

**GREEN HRM AND EMPLOYEE WORKPLACE OUTCOMES: THE ROLE  
OF ORGANIZATIONAL PRIDE AND GREEN VALUES**



AIMAN NIAZI

MS-HRM 2K20

SUPERVISOR: DR. MEHWISH IFTIKHAR

00000329887

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Signature: \_\_\_\_\_

Date: \_\_\_\_\_

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## LIST OF ABBREVIATIONS

No	Phrase	Abbreviation
1	Green Human Resource Management	GHRM
2	Conservation of Resource	COR
3	Supplies Value Fit	SVF
4	United Nations Sustainable Development Goals	UNSDGs
5	Human Resource Management	HRM
6	Green Supply Chain	GSCM
7	Pakistan Textile Council	PTC
8	High Performance Work Systems	HPWS
9	Ability Motivation Opportunity	AMO
10	Resource Based View	RBV
11	Organization Citizenship Behaviour towards	OCBE

Environment

<b>12</b>	Self-Administered Questionnaire	SAQ
<b>13</b>	Pakistan Stock Exchange	PSX
<b>14</b>	Environment Health Safety	EHS
<b>15</b>	Structural Equation Modeling	SEM
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<b>31</b>	Organization Citizenship Behaviour	OCBO
<b>32</b>	Organization Citizenship Behaviour	OCB

## ABSTRACT

With rising worldwide concern for the environment, organizations have widely felt the need to integrate the environmental dimension of sustainability into their business models and operations. However, to accomplish business goals and implement corporate strategy, the role of human resource management, and in this case, the role of green human resource management (GHRM), is critical (Alavi & Aghakhani, 2021). Due to this rising concern of sustainability issues, the context of HRM is changing considerably, and organizations are being compelled to implement environmental activities in their business models (Ercantan & Eyupoglu, 2022). The rising significance of GHRM has also obliged scholars to expand this research domain in terms of its employee-level consequences. The current study, therefore, solely focuses on the impact of firm-level practices on employee green and non-green workplace outcomes such as organizational pride, green commitment, and thriving at work. Furthermore, the current research employs conservation of resource theory (COR) and supplies value fit theory (SVF) to understand the impact of GHRM practices on employee outcomes. A quantitative study design is used to empirically test the association between GHRM practices and employee outcomes, i.e., green commitment and thriving at work through the mediating role of organizational pride and moderating role of individual green values. Data from a sample of 255 employees working in the textile sector of Pakistan is collected to test the hypothesized model through a structural equation modeling approach. The findings provide support for the hypothesized relationships. GHRM practices affect employee green commitment and thriving at work through the mediating role of organizational pride. Individual green values also strengthens the relationship between organizational pride and green commitment, and thriving at work. As GHRM is a relatively emerging area of study in the management literature (Paulet et al., 2021), the current study sheds light on some essential concepts to pave the way for further research, especially from the conservation of resource approach. The empirical findings of the current research also provide practical implications relevant specifically to the policymakers, consultants, researchers, and management in textile sector organizations. It also highlights the need for future research in different sectors and with other variables to enhance the generalizability of this study and enrich literature in the field of GHRM.

**Keywords:** green human resource management (GHRM), green commitment, thriving at work, organizational pride, individual green values

# CHAPTER 1

## INTRODUCTION

### 1.0. Introduction

The prefatory chapter puts forward the rationale for the study. The chapter highlights the context and the background of the research, followed by the aims and objectives. The chapter also presents a brief overview of the literature and the existing gaps. It then proceeds to explain the scope and significance of the study. Finally, it outlines a brief systematic overview of the progression of the thesis.

### 1.1. Background of Research

Fortunately, and rightly so, the issuance of United Nations Sustainable Development goals (UNSDGs) intensified the debate among policymakers, academics, and industry practitioners regarding sustainability (Elshaer et al., 2021). Hence, businesses now recognize the significance of integrating all domains of sustainability into their business model and activities (Elkington, 2018). In addition to the economic dimension, nowadays, it is necessary to include the social and environmental dimensions in business strategies (Alavi & Aghakhani, 2021). However, in accomplishing corporate goals and implementing organizational strategy, the role of human resource management (HRM) is critical (Alavi & Aghakhani, 2021). Therefore, it is important to incorporate green agenda into HRM practices called green human resource management (GHRM) to support the sustainability goals. According to Ren et al. (2018), GHRM allows organizations to achieve sustainability by integrating green strategic goals into human resource practices. GHRM practices guarantee the integration of environmental management strategy into all HRM practices, including recruitment and selection, training, development, and performance management (Renwick et al., 2013). Due to this rising concern of sustainability issues, the context of HRM is changing considerably, and organizations are being compelled to implement environmental activities in their business models (Ercantan & Eyupoglu, 2022).

In view of the rising importance of environmental sustainability, there has been a shift in focus towards developing economies, mainly Asian countries, that are more vulnerable to pollution and environmental deterioration (Anwar et al., 2020). Owing to its substantial contribution to both

economic growth and environmental damage (Malik et al., 2021), sustainability has become an important concern for the manufacturing sector (Khan et al., 2021). External stakeholder pressure (Jamal et al., 2021), combined with the potential of GHRM to allow firms to achieve corporate sustainability, has also obliged management scholars to expand this line of research.

While environmental sustainability remained a focus of attention for years, in the last decade, the 'green' concept gained momentum in organizations and academic circles worldwide (Paillé et al., 2020; Paulet et al., 2021). Considerable research has been done on GHRM as a whole as well as on individual practices (Nisar et al., 2021; Ojo et al., 2020; Yafi et al., 2021). Within this ongoing debate, the literature is majorly dominated by the direct and indirect performance enabling effect of GHRM on a firm's environmental performance outcomes (Ali et al., 2021; Elshaer et al., 2021; Shafaei et al., 2020) and overall business performance outcomes (Ghouri et al., 2020; Ren et al., 2022). In parallel, at the individual level, the literature has documented the influence of GHRM on employees' green and non-green outcomes through various underlying mechanisms (i.e., green employee empowerment, green psychological climate) (e.g., Hameed et al., 2020; Sabokro et al., 2021). The focus, however, is mainly limited to the environmental realm.

The literature indicates that HRM practices may shape various employee work attitudes and behaviours through underlying social and psychological mechanisms (e.g., Liu et al., 2020; Shen et al., 2018). However, researchers have not yet addressed the effect of GHRM on employee outcomes, i.e., green commitment and thriving at work through the mediating role of organizational pride and the moderating role of individual green values. As a substantial determinant of human sustainability and sustainable performance, 'thriving at work' is gaining significance in the organizational behaviour literature (Jiang et al., 2020). Also, green commitment, as an antecedent of environmental performance, and hence the environmental sustainability dimension of the organization, is a significant outcome of GHRM practices (Ren et al., 2022). Because employee pride and positive attitudes are stimulated through effective HRM practices, it is necessary in contemporary times to focus on advancing the relatively limited literature concerning the effect of organization's GHRM practices on employee green and non-green outcomes.

## **1.2. Research Gaps**

Although GHRM literature has been gaining attention in recent years, the review of the literature reveals few important gaps. Hameed et al. (2020) recommend that future researchers identify the role of psychological construct organizational pride as a mediator between GHRM practices and employee outcomes. Sturm et al. (2022) also state that not much is known as to how organizational pride is demonstrated in the workplace. Given the rising concern for non-green outcomes (Zhu et al., 2022) and green outcomes (Ansari et al., 2021), the research intends to empirically test the mediation effect of organizational pride in the association of GHRM practices with employee outcomes i.e., green commitment and thriving at work. Moreover, Amrutha and Geetha (2020) emphasize the importance of values, beliefs, attitudes, and behaviours of human resources in relation to the attainment of their organization's sustainable development goals. Various authors also recommend studying the role of individual green values in the relation of GHRM with employees' green behaviour (Hameed et al., 2020). Therefore, the role of individual green values as a moderator, supported by the supplies value fit (SVF) theory, will address this gap. Furthermore, within the context of GHRM practices, Ahmed et al. (2021) recommends future researchers ponder upon the theoretical support of COR theory to explain the significance of individual-level resources on behaviours and organizational outcomes. A review of existing literature also reveals that there is a limited understanding of the support of COR theory in the GHRM literature. Therefore, the effect of GHRM on green outcome, green commitment and non-green outcome i.e., thriving at work as a disposition of resource abundance is informed by the COR theory. Hence, the current research will provide a significant contribution with regard to the effect of organizational-level practices on employee outcomes. Within this context, this research seeks to advance the knowledge on GHRM with strong theoretical support, that is, to establish a link between GHRM practices and employee outcomes-green commitment and thriving at work through the underlying link of organizational pride and moderating role of individual green values.

## **1.3. Problem statement**

Environmental sustainability is a key concern for manufacturing firms (Khan et al., 2021). It is for this reason that environmental concerns are being integrated into the business models and operations. However, employee commitment towards organizational goals and their general thriving remains a concern for organizations that strives for business sustainability. Organizations'

success and failure is greatly dependent on employees' continuous support and acceptance towards the company's environmental responsibility agenda (Raineri & Paillé, 2016). If organizational policies are not individualized at the employee level, environmental management programs will be improperly integrated, innovations will be less, the technology wasted, and problems will not be resolved in a timely and effective manner (Raineri & Paillé, 2016). Therefore, mere subordination and structural factors do not generate extensive employee commitment in environmental initiatives unless employees demonstrate discretionary efforts and contribute towards the organization's environmental goals (Raineri & Paillé, 2016). It is therefore imperative for organizations to focus on employee's commitment towards organization's sustainability goals. Employee commitment goes parallel with employee thriving. An employee who is not thriving has a 61% higher likelihood of burnout, 66% higher incidence of daily worry, 48% higher chance of daily stress, and doubled rate of sadness and worry in employees who are engaged but not thriving (Gallup, 2021). Gallup (2021) lately reported that engaged individuals who are not thriving are considerably more vulnerable and pose a risk to the organization. Porath (2016) also stated that organizations cease to thrive because their employees do not thrive. Therefore, it is essential to have a thriving workforce that is also committed to the goals of the organization. Hence, the current study will focus on examining the impact of GHRM on employee thriving and green commitment, both of which are valued by organizations aiming for sustainability.

#### **1.4. Aim of the study**

The research aims at understanding the influence of GHRM practices on employees' outcomes via organizational pride as a mediator and individual green values as a moderator. The study further aims to test the model supported by the theoretical underpinning of conservation of resource (COR) theory and supplies value fit (SVF) theory to better understand the role of GHRM on employee outcomes. The research, therefore, aims to advance the literature regarding the impact of HRM practices on employee outcomes through psychological processes.

#### **1.5. Research Questions**

Based on the above discussion, the following research questions are addressed in this research.

1. What is the relationship between GHRM practices and employee outcomes i.e., thriving at work and green commitment?

2. Does organizational pride mediate the relationship between GHRM practices and employee outcomes?
3. What is the role of individual green values as a moderator between the relationship of GHRM with employee outcomes?

## **1.6. Research Objectives**

The research sought to accomplish the following objectives.

1. To determine the impact of GHRM practices on organizational pride in predicting employee outcomes.
2. To examine the role of organizational pride as a mediator between GHRM practices and employee outcomes.
3. To empirically test the moderating role of individual green values on the relationship of GHRM practices with organizational pride and employee outcomes.

## **1.7. Significance and Scope of the Study**

The study sets out to advance the understanding of GHRM practices and their impact on employees in the textile manufacturing sector of Pakistan. At the employee level, the study will help create awareness of the GHRM dynamics operating within the organizations. At the managerial level, it will allow managers and consultants to effectively implement the HR practices, and benefit from positive employee outcomes. Further, advancement in academic literature may help the management and employees to make sense of the GHRM practices and make modifications in practices accordingly. Lastly, the research will focus on advancing the research line in one of the major contributing sectors i.e., the manufacturing sector, which accounts for 12.79 percent of the country's GDP and employs 16.1 percent of the workforce (GOP, 2021). The industrial sector's carbon footprint is likewise significant, accounting for 32 percent of the of country's total emissions (Pakistan-Climate Transparency, 2021). Considering that the textile sector is a significant exporter of Pakistan and has a large share of environmentally conscious international buyers (Amjad et al., 2021), it will be a significant contribution to provide empirical evidence for this sector.

To keep the goals realistic and achievable, the impact of organizational-level GHRM practices is analyzed on two significant employee-level outcomes, i.e., green commitment and



thriving at work. The variables are chosen carefully because studying all the consequences of GHRM practices was impracticable during the current time frame. Additionally, to keep the scope narrow, the broad topic of HRM has been reduced to considering GHRM only. Haseeb et al. (2020) acknowledges the immense magnitude and dominance of the textile sector in economic structure and climate change. Therefore, the study has solely focused on the textile sector of Pakistan practicing GHRM with a representative sample from Punjab province, Pakistan.

### **1.8. Structure of Thesis**

The thesis is split into six chapters.

Chapter 1 gives a quick overview of the topic and its contribution and significance in GHRM literature, followed by research questions and objectives.

Chapter 2 presents the review of extant literature and research framework. First, this chapter seeks to present the conceptualization to describe each variable's complex concept: GHRM, green commitment, thriving at work, organizational pride and individual green values. Finally, the chapter develops and hypothesizes a research framework that forms the basis of the research study.

Chapter 3 presents the research methodology and research design employed to collect data. The chapter incorporates the philosophical stance of the research, a detailed research design and justification, and data collection techniques. The data collection tools and procedures have been employed to test the hypothesized relationships.

Chapter 4 explains the data analysis and empirical findings. The analysis is presented systematically. The data is provided in tabular form with a detailed explanation of the software (SmartPLS) and steps.

Chapter 5 presents a detailed discussion on the significant empirical findings and link them to literature. It further presents the explanation for the confirmation of the hypothesis.

Chapter 6 sums up the findings and their interpretation. It further highlights the theoretical and practical implications of the research, followed by the limitations. Lastly, the chapter presents directions for future researchers.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.0. Introduction**

This chapter covers a comprehensive overview of extant studies, definitions and concepts related to the study variables. It also includes detail of the extant literature reviewed to prepare a research framework. Briefly, the chapter relates the study to the broad, ongoing debate in the GHRM literature to fill in gaps and extend the prior studies. The chapter also provides theoretical support used in the study.

#### **2.1. Green Human Resource Management**

The review of literature on GHRM will help synthesize the debates in the extant literature, identify various definitions and understand the criticality of the GHRM practices in the management literature. Recently, GHRM literature has been receiving widespread attention in organizations and academic circles, hence making it even more imperative to examine the consequences of GHRM on employees and organizations at large. The GHRM literature is, however, majorly dominated by the direct and indirect performance enabling effect of GHRM on firm-level performance outcomes (Ali et al., 2021; Elshaer et al., 2021; Shafaei et al., 2020; Ghouri et al., 2020; Ren et al., 2022) with a relatively less focus diverted towards employee level green and non-green outcomes (e.g., Hameed et al., 2020; Sabokro et al., 2021). The present study, therefore, tends to address this gap by exploring the employee-level impact of GHRM practices. Prior to being considered an antecedent of various employee outcomes, GHRM was majorly considered an imperative precondition for achieving organization's sustainability goals (Benevene & Buonomo, 2020). In the pursuit of fulfilling the organization's strategic goals, organizations began diverting attention towards sustainability. In parallel, literature on sustainable HRM evolved whereby one group of researchers categorized sustainable HR as the set of practices that contribute to positive environmental and social outcomes to achieve economic gains (Ehnert 2006). The literature evolved alongside the broader sustainability literature before being established as a separate stream of research (Ren et al., 2018). Even now, it broadly refers to the awareness, adoption, and implementation of HRM practices that impact sustainability (Benevene & Buonomo, 2020).

In parallel to this, Renwick et al. (2008) discussed the concept of GHRM whereby the focus

shifted to employees as a central force in pursuing the environmental agenda of the organization. The concept of GHRM focuses on integrating environmental responsiveness within the HRM process of recruitment, selection, training, developing, and rewarding a green employee (Renwick et al., 2013). The definition focused on integrating HRM practices with the environmental objectives (Khan et al., 2020). GHRM is broadly considered as the incorporation of environmental management into essential HRM processes (Jamal et al., 2021; Renwick et al., 2013), which increases employees' green abilities, motivation, and opportunities. Green abilities are enhanced through recruitment, selection and training; motivation is enhanced through green performance management and green reward and pay system; and green opportunities are provided for the employees through green employee involvement and green leadership initiatives (Renwick et al., 2013). This echoes well with the broader HRM literature that provides support for the role of HRM practices in shaping employee outcomes. This concept is also echoed by Wehrmeyer (2017) that the success and failure of the environmental goals depend on the employees. It is for this reason that literature has mainly studied GHRM through the lens of enhancing employee's abilities, motivation and opportunity as well as through the lens of social identity creation (Benevene & Buonomo, 2020). The central idea that is consistent in both the debates is the environmental agenda of organizations. While the first approach focused on integrating the organizational objectives into the HRM processes to further organizational sustainably goals, the other focused on greening of employees as a priority. This debate is echoed in the present research whereby the focus is primarily on enhancing employee's organizational pride through GHRM practices which ultimately leads to positive employee outcomes. As evident, albeit the ongoing debate on the exact definition of GHRM, the focus has primarily been on the actual outcomes of GHRM (Benevene & Buonomo, 2020).

Currently, despite the heterogeneity in the measurement of GHRM construct, GHRM practices majorly include “green recruitment, green training, green performance management, green compensation, and green involvement” (e.g., Jackson et al., 2011; Pham et al., 2020; Renwick et al., 2013; Tang et al., 2018). This is consistent with the definition proposed by Jabbour (2013, pp. 147-148) “Green HRM is concerned with the systemic, planned alignment of typical human resource management practices with the organizations' environmental goals” and Tang et al. (2018) “Greening the human resources involves a set of policies and practices for protecting the environment such as green recruitment and selection, green training, green performance

management, green pay and rewards, green involvement”. The current study therefore considers the above-mentioned practices to conceptualize GHRM practices. For this purpose, the five main dimensions specified by Tang et al. (2018) are utilized. Widely cited definitions are also provided in Table 1. Briefly coalesced, the definitions present GHRM as a set of practices and policies that address the broader environmental goals of the organization.

**Table 1**

*Widely cited GHRM definitions*

Ren et al. (2018, pp. 778)	“A phenomenon relevant to understanding relationships between organizational activities that impact the natural environment and the design, evolution, implementation, and, influence of HRM systems.”
Kramar (2014, pp. 1075)	Sustainable HRM are defined as, “Human resource management (HRM) attributes that have the potential of yielding positive environmental outcomes.”
Jabbour (2013, pp. 147-148)	“Green HRM is concerned with the systemic, planned alignment of typical human resource management practices with the organizations’ environmental goals.”

*Compiled by Aiman Niazi*

The five dimensions are discussed next. Green recruitment and selection refer to the process of attracting and recruiting particular job applicants who demonstrate environmental consciousness towards environmental issues. According to Tang et al. (2018), green recruitment and selection is the process through which organizations attract candidates who possess high environmental awareness or are committed to contributing to environmental issues. Therefore, organizations that commit to environmental performance, value and recruit new candidates who have environmental knowledge and fulfil the job description criteria related to environmental reporting (Grolleau et al., 2012). The green recruitment and selection process comprises three major aspects, i.e., green employer branding, green attraction, and green awareness of potential employees (Tang et al., 2018). Green branding allows employers to attract employees based on

environmental image of the organization (Tang et al., 2018). Green criteria are used to select and evaluate potential candidates. Green awareness focuses on selecting candidates based on their understanding and awareness about environmental issues (Tang et al., 2018). According to the above deliberation of GHRM, green recruitment and selection practices integrate the environmental policy and strategies of the organization with the recruitment and selection criteria (Tang et al., 2018). Furthermore, green training through an integrated learning system improves employees' skills, awareness, and environmental management participation (Tang et al., 2018). Green training improves employees' environmental skills to advance green organizational objectives (Jabbour, 2011). According to Tang et al. (2018), green training focuses on enhancing employee awareness, ensuring effective knowledge management with regards to environment, and building green climate. Moreover, green performance management focuses on setting green targets and evaluating green performance objectives. According to Tang et al. (2018), green performance management ensures that an employee's performance is evaluated for set performance indicators in activities related to fulfilling the ecological objectives. Green performance indicators and targets translate environmental objectives into action plans (Milliman & Clair, 1996) for employees through performance appraisals (Tang et al., 2018). The performance indicators assess employees based on environmental actions, environmental responsibilities, reduction of carbon emissions, and communication of ecological concerns and policies (Tang et al., 2018). Green performance management includes appraisal of employee's environmental performance thereby encouraging them to be committed to and contribute to the firm's environmental objectives (Renwick et al., 2013). Furthermore, green compensation ensures the provision of monetary and non-monetary rewards to incentivize employees' participation in the organization's environmental activities (Jabbour, 2013). According to Tang et al. (2018), these can include non-financial incentives like green travel benefits, green tax, and financial rewards such as green recognition. The focus is to reward employees' commitment to sustainable practices. Green compensation plans, therefore, encourage employees to play an active role in executing environmental management initiatives (Renwick et al., 2013). Lastly, green involvement is the participation of employees in environmentally activities concerning environmental issues (Tang et al., 2018; Renwick et al., 2013). It is a process of providing employees with the opportunity to get engaged in various environmental management initiatives (Renwick et al., 2013) thereby creating a mutual learning climate regarding environmental issues (Tang et al., 2018).

As organizations shift their business motives from profit-making entities to environmentally responsible firms, they could utilize environment-oriented HRM to efficiently execute green strategies and objectives (Kim et al., 2019; Renwick et al., 2013 as cited in Rubel et al., 2021). Organizations need to understand the role of employees in effectively implementing organization's environmental agenda. As employees are the driving force in helping organizations fulfill its green agenda, future researchers need to investigate the effect of GHRM practices on employees through various psychological processes. This requires a careful understanding of the integration of various managerial, sociological and psychological mechanisms.

## **2.2. GHRM in manufacturing sector**

Environmental degradation and deterioration have risen worldwide, including in developing countries (Asif et al., 2020; Masron & Subramaniam, 2021). In Pakistan, the manufacturing sector significantly contributes to the country's GDP (GOP, 2021). The manufacturing sector's carbon footprint is likewise significant. Manufacturing firms' production processes may contaminate air, land, and water, resulting in profound environmental implications (Mansoor et al., 2021). Therefore, the manufacturing sector has more environmental implications than the services sector (Guerci et al., 2016). Mansoor et al. (2021) also state that large manufacturing firms are under the strict scrutiny of environmental protection agencies. Furthermore, customer concerns about environmental issues influence manufacturing companies to adopt green management practices to minimize environmental impact and increase customer satisfaction (Sharmin et al., 2015). Therefore, manufacturing sector organizations, being the closest to the consumer, are often early adopters of specific environmental initiatives, including GHRM (Yong, 2019). Tamunomiebi and Mezeh (2022) also state that product-based firms such as manufacturing firms are aware of the environmental issues and therefore involve in energy conservation, waste management, recycling, and water saving initiatives. For this reason, sustainability and sustainable performance are amongst the key concerns for manufacturing firms (Khan et al., 2021). Manufacturing firms also have extensive green supply chain (GSCM) with an environmentalist approach. However, GSCM is unlikely to be effective without the application of GHRM (Kara & Edinsel, 2022). Therefore, to complement green supply chain initiatives, the manufacturing industry has begun integrating an environmental approach in its HRM practices. As evident from the above discussion, GHRM is progressively being implemented in the manufacturing sector (Guerci et al., 2016; Yu et al., 2017).

The textile sector is the second-largest exporter of Pakistan and has a large share of environmentally conscious international buyers (Amjad et al., 2021). It is therefore considered the most important manufacturing sector of Pakistan (GOP, 2021). Environmental concerns in the textile industry directly affect international buyers and exports (Amjad et al., 2021). Haseeb et al. (2020) also acknowledge the immense magnitude and dominance of the textile sector in economic structure and climate change. Pakistan Textile Council (PTC) lately partnered with Pakistan Environment Trust to lead the textile and apparel sector of Pakistan towards sustainable growth (Pakistan Environment Trust, 2021). CEO of Pakistan Textile Council-Saleha Asif stated that large Pakistani organizations are already operating at high standards and investing in sustainability initiatives (Pakistan Environment Trust, 2021). However, only limited studies (e.g., Amjad et al. (2021) and Mansoor et al., 2021)) have examined the impact of GHRM on employee outcomes and organizational outcomes in the textile industry of Pakistan. The current research will therefore add a valuable contribution to the field of GHRM in the textile sector specifically.

### **2.3. Green commitment**

Green commitment is a sought-after yet less explored attitude. Although the literature on green commitment is scarce, the synthesis of literature will allow us to understand how the construct is conceptualized in the literature and how it manifests in the workplace, hence providing a better understanding of the possible antecedents and outcomes of the construct. In order to fulfill organization's green agenda, it is crucial that employees are equally committed to the environmental goals. Over the years, environmental psychologists have tended to understand the antecedents that lead to pro-environmental behaviour (Ansari et al., 2021; Bissing-Olson et al., 2013; Steg & Vlek, 2009). Green commitment is one such factor. Green commitment leads to improved self-efficacy and capabilities (Al-Swidi et al., 2021), which ultimately enhance employees' green behaviour. Raineri and Paillé (2016) also suggest that green commitment leads to employees' environmental citizenship behaviours. Green commitment also enables employees to be psychologically attached to the organization. Psychologically attached employees are often more productive and satisfied than less attached employees (Ng & Allen, 2018). Employees committed to the environment are an asset for the organization because they contribute to environment-related quality improvement activities (Vallaster, 2017). As established from the above discussion, green commitment enhances passion, commitment, and emotional attachment

to the environment (Al-Swidi et al., 2021), which is critical for organizations to align employees with its environmental sustainability goals. It is therefore imperative for researchers to further investigate the role of GHRM in strengthening employee green commitment.

Despite being a recurrent notion in the green management literature, green commitment has primarily been explained in implicit terms (Raineri & Paillé, 2016). Most researchers have conceptualized it at an individual level. Perez et al. (2009) conceptualized environmental commitment as "an internal, obligation-based motivation" (p. 599). Similar concept has been echoed by Cantor et al. (2012) who defined it as "emotional attachment, identification, and involvement with environmental behaviors" (p. 36). However, recently Ren et al. (2022) referred to green commitment as a target-specific commitment, consistent with a target-oriented HRM system, i.e., GHRM. In the broader HRM literature, commitment is considered a preferred attitude (Jiang, 2016) because it directs people's behavior and, by transcending individual self-interests, significantly facilitates the achievement of overarching goals (Lawler et al., 2009). Hence, green commitment, as a target-oriented commitment, is an essential attitudinal outcome of GHRM. As established in the literature, environmental commitment is an attitude that encompasses both a sense of attachment and responsibility to environmental initiatives in the organization (Raineri & Paillé, 2016). The current study utilizes the conceptualization of green commitment by (Raineri & Paillé, 2016) to explain green commitment of employees which is associated with their sense of attachment and responsibility.

As discussed by (Cop et al., 2020), environmental commitment can be a result of employee's internal motivation (Luu, 2018) as driven by GHRM practices (e.g., green training, green rewards) (Macduffie, 1995; Pham et al. 2019). This implies that GHRM practices stimulates employee internal motivation which ultimately results in green commitment. Consistent with this, the current study supports the debate that GHRM practices provides the internal stimulus that leads to individual's attachment and responsibility towards the environment. In the GHRM literature, little empirical research exists regarding the impact of GHRM on green commitment. Therefore, Ansari et al. (2021) recommend scholars to divert attention to this area and investigate the relationship between GHRM and green commitment. The current study therefore builds upon this gap.



## **2.4. Thriving at work**

A review of the existing literature on thriving at work will allow us to understand the conceptualization and dimensions of the construct as well as the consequences and antecedents, hence providing a better understanding of the criticality of the construct in the management literature. Porath (2016) stated that firms fail to thrive because their employees do not thrive. The stress caused by the fast-paced working conditions and high work demands in the workplace (Xian et al., 2020) makes it challenging for management to activate employees, who are the backbone of various organizational functions. Despite being hard, the accelerating pressure, and uncertainty in the workplace, make it imperative for organizations to continually maintain employees' positive energy and continuous learning (Guan & Frenkel, 2020). A thriving workforce can avoid negative personal consequences like stress, despair, and physical ailments hence being a competitive advantage (Gallup, 2013). It also supports constructive organizational outcomes like improved performance, increased job satisfaction, and enhanced organizational commitment (Gerbası et al., 2015; Spreitzer & Porath, 2014). Researchers accept that thriving at work leads to positive employee job outcomes, behaviors and attitudes (Abid et al., 2019), and essential employee outcomes (Kleine et al., 2019). Hence, thriving is a critical source of energy that warrants high performing, healthy, and engaged individuals, by and large if the purpose of an organization is achieving human aspect of sustainability (Spreitzer et al., 2012; Ding & Chu, 2020). The discussion shows that thriving is an essential concept that leads to human sustainability in organizations.

Thriving, as a concept, was initially discussed by Spreitzer et al. (2012), who derived it from the medical field, in which failure to thrive indicated the inability to grow. Spreitzer et al. (2005) proposed a “socially embedded model of thriving at work” which was further measured, validated and theoretically refined by Porath et al. (2012). Since then, thriving has become an emerging concept in the management literature (Russo et al., 2018). The current study utilizes this definition proposed by Porath et al. (2012) and Spreitzer et al. (2005) whereby thriving depicts a psychological state in which individuals encounter a sense of learning and vitality simultaneously. While learning is concerned with the cognitive aspect, vitality focuses on the affective aspect. As emphasized by (Spreitzer et al., 2005), thriving is purportedly similar yet different from various positive aspects, such as flourishing, flow, self-actualization, resilience, and subjective well-being (Carmeli & Spreitzer, 2009), and work engagement (Spreitzer et al., 2010). Thus, thriving, which

is often confused with the states of flourishing, flow, self-actualization, resilience, and subjective well-being, in fact, refers to a state of coexistence of vitality and learning.

Learning refers to a person's ability to gain and apply knowledge and skills in order to advance in his or her career (Spreitzer et al., 2005). On the contrary, vitality is the feeling of being energetic and active (Sia & Duari 2018). Learning and vitality have to coexist for an individual to experience a true thriving experience at work. One might be learning new skills but not applying them to advance his/her career; or one might be passionate but might not gain new knowledge (Porath et al., 2012). Similarly, employees continually learn at work but don not have the motivation to put their unique abilities and knowledge into practice over time (Paterson et al., 2014). Likewise, if an employee has good working relationships and like the work environment, but his development process is static, the person is not learning (Abid et al., 2019). Employees are also prone to lose their vitality and energy over time if they do not get opportunities to learn and grow (Paterson et al., 2014). Hence, these two elements work together to foster a passion for personal growth and create healthy work environments (Spreitzer & Hwang, 2019) and sustainable performance (Spreitzer & Porath, 2012). Consistent with the literature, thriving is a disposition in which individuals experience a sense of vitality and learning simultaneously. It is a state of learning and vitality which enable individuals to grow and develop rather than merely survive. Hence, absence of either of the states will result in lack of thriving state. Although thriving at work has been studied as an outcome of high-performance work systems (HPWS) (Wang, Ren, & Meng, 2021), it has not yet been studied with GHRM practices as an antecedent. Therefore, the current research will establish the relationship of GHRM practices with the variable thriving at work as a non-green outcome.

## **2.5. Organizational pride**

The construct of organizational pride has received significant attention in the management literature, along with such constructs as satisfaction, commitment, and loyalty (Seyedpour et al., 2020). The current review will help synthesize the literature on organizational pride in terms of its conceptualization and manifestation in the workplace. This synthesis will therefore provide a clear understanding of a critical employee attitude. Researchers suggest organizational pride is a significant stimulant for positive work behaviours (Gouthier & Rhein, 2011; Seyedpour et al., 2020). The most significant component in the survival of human resources and the organization is

to pay attention to organizational pride (Gouthier & Rhein, 2011). It is, therefore, crucial for organizations to find engagement stimulants for their employees that enable them to be involved in a continuous improvement process (Seyedpour et al., 2020). Organizational pride is a valuable psychological resource that organizations must develop in employees and institutionalize as an internal refresher that enhances employees' self-esteem and personal self-value (Seyedpour et al., 2020).

Jones (2010) defined pride as “the extent to which individuals experience a sense of pleasure and self-respect arising from their organizational membership” (p.859). In workplace settings, two forms of pride are at play, i.e., personal pride and collective pride. According to Bouckaert (2001), personal pride is the intrinsic motivation derived from one's own achievements such as work quality and a sense of self-esteem and self-respect for work accomplishments. On the other hand, collective pride is the pleasure derived from being associated with one's organization (Bouckaert, 2001). Collective pride results essentially from relationships or affiliation, such as organizational memberships (Lea & Webley, 1997; Tracy & Robins, 2007). Therefore, organizational pride is a source of collective pride derived from organizational membership. Organizational pride has further two dimensions: attitudinal pride and emotional pride (Gunter & Furnham, 1996; Kraemer & Gouthier, 2014). The recent study in this regard is of Seyedpour et al. (2020), which has identified emotional, organizational pride as a sense resulting from an event and organizational cues (e.g., corporate social responsibility, achievements, and decisions) and attitudinal organizational pride as an overall assessment of individual toward the organization (e.g., joy in organizational membership, social compatibility, and positive and enabling work environment). However, if the emotional pride is consistent over a long time, it tends to become attitudinal pride. Pride as an attitude presents a psychological state based on the general assessment of a person or an object (Eagly & Chaiken, 1998) which is stable and not dependent on single events (Ajzen, 2001). This kind of organizational pride is more long-lasting (Seyedpour et al., 2020). Emotional pride, however, is a short-lived passionate experience developed as a result of a particular event (Seyedpour et al., 2020). For conceptualization, we broadly refer to both emotional and attitudinal dimensions. It will allow us to understand the role of both perceptions and emotional involvement of employees towards their organizational practices (Mas-Machuca et al., 2016). Although it is an emerging construct, various scholars call for more efforts to understand the role of organizational pride. Hameed et al. (2020) recommend

that future researchers identify the role of psychological construct organizational pride as an intervening variable between GHRM practices and various employee outcomes. Sturm et al. (2022) also state that not much is known as to how organizational pride displays in the workplace. The current study therefore addresses this gap.

## **2.6. Individual Green Values**

Reviewing the literature on human values, specifically, individual's green values will help clarify what green values entail and how these are used in the literature. The literature has progressed from identifying the role of traits on individual behaviours (Konovsky & Organ, 1996) to finding the influence of underlying motives on extra-role behaviours (Dumont et al., 2017). As individuals' values are the beliefs about how people intend to behave (Meglino & Ravlin, 1998), it gives insight into their intention behind the actions. The prevailing logic is supported by Chou's (2014) research that asserted a significant relationship between individual's environmental values and behaviour. Individual values, therefore, play an essential role in explaining individuals' intentions and behaviours.

Human values refer to individuals' beliefs and preferred end states that predict their emotions, attitudes and behaviours (Kasser, 2002). Thus far, values are considered an individual's beliefs that serve as a guiding philosophy of one's life (Schwartz, 1992; Lee et al., 2014). Individual values are generally constant personality traits that explain variances in behaviour (Rokeach & Ball-Rokeach, 1989). Of the various approaches towards validating and categorizing personal values, Schwartz's set of basic values has been of most significance (Fischer & Boer 2015). Schwartz et al. (2012) proposed ten universal values, including Self-Transcendence (Universalism, Benevolence), Conservation (Conformity, Tradition, Security), Hedonism, Openness to Change (Stimulation, Self-Direction), Self-Enhancement (Power, Achievement), Face and Humility. As evident from the above conceptualization of values, individual green values are a part of the self-transcendence value. Environmental research has multiple meanings of environmental values (Liu, Mei, & Guo, 2020). It also refers to individuals' desire to protect the environment and their perceived importance to ecological sustainability (Agle & Caldwell, 1999). Environmental values are like calling orientation (Wrzesniewski, 2003), whereby individuals care for the environment and greater good rather than economic gains.

Amrutha and Geetha (2020) emphasize the importance of values, beliefs, attitudes, and

behaviours of human resources in relation to the attainment of their organization's sustainable development goals. Various authors also recommend studying the role of individual green values in the relationship of GHRM with employees' green behaviour (Hameed et al., 2020; Pascal et al., 2020). The current study builds upon this gap to explore the role of green values in the relationship between employee's psychological mechanism and their workplace outcomes.

## **2.7. Theoretical Support**

Previous literature has utilized various theories, including Ability motivation opportunity (AMO) theory (e.g., Pham et al., 2020), Resource-based view (RBV) theory (Singh et al., 2020), Supplies value fit (SVF) theory (e.g., Hameed et al., 2019), Social identity theory (e.g., Ahmad et al., 2021; Ali et al., 2021), and Stakeholder theory (e.g., Shen et al., 2018) to explain the employee outcomes from HRM practices. Within the context of this research, conservation of resource (COR) theory has been employed to elucidate the established relationship of GHRM with green commitment and thriving at work with the underlying mechanism of organizational pride. COR theory, which was previously used in the context of stress, is now being applied to the relationship between individuals and broader social systems, as well as between groups and organizations and larger social systems (Rahaman et al., 2022). In the disciplines of organizational and occupational psychology, the COR theory has been widely employed to analyze individuals' work-related attitudes and behaviours (Salminen et al., 2019). For further reference, principles and corollaries of COR theory are provided in table 2.

COR theory provides a framework by which resources operate in individuals and social systems (Hobfoll, 1989). COR theory proposes an essential principle that individuals are inherently motivated to acquire, protect, and foster the acquisition of things they value or that help achieve valued things - their resources (Hobfoll & Lilly, 1993; Hobfoll, 1989). Several principles and corollaries stem from this basic assumption of acquisition and conservation of valued resources (Holmgreen et al., 2017). We build upon the second principle of COR theory which states that in order to gain resources or prevent their loss, one must invest additional resources (Hobfoll, 1998). This indicates that in order to gain resources, available resources have to be mobilized or new resources have to be invested from outside the system (Hobfoll & Lilly, 1993). The balance of resource exchange between the individual and the company must be a surplus on the side of the individual in order to offset loss or ensure gain (Hobfoll & Lilly, 1993). COR theory

has been utilized to provide theoretical support in such a way that organizational practices (GHRM) are considered as a precondition for contextual resources. GHRM practices mobilize employee’s tangible and intangible resources. Employees likely feel a sense of pride when GHRM offer them both tangible (e.g., green training, green rewards, and green involvement) and socioemotional (e.g., self-esteem, prestige, meaningfulness etc) resources. Informed by COR theory (Hobfoll, 1989), we examine organizational pride as resource gain. Organization pride is associated with resource gain (enabling process) when an individual experiences GHRM and feels increased sense of pride with regard to his or her membership in the organization. According to the corollary of COR theory, individuals with greater resources are better able to gain resources. In this case, employees with more resources (i.e., a greater sense of OP) are set up for resource gain, and initial resource gain (i.e., GHRM provision and increased sense of OP) will lead to future resource gain to better equip individuals to demonstrate green commitment and thriving at work (Liu, Chow, Zhu et al., 2020). The theoretical framework is also consistent with the corollary of COR theory which states that initial resource gains lead to future resource gains, ultimately leading to a resource gain spiral (Halbesleben et al., 2014). The current research sought to conceptualize green commitment and thriving at work as a state of resource accumulation. This state of resource abundance is reached through GHRM and organizational pride.

**Table 2**

*Principles and corollaries of COR theory*

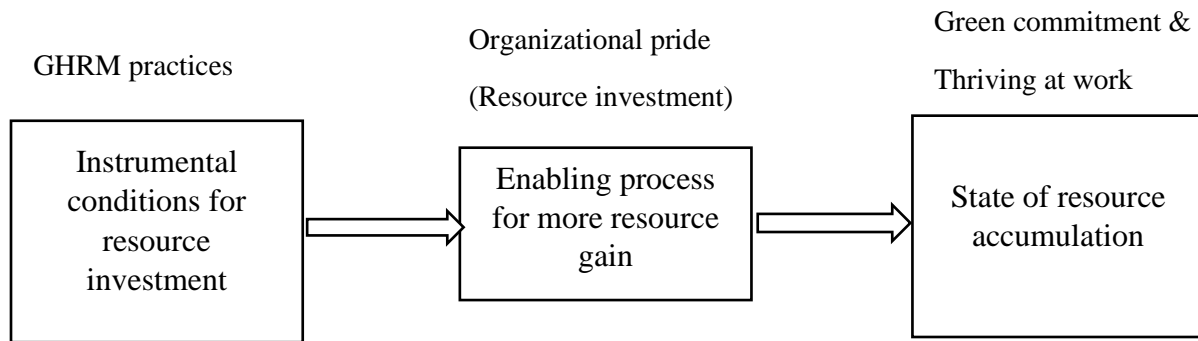
Name	Description
Principle 1	Resource loss is more salient than resource gain.
Principle 2	People must invest resources to gain resources and protect themselves from losing resources or to recover from resource loss.
Corollary 1	Individuals with more resources are better positioned for resource gains. Individuals with fewer resources are more likely to experience resource losses.
Corollary 2	Initial resource losses lead to future resource losses.
Corollary 3	Initial resource gains lead to future resource gains.
Corollary 4	Lack of resources leads to defensive attempts to conserve remaining resources.

*Halbesleben et al. (2014)*

The role of moderating variable i.e., individual green values is supported by supplies value fit theory (Edwards, 1996). The theory states that when individual values align with values provided by the organization, employee’s work feelings and behaviours improve (Edwards & Shipp, 2007). Consistent with this theory, if the individual employee’s values align with the organizational values, it will positively affect their attitude and behavior (Hameed et al., 2020). The prevailing logic is that the more an individual associate with the organization, the more likely the employee stays committed to pursuing organizational goals (Cohen & Liu, 2011).

**Figure 1**

*COR Framework*



## 2.8. Hypothesis Development

### 2.8.1 GHRM and Organizational pride

The literature review reveals that GHRM is an antecedent to various employee-level outcomes. This section provides evidence from past literature to support the hypothesis that GHRM impacts employees by stimulating a sense of organizational pride in them. GHRM acts as a primary stimulant that provides a context through which employees' psychological needs are fulfilled. These psychological resources enable them to acquire additional resources. Employees receive and interpret the organization's HRM policies and practices, forming their perceptions about the organization and its values (Kaya et al., 2010). Through GHRM practices, organizations send an explicit message to employees that they care for the environment rather than merely focus on the economic gains (Renwick et al., 2013). De Roeck et al. (2016) also assert that environmental initiatives enhance perceived external prestige and foster employees' feelings of pride and identification towards the organization. Therefore, GHRM as a part of a firm's environmental

initiative positively provide adequate psychological resources to stimulate sense of organizational pride.

Ismail et al. (2021) studied the organization's GHRM practices through the lens of broader CSR literature backed by social identity theory. According to Ismail et al. (2021), GHRM practices signal the employees that the employer cares about their well-being, leading to positive employee attitudes such as pride in membership. Newman et al. (2015) also indicate that an organization's CSR practices instill a sense of pride in employees. This relationship of GHRM with organizational pride has been studied through the perspective of social identity theory.

The current study however builds upon past literature to explain the influence of GHRM on organizational pride through COR theory. As established in the literature, employees are proud of their company when it participates in CSR initiatives since it enhances their self-esteem and image (John et al., 2019). It can therefore be interpreted that social responsibility is a contextual resource for employees (ten Brummelhuis & Bakker, 2012) which enterprises undertake to portray a compassionate, responsible, and caring organizational image (Farooq et al., 2014). Consistent with this, employees will consider the organization that focuses on environmental sustainability as socially responsible. Yan et al. (2021) suggest that employees working in responsible organizations can easily gain contextual resources, and ample preliminary resource build up can encourage employees to derive additional resources. The psychological requirements of employees are met based on their explicit assessments regarding an organization's socially acceptable policies (Rupp et al., 2006 as cited in Dumont al., 2017). Therefore, as a social context, the workplace provides a plentiful resources for stimulating, developing, and retaining pride dynamicity (Lu & Roto, 2016). As organizational pride influences employees' attitudes and behaviours, it is considered a highly valuable investment (Gouthier & Rhein, 2011). To reemphasize, GHRM acts as a contextual resource through which employees derive positive perceptions that lead to organizational pride. Supported by COR theory and the literature, the ensuing is hypothesized:

**H1** GHRM practices positively relates to organizational pride

## **2.8.2 Organizational pride and green commitment and thriving at work**

This section provides debates concerning the association between organizational pride and employee outcomes. Organizational pride is pleasure and self-respect derived from group



(organization) membership (Jones, 2010). A core characteristic of organizational pride is the positive perception of an employee as a result of his/her group membership. Accordingly, positive perceptions about the group lead to a sense of organizational pride.

According to Hobfoll and Lilly (1993), a sense of commitment is considered a resource. A feeling of commitment to a cause or a socially important target, such as the environment, comprises affective and normative dimensions (Bingham et al., 2013). Green commitment is considered a valuable resource because it has several psychological attributes that contribute to achieving organizational and individual goals. Commitment towards environment indicates the extent to which employees attach to the organization (Ansari et al., 2021) and share organizational values, and expend effort toward the organization (Pham et al., 2019). Green commitment also allows employees to get involved in quality improvement and environment-related solution initiatives (Ansari et al., 2021). The employees' green commitment also increases their self-efficacy and capabilities, which enable them to demonstrate pro-environmental behaviour (Ansari et al., 2021). Therefore, commitment in general, and green commitment in particular, gives employees direction towards a target and enables them to attach and identify with the organization and its goals. Green commitment is a state of resource accumulation that is valuable for both employees and organizations. Employees who possess organizational pride ultimately demonstrate commitment to their organization. The positive perceptions lead to high levels of employee commitment and loyalty to the organization and its culture (Miles, 2012). Helm et al. (2016) also explain that individuals who take pride in their organization are expected to present constructive organization and work-related behaviors and attitudes. It is because, employees seek to promote and protect the valued resource of organizational pride by supporting the organization (Raza et al., 2021). Therefore, when individuals feel a sense of pride in the organizational membership, they try to strengthen and maintain that positive self-concept. As GHRM is a source of pride, employees will align with the organization's environmental agenda and demonstrate green commitment. Hameed et al. (2019) considered organizational pride a valuable psychological resource that motivate employees toward positive environmental behaviours. Kraemer and Gouthier's (2014) research also demonstrated that organizational pride instills a sense of organizational attachment and identification to the organization, which motivates employees to take pro-environmental initiatives. Similarly, Hameed et al. (2019) demonstrated that employees in socially responsible firms have a high level of company pride, which drives employee eco-initiatives and behaviour.

Consistent with this, investment in the form of organizational pride enhance the perceived value of the target (green commitment) and employees attain the state of resource abundance (green commitment). This is in agreement with the corollary of COR theory which states that resources must be invested to gain additional (Holmgreen et al., 2017). It is because, initial resource gain leads to further gain (Hobfoll, 1998). Organizational pride is a significant resource investment that enhances the perceived value of the target and in turn enhance employee's commitment towards the environmental goals of the organization. Therefore, the following is hypothesized:

**H2a** Organizational pride positively relates to green commitment

Furthermore, thriving at work is considered a unique energy resource (Hobfoll, 2001; Yan et al., 2021), demonstrating a psychological state characterized by vitality and learning (Spreitzer et al., 2005). This coexistence of vitality and learning is considered a state of resource abundance, whereby an individual is gaining knowledge and feeling alive and energized. These states are valuable for individuals because of various factors. When individuals know how to thrive, they will demonstrate positive performance outcomes (Boyd, 2015). Employees who are thriving will show greater innovation and creativity (Wallace et al., 2013), job satisfaction (Jiang et al., 2020; Wang, Wang, & Liu, 2021), self-development (Paterson et al., 2014), positive health (Walumbwa et al., 2018) and general wellbeing (Strecker et al., 2020). Thriving employees generate new resources such as meaning, knowledge and interpersonal relationships (Porath et al., 2012). These individuals are also less vulnerable to distress and take it as a challenge (Porath et al., 2012). Thriving employees also demonstrate reduced absenteeism and experience less stress and job strain, thereby significantly reducing health care expenses (Leiter & Maslach, 2005). The significance of thriving at work is evident because it allows employees to recover from resource loss and encourages them to gain additional resources, i.e., knowledge and new skills (Yan et al., 2021). Porath et al. (2012) states that thriving employees are eager to learn and grow. Instead of diminishing resources, such as knowledge, meaning, and strong social ties, such employees acquire new resources that contribute to their performance and wellbeing (Spreitzer et al., 2012). In short, thriving at work enable individuals to accumulate resources such as meaning, knowledge, relationships, satisfaction and wellbeing. Thriving at work, therefore, holds significance for both organizations and employees. However, to achieve these end states, individuals require some facilitating conditions.

Katzenbach (2003) refers to pride as the source of positive energy and emotional commitment. Thriving at work is an energy resource which is an outcome of organizational pride. It is because organizational pride enhances an employee's self-esteem, which escalates stress resistance (Hobfoll, 1989). The less stressed employees are, the more they will thrive (Um-e-Rubbab et al., 2021). The COR theory presumes that individuals who possess positive job perceptions are more likely to have lesser endangered resources (Usman et al., 2021). It has also been examined to lessen employees' emotional exhaustion and turnover intentions (Kraemer & Gouthier, 2014). This makes employees better positioned to gain further resources. Durrah et al. (2020) also mention that organizational pride influences an individual's creativity. Therefore, a positive attitude and perception of the organization prevent employees from depleting their resources through exhaustion and stress and instead allow them to thrive at work through continuous development. Therefore, the following is hypothesized:

**H2b** Organizational pride positively relates to thriving at work

### **2.8.3 Role of organizational pride**

Evidence-based empirical and theoretical literature provides compelling support for the impact of GHRM on employee attitudes (e.g., Ali et al., 2021; Ismail et al., 2021; Kim et al., 2019). The past studies have highlighted that HRM practices in general (Nam & Lee, 2018) and GHRM practices, in particular, tend to impact employee workplace behaviours and attitudes, perceptions and intentions (Aboramandan, 2020; Anwar et al., 2020; Dumont et al., 2017). However, HRM practices impact employee outcomes indirectly through specific social and psychological processes (Jiang et al., 2012; Kehoe & Wright, 2013). This section will help synthesize various debates from the literature to support the intervening role of organizational pride.

In this context, organizational pride is a psychological construct (Hameed et al., 2020). Pride relates to an individual's self-worth and self-esteem (Tracy & Robins, 2007), a valuable psychological resource that individuals attempt to maintain and augment (Hobfoll, 1989). Pride leads to pleasant feelings and positive self-perceptions (Raza et al., 2021). Anything that appeals to society impacts employees' cognitive evaluations of their organization and hence please employees (Sturm et al., 2022). Organizational pride fulfils employees' psychological needs, such as positive self-related perceptions and belongingness to an esteemed group (Rosenberg et al. 1995). Therefore, it is considered a crucial psychological resource linked to these intrinsic needs

and fosters psychological well-being (Kraemer & Gouthier 2014). The COR theory puts forward the principle that individuals are motivated to enhance resources. COR theory also proposes that individuals must expend resources in order to gain resources (Morgeson et al., 2017). Hence, when provided with adequate psychological resource investment (e.g., organizational pride), individuals are motivated to gain additional resources (i.e., thriving at work and green commitment). Therefore, backed by empirical support and theoretical grounding of COR theory, it is hypothesized that:

**H3a** Organizational pride mediates the relationship between GHRM practices and green commitment

**H3b** Organizational pride mediates the relationship between GHRM practices and thriving at work

#### **2.8.4 Role of Individual green values**

Individual green values has been used as a moderating variable in various studies. For instance, the role of individual green values has been studied between GHRM and green organizational identity and OCBE (Liu, Mei, & Guo, 2020), and psychological climate and employee green behaviour (Dumont et al., 2017), and GHRM practices and environmental passion (Gilal et al., 2019). Al Hawari et al. (2021) demonstrated that employees with environmental values experience better fit and engagement in a GHRM work context. In the current study, SVF theory explains the moderation effect of individual green values. Review of extant literature will help provide supporting evidence for the moderation effect of individual green values.

SVF theory (Edwards & Shipp, 2007) posits a combined effect of personal (values and abilities) and environmental characteristics (supplies and demands) on outcomes (Al Hawari et al., 2021). Misalignment in employees' values and organizational supplies can cause adverse consequences to individual's performance, perceived stress levels, and turnover intention (Cleveland et al., 2020 as cited in Al Hawari et al., 2021). Contrarily, fit between employee values and organizational supplies will improve work attitudes (Hameed et al., 2020), feelings and behaviours (Edwards & Shipp, 2007). The SVF theory states that congruence between employees' values and their organization's practices enhances their work behaviour and outcomes (Al Hawari et al., 2021). Also, when an individual's values align with the organizational values demonstrate commitment and satisfaction (Kim et al., 2013). Prior research also indicates that individual's values inform their behaviour, such that the alignment of employee values and organizational

practices (e.g., GHRM) increases employee commitment (Kim et al., 2019) and work meaningfulness (Afsar et al., 2016), which can increase employee's proactive behaviours (Al Hawari et al., 2021). Previous studies have demonstrated a significant influence of environmental values on green behaviours (Dumont et al., 2017; Chaudhary, 2019; Chou, 2014), job engagement (De Groot & Steg, 2010), green creativity (Al Hawari et al., 2021), green initiatives and practices (Cheema et al., 2020). Al Hawari et al. (2021) also indicate that GHRM practices enable environmentally conscious employees to derive meaningfulness in work which therefore leads to positive outcomes. The stronger an employee relates to the organization through aligned values and identification, the greater the probability that the employee would be committed to the organizational goals (Cohen & Liu, 2011). Individual norms and values enable one to find purpose in work and appreciate the work environment (Ruepert et al., 2017). Individuals who possess green values will understand and align with the organizational goals. Previous research has also shown that when an individual's environmental values align with organizational values, they demonstrate a strong sense of organizational identification (Liu et al., 2021), positive behaviours, and work significance (Dumont et al., 2017). Likewise, the alignment of employee values with organizational practices increases work meaningfulness (Afsar et al., 2016) and employee commitment (Kim et al., 2019). When employees' values align with the organizational values, they demonstrate positive feelings, attitudes and behaviours. Based on SVF theory and the empirical support in the literature, the following is hypothesized:

**H4a** Green values moderate the relationship between organizational pride and green commitment, such that the relationship is strengthened with green values

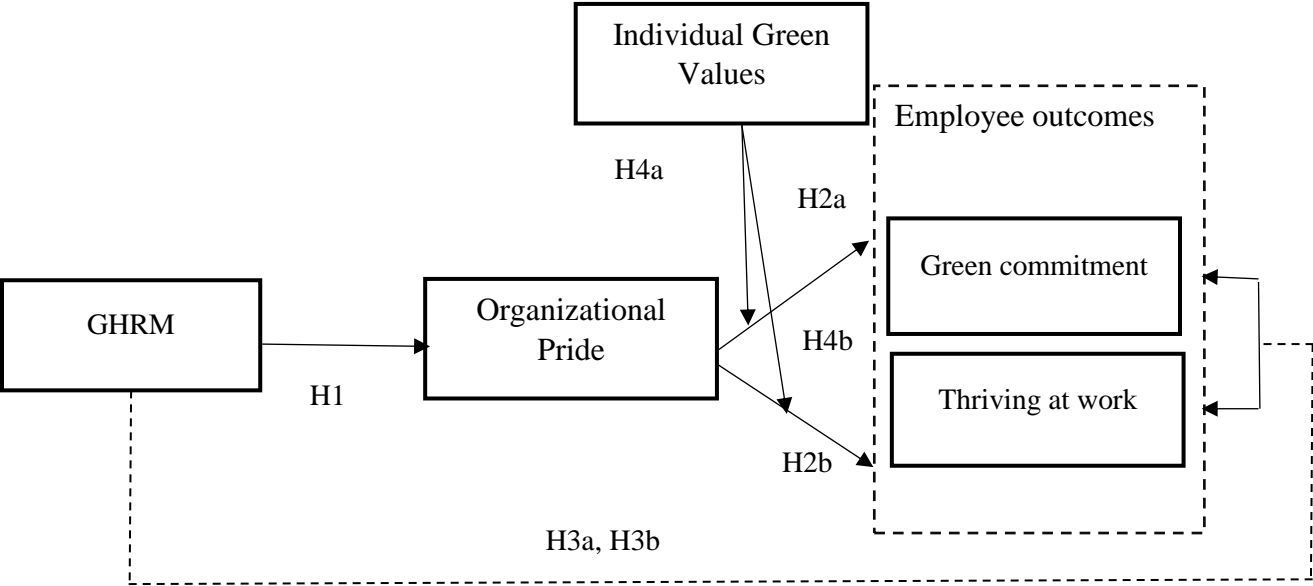
**H4b** Green values moderate the relationship between organizational pride and thriving at work, such that the relationship is strengthened with green values.

## **2.9.Theoretical Framework and Hypothesized Research Model**

The hypothesized research framework consists of H1a which originates from GHRM practices and demonstrate a positive relationship with organizational pride. H2a indicate the positive relationship of organizational pride and green commitment and H2b indicate the positive association of organizational pride and thriving at work. H3a and H3b demonstrate the mediating effect of organizational pride in the relationship between GHRM and employee outcomes. H4a and H4b demonstrate the moderating effect of individual green values in the framework.

**Figure 2**

*Research Framework*



## 2.10.Hypothesis Table

**Table 3**

*Hypothesized relationship between study variables (GHRM, green commitment, thriving at work, organizational pride and individual green values)*

<b>Hypothesis number</b>	<b>Hypothesis statement</b>
H1	GHRM practices positively relates to organizational pride
H2a	Organizational pride positively relates to green commitment
H2b	Organizational pride positively relates to thriving at work
H3a	Organizational pride mediates the relationship between GHRM practices and green commitment
H3b	Organizational pride mediates the relationship between GHRM practices and thriving at work
H4a	Individual green values moderate the relationship between organizational pride and green commitment, such that the relationship is strengthened with green values
H4b	Individual green values moderate the relationship between organizational pride and thriving at work, such that the relationship is strengthened with green values

## 2.9 Summary

In summary, this chapter delved into extant literature to describe the research's concepts. An in-depth study on each variable separately, as well as their interrelationships, allowed for a detailed understanding. It further provided literature support to back the research. Additionally, a theoretical model and hypothesized research framework were developed.

## **CHAPTER 3**

### **METHODOLOGY**

#### **3.0. Introduction**

The chapter provides the research methodology utilized for data collection. The chapter incorporates the philosophical stance of the research, a detailed research design and justification, and data collection techniques. The data collection tools and techniques have been employed to understand the relationship between GHRM and employee outcomes with the moderating role of individual green values and the mediating role of organizational pride.

#### **3.1. Philosophical Orientation**

All research studies are based on fundamental ontological, epistemological, and methodological assumptions (Hunt, 2014), which influence the research process (Creswell, 2014). It is therefore essential to identify the appropriate philosophical underpinning for research. The association of GHRM with the employee-level outcomes can be gauged by objective ontology and positivist epistemology, whereby the phenomena is independent of social actors and interpreted within a social context.

##### **3.1.1 Ontology**

Ontology describes the nature of reality, that is, have existence or is the product of one's mind (Holden & Lynch, 2004). It, in effect, reflects the nature of reality or the underlying philosophy (Petty et al., 2012; Saunders et al., 2016). Ontological assumptions guide how one sees and studies the research objects (Saunders et al., 2016) and broadly answer the 'what' of the phenomena-what is known about a specific thing or object? In the business domain, the objects include organizations, management, employees' job lives, corporate events, and artefacts (Saunders et al., 2016). Ontology, therefore, provides reasoning with a body of knowledge to support reality.

The ontological perspective can be categorized into two dominant approaches, essentially, objective ontology and subjective ontology. The first ontological approach, subjectivism, asserts the importance of social actors' perceptions and consequent actions that shape the social reality (Saunders et al., 2016). In contrast, the objectivist perspective maintains that the social reality is independent of other social actors and the researcher (Saunders et al., 2016).

The research aims at empirically testing the association of GHRM practices with employee workplace outcomes via organizational pride as a mediator and green values as a moderator.



Furthermore, the framework is backed by COR theory and SVF theory. The theoretical backing implies that the meaning will be derived exclusively from the objects and not from the principles of the researcher or other social actors (Scotland, 2012). Consequently, it makes sense to study it through an objective ontological lens. The identification of an appropriate research philosophy further guides the research design.

### **3.1.2 Epistemology**

Epistemology concerns the how of the process- how is it possible to gain knowledge of the world? (Hughes & Sharrock, 1997). In other words, epistemology refers to the criteria that researchers use to evaluate knowledge claims (Hunt, 2014), which ultimately allows them to understand and recognize reality (Feast, 2010). Epistemology is categorized into two dominant research domains: positivism and interpretivism (Petty et al., 2012).

Interpretivism is a subjectivist approach adhering to the view that individuals' explanations and perceptions impact the understanding and interpretation of social reality. Diverse perceptions imply that individuals may construct distinct understanding and interpretation of specific experiences or situations of social reality (Petty et al., 2012). Contrarily, positivist researchers keep their experiences and understanding separate from the research (Petty et al., 2012) and assume that they can observe and measure a stable reality in a logical, rigorous, and systematic manner to gather objective knowledge and facts (Petty et al., 2012). Since this approach considers objective facts, it provides the best scientific evidence for quantitative research methods (Abu-Alhaija, 2019).

As the current research employs a quantitative research design, positivist epistemology is used, adhering to the view that research findings are usually observable and quantifiable. Highly structured data collection techniques, i.e., surveys, are used and analyzed through statistical tools (Saunders et al., 2016).

## **3.2. Research Design Selection and Justification**

Research design is the general overview or a scheme that provides direction for addressing the research questions (Saunders et al., 2016). Briefly, it reflects the research tools and techniques to attain specific objectives (Easterby-Smith et al., 2015). The employed tools and techniques are called the procedures of inquiry (Creswell, 2014). To achieve satisfactory results for research, one requires a research design that would help augment the methods systematically. It is, therefore,

advised to choose a suitable research design to produce significant outcomes (Hunt, 2015).

The research methodology/strategy is guided by a particular ontