Employees in Afghanistan's construction sector make up the study's population. The researcher chose the building industry because of the country's current position and the clear need for leaders to inspire their teams to perform better and be dedicated to the business and its clients. In addition, the construction sector is also highly vibrant. Furthermore, in Afghanistan, three ministries (the Ministry of Rural and Rehabilitation Development MRRD, the Ministry of Public Work MoPW, and the Ministry of Rural Development and Land) mainly work in the construction sector, including municipalities and other private construction companies, where thousands of employees are working in this sector. Therefore, based on the Krejcie & Morgan (1970) table, this study collected samples from 400 employees working in the construction sector of Afghanistan as the sample of the study. In addition, this study is based on several surveys from a single construction company to prevent the frequent method variance bias.

3.7 Sampling Method

Due to organizational limitations, the researcher employed systematic non-probability random sampling in this study. Given the current situation in Afghanistan, which has significantly impacted workplace connectivity, personal relationships or other channels have been used to collect data from the organization's employees. On one side, it was taking more time for data collection from a minimum of 230 respondents, and on the other side, a substantial lack of relations also created significant issues. Hence, this is one of the considerable limitations of the study.

3.8 Instrumentation and Operationalization

This research assesses the variables using a survey scale that provides respondents with multiple options to share their views, including open-ended questions. This approach is considered a dependable measurement method. The survey employs a 5-point Likert scale, a widely used tool in research. To ensure the study's reliability and validity, measurement techniques from earlier studies were incorporated into this analysis. 22 criteria drawn from Robert S., David C. Munz, and William H. Bommer's (20025) writings are used to evaluate green human resource management. This construct consists of four parts, each with different assertions: idealized influence, inspirational motivation, intellectual stimulation, and individual consideration. Three items from Judge and Timothy (1999) and three statements from Zhang, Xiaomeng, and Kathryn M. Bartol's (2010) scale for gauging employee creativity are used to measure the green health and safety management scale.

Table 1

Variables	No. Items	Source
GHRM	6 Items	Yong et al. (2019)
Organizational Commitment	7 Items	Das & Kumar-Singh, (2016)
Green Health and Safety Management	5 Items	Nnadozie& Ugwu, (2016)

Source: Authors compilation through SPSS analysis

3.9 Data Collection Procedure

A questionnaire was created based on the data acquired from various researchers, with each question focusing on the interrelationships between green HRM, green health, and organizational commitment. On a scale of 1 (Strongly Disagree) to 5, respondents from the construction business in Afghanistan were asked to answer a standardized questionnaire (Strongly Agree). As per the literature, there are no reliability or validity issues because this study uses pre-existing research items. SPSS is employed to evaluate the reliability of discriminant, convergent arguments and the validity and reliability of this study. In conjunction with the SPSS program, the study used Cronbach's Alpha to evaluate the reliability of the data after collecting the participants' data.

3.10 Reliability and Validity

The reliability test is used to check the consistency and stability of the tools used for the data collection; the testing validity and reliability ensure the study's accurate result and quality. The acceptance ratio of data reliability should be at least 0.6, and over 0.6 is preferable in behavioural sciences (Hair et al., 2017). Hence, the below test reveals that Cronbach Alpha for GHRM is 0.699, which expresses that the data is reliable. The test below shows that the Cronbach Alpha for OC is 0.689, indicating that the data is reliable. The test below shows that the Cronbach Alpha for HSM is 0.723, indicating that the data is reliable.

3.11 Data Analysis Methods

This study uses regression analysis or structural equation modelling (SEM) and SPSS to analyze the data. The relationship between the constructs will be specifically investigated using SEM. The population size is moderate, and the study employed first-order constructs.

3.12 Summary of Methodology

This study explores the relationship between green human resource management and employee organizational commitment at work, using the mediating role of green health and safety management. The research adopts a positivist approach to achieve its objectives, as it facilitates data collection and objective analysis, allowing for measurable results. Quantitative data is collected through a standardized questionnaire using a 5-point Likert Scale to examine the relationships between the variables, supporting the deductive approach. To maintain the study's reliability and validity, measuring techniques from previous research were applied in this investigation. Green human resource management is measured using 22 items from Rubin, Robert S., David C. Munz, and William H. Bommer (2005), Employee organizational commitment using 6 items from Zhang, Xiaomeng, and Kathryn M. Bartol (2010), and green health and safety management using three items from Judge, Timothy (1999. To maintain the reliability and validity of the study, this study has taken the measuring instruments from previous literature, descriptive financial ratio analysis, and multiple linear regressions proposed for the data analysis.

4. Data Analysis and Finding

4.1 Demographic Statistics

The objective of the demographic section of this research is to evaluate respondents' profiles at different levels. Table 2 describes all the pertinent information about the respondents participating in the data collection process. The variables of this research study include the respondent's profile, such as the respondents' gender, educational background of the respondents, the organization employed, the position of the respondents and their age group; the study sample consisted of 290 respondents, of which 45 respondents did not return the questionnaires, therefore, excluded from the orientation of this research study. As a result, 245 respondents took part in this research study. Below, each of the demographic parts is elaborated accordingly. According to Table 2, 245 individuals responded to the questionnaires, of which 245 (100%) were male participants.

Furthermore, based on the statistics, a total of 5 (2.04%) of the respondents held High School certificates, a total of 205 (83.67%) held bachelor or graduate degrees, and a total of 25 (12.25%) held postgraduate or master degrees. In comparison, 5 (2.04%) were classified as others. Moreover, from the organizational point of view, the statistics indicate that 245 (100%) of respondents were from the government sector (National Development Corporation).

From the organization's perspective, the statistics of Table 2 show that 90 (36.73%) of the respondents were lower-level employees, a total of 110 (44.91%) were assistant managers, and a total of 45 (18.36%) were managers throughout Afghanistan. The population for the sampling were from the National Development Corporation. As well table 2 shows that a total of 70 (28.57%) were between 22-27 years old, a total of 130 (53.59%) were 28-35 years old, a total of 20 (8.16%) were 36-40 years old and a total of 25 (9.68%) were above 40 years old. In conclusion, this research study mainly focused on the above-mentioned demographic characteristics to accumulate data pertinent to the study. Thus, the research study has further taken for the specified variables concerned, which are green human resources practices (GHRM), organizational commitment (OC) and health and safety management (HSM) and, therefore, the items of the existing questionnaire were adopted in referenced with the instrumentalization section as well. As a result, the APA data analysis presentation format was used.

Table 2

Demographic Information of Respondents

Demographic Characteristics	Frequency	Per cent	Valid Percent	Cumulative Percent
Gender				
Male	245	100.0	100.0	100.0
Female	0	0	0	0.0
Total	245	100.0	100.0	
Qualification				
School graduate	5	2.04	2.04	2.04
Graduate	205	83.67	83.67	85.71
Post or Master Graduate	25	12.25	12.25	97.96
Other	5	2.04	2.04	100.0
Total	245	100.0	100.0	

Type Organization				
Government Sector	245	100	100	100.0
Total	245	100.0	100.0	
Position				
Lower level Employee	90	36.73	36.73	36.73
Assistant Manager	110	44.91	44.91	81.64
Manager	45	18.36	18.36	100.0
Total	245	100.0	100.0	
Age				
22 to 27 years	70	28.57	28.57	28.57
28 to 35 Years	130	53.59	53.59	82.16
36 to 40 Years	20	8.16	8.16	90.32
Above 40 Years	25	9.68	9.68	100.0
Total	245	100.0	100.0	

Source: Authors compilation through SPSS analysis

4.2 Descriptive Statistics

Descriptive Statistics is the summary of data collected from respondents; the mean, number of observations, and standard deviation in Table 3 below show that the average level of organizational commitment for the respondent is 3.5061. However, the variability in organizational commitment is relatively high, 1.61859 from the 245 respondents, because of their roles, experience, and personal attitudes of the employees. For Green Human Resources Management, the mean level is 3.6327. However, the deviation level is 1.34734 in the 245 respondents, which is lower; it shows that the opinion for the GHRM is similar among the employees, proving solid communication or implantation of green practices in the organization. For health and safety management, the rate of 245 respondents is 3.5510, which is the mean base. However, the variability is 1.07240 from the average, meaning the organization has an identical health and safety management perception.

Table 3
Descriptive Statistics

	Mean	Std. Deviation	N
Organizational Commitment	3.5061	1.61859	245
Green Human Resources Management	3.6327	1.34734	245
Health and Safety Management	3.5510	1.07240	245

Source: Authors compilation through SPSS analysis

4.3 Reliability Test

The test below reveals that the Cronbach Alpha for GHRM is 0.699, indicating that the data is trustworthy. The acceptance ratio of data reliability should be at least 0.6, and greater than 0.6 is preferred. The test below reveals that the Cronbach Alpha for OC is 0.689, f, and the Cronbach Alpha for HSM is 0.723, f, which indicates that the data is reliable.

Table 4
Variables Reliability Statistics

S. N	Variables	Cronbach's Alpha	N of Items
1	GHRM	0.699	7
2	OC	0.689	6
3	HSM	0.723	5
	Total Items		18

Source: Authors compilation through SPSS analysis

4.4. Normality Test

Test for Normality shows that the data collected for the research is normally handed out or not. Table 5 reveals that Skewness for variables is +1 to -1 for Skewness and kurtosis, while in some other references, it can be between +1 and -1 for Skewness and +2 to -2 for kurtosis (George & Mallery, 2010). Therefore, based on descriptive analysis for Skewness and kurtosis, the data is mostly normally distributed across all three GHRM, OC, and HSM variables.

Table 5
Normality Statistics

Variables	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
GHRM	143	-0.317	0.166	0.388	0.33
OC	143	-0.421	0.166	1.411	0.22
HSM	143	-0.572	0.182	2.321	0.11
Valid N (listwise)	143				

Source: Authors compilation through SPSS analysis

4.5 Correlation Matrix

The correlation matrix in Table 6 shows the relationship between variables. The correlation values are from +1 up to -1, showing different levels of correlations like strong, moderate, average, and weak correlation. However, for the GHRM that used the Pearson Correlation between organizational commitment and health safety management, the overall result indicated a positive relatedness between them; the Correlation coefficient between GHRM and OC is positive. The coefficient between GHRM and OC is 62(+62%), the magnitude between GHRM and HSM is positive, and the magnitude between such variables is +22%.

The hypothesis for the current study:

Hypothesis 1 (H1): GHRM practice seems to influence organizational commitment when green health and safety management is high.

Hypothesis 2 (H2): There is a positive relationship between green health and safety management and organizational commitment.

Hypothesis 3 (H3): There is a high relationship between GHRM and organizational commitment.

Hypothesis 4 (H4): Safety management seems to mediate the relationship between the GHRM and organizational commitment.

Table 6
Correlations Matrix

		GHRM	OC	HSM
TW	Pearson Correlation	1	.623**	.220**
	Sig. (1-tailed)		.000	.000
	N	245	245	245
IWB	Pearson Correlation	.623**	1	.456**
	Sig. (1-tailed)	.000		.000
	N	245	245	245
JS	Pearson Correlation	.220**	.456**	1
	Sig. (1-tailed)	.000	.000	
	N	245	245	245

**. Correlation is significant at the 0.01 level (1-tailed).
Source: Authors compilation through SPSS analysis

4.6 Regression Analysis (Testing Effects and Relationships)

The primary goal of regression analysis in this study is to explore how one variable affects another directly or indirectly through mediation or moderation. Each variable's influence on the others is tested, and the relationships between them, as outlined in the hypothesis, are analyzed. Therefore, multiple regression analyses have been conducted to assess these effects.

The study focuses on three key variables: GHRM, organizational commitment (OC), and their interrelations. A third variable, health and safety management (HSM), is used to examine its mediating effect between the dependent and independent variables.

4.6.1 Analysis of Variance

The analysis of variance shows the variance in the dependent variables explained by the independent variables in the regression model. The table shows that the p=0.000 in which the model is statistically significant means that at least one independent variable is significantly related to the dependent variable, so overall, the model is statistically significant. The variance between regression sum square (33.112) and total sum square (119.211) shows the significant variance between independent variables.

Table 7
ANOVA

Model		SS	Df	MS	F	Sig.
1	Regression	33.112	3	15.112	59.217	.000b
	Residual	75.211	219	.245		
	Total	119.211	221			

a. Dependent Variable: OC
b. Predictors: (Constant), GHRM, HSM
Source: Authors compilation through SPSS analysis

4.6.2 Coefficient of Determination

The study further examined the beta coefficients for GHEM and OC, with health and safety management acting as a mediator. The table above presents the coefficients of the individual variables derived from this analysis and indicates whether these variables have a significant relationship with the dependent variable (OC). The coefficient table reveals that when the mediating variable "HSM" is considered, the sigma value becomes zero, and the R-squared value reaches 1.00 or 100%, showing a 10% improvement

compared to the first model. This indicates that the relationship between GHRM and OC is stronger when HSM is high due to the influence of the mediating variables.

Table 8

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.210	.318		4.598	.000
	GHRM	.759	.418	.499	8.621	.000
	OC	.133	.075	.109	1.453	. 000

a. Dependent Variable: OC

Source: Authors compilation through SPSS analysis

4.7 Mediation Analysis through the Hayes Process

The model for the Mediation analysis is 4. Y stands for organizational commitment (dependent variable), X stands for green human resources management practices (independent variables), and M stands for health and safety management (the mediation variable). The below model defines that, due to health and safety management (mediating variable) (about 73 % of changes occur in the organizational commitment (dependent variable). According to the beta coefficient model for the independent and mediating factors, organizational commitment will increase by +73 for every change in the health and safety management unit. If the p-value is below 0.005, the result is considered significant; if the p-value exceeds 0.005, the result is deemed insignificant. In this analysis, the p-value is less than 0.005, meaning the result is statistically significant.

Organizational Commitment

Table 9

Model Summary

R	R-sq	MSE	F	df1	df2	p
.5903	.6202	3.3970	23.0891	2.0000	242.0000	.0000

Source: Authors compilation through SPSS analysis

Table 10

Model

	coeff	se	t	p	LLCI	ULCI
constant	6.3672	.4487	14.1905	.0000	5.4834	7.2511
GHRM	.2477	.0892	1.9000	.0001	.5233	.1721
HSM	.1675	.1161	2.0258	.0001	.6962	.2387

Source: Authors compilation through SPSS analysis

TOTAL EFFECT MODEL

OUTCOME VARIABLE: GHRM

Table 11

Model Summary

R	R-sq	MSE	F	df1	df2	p
.3748	.1405	1.5667	39.7203	1.0000	243.0000	.0000

Source: Authors compilation through SPSS analysis

Table 12
Model

	coeff	se	t	p	LLCI	ULCI
constant	4.7266	.1911	24.7323	.0000	4.3502	5.1030
OC	-.3120	.0495	-6.3024	.0000	-.1230	-.2145

Source: Authors compilation through SPSS analysis

TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y

Table 13
Total effect of X on Y

Effect	se	t	p	LLCI	ULCI
-.3120	.0495	-6.3024	.0000	-.4095	-.2145

Source: Authors compilation through SPSS analysis

Table 14
Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
-.2305	.0531	-4.3411	.0000	-.3350	-.1259

Source: Authors compilation through SPSS analysis

Table 15
Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
HSM	-.0815	.0281	-.1338	-.0219

Source: Authors compilation through SPSS analysis

5. Conclusion and Recommendation

5.1 Conclusion

Using the analysis, the present study's conclusion is derived from examining the primary data, a questionnaire given to the target population's personnel. Based on descriptive analysis for Skewness and kurtosis, the data is normally distributed across all three GHRM, OC, and HSM variables. The Normality indicates whether or not the data collected for the research is normally distributed. The study reveals that Skewness for variables is +1 to -1 for Skewness and kurtosis, whereas in some other references, it can be between +1 and -1 for Skewness and +2 to -2 for kurtosis (George & Mallery, 2010). The correlation coefficient between GHRM and OC is positive. The magnitude of the coefficient between GHRM and OC is 62(+62%), the magnitude between GHRM and HSM is positive, and the magnitude between such variables is +22. The hypothesis for the current study (H1): GHRM practice seems to influence organizational commitment when green health and safety management is high. (H2): The results suggest a positive relationship between green health and safety management and organizational commitment. (H3): GHRM and organizational commitment have a strong connection. (H4): It seems that safety management acts as a mediator in the relationship between GHRM and organizational commitment. The model summary shows an R-squared value of 75%, indicating that 75% of the variation in the independent variables is explained.

Additionally, the p-value for all models is 0.000, less than 0.05, indicating that both models are statistically significant. The study examined the beta coefficients for GHEM and OC, with health and safety management as a mediator. Table 8 above presents the coefficients for individual variables from the analysis and shows whether these variables significantly impact the dependent variable (OC). The coefficient table further illustrates that when the mediating variable "HSM" is included, the sigma value becomes zero, and the R-squared value increases to 1.00 or 100%, showing a 10% improvement from the first model. This suggests that the relationship between GHRM and organizational commitment strengthens when considering the mediating variables. The relationship between GHRM and OC is strong when HSM is high. The model states that, due to organizational commitment, about 91% of the population is affected by the independent variable (green human resources management). Meanwhile, the beta coefficient model for the independent variable and mediating variable expresses that the one unit change in the health and safety management will bring +91 change in the organizational commitment.

5.2 Recommendations

According to the current study, every encounter between an employee and the organization is essential to starting the process by which green HRM encourages employee dedication. This commitment allows employees to support sustainable practices within the company's operations and offerings, driven by the organization's green initiatives. Employee commitment arises from active involvement in environmentally friendly actions, which fulfil social and psychological needs related to environmental preservation. Furthermore, the commitment cultivated through green HRM includes the responsibility to adopt eco-friendly HR innovations that enhance competencies, reduce operational costs, and boost employee engagement. This, in turn, enables organizations to minimize employees' carbon footprints through practices like telecommuting and online training. Employee loyalty to the organization can be viewed as a bond with it. The organization's health and safety management typically includes written policies that outline safety procedures, describe how safety will be managed, detail measures to reduce or eliminate workplace hazards, and demonstrate the company's commitment to employee well-being. Health and safety risks must be identified and managed effectively to protect workers.

Similarly, a safe and healthy work environment improves job satisfaction and productivity. In manufacturing, worker safety is essential, as employees can only perform optimally in a safe and healthy environment. Companies must prioritize safety to build employee trust. Health risks are more common in manufacturing sectors that use heavy machinery due to exposure to high temperatures, loud noises, dust, gases, and other production-related emissions that increase the likelihood of accidents and health issues.

The study recommends some points to modify the role of GHRM practices towards organizational commitment (A mediation analysis of green health and safety management).

- The National Development Corporation should encourage employees to participate in green human resources practices.

- The National Development Corporation should advance the green behaviour of employees through different training programs and seminars to adopt green practices in the workplace.
- NDC should support the HR department's organizational environmental values and establish green HR as a source of competitive advantages that are valuable, rare, and difficult to imitate.
- To increase organizational commitment, NDC should improve workplace health and safety management practices.

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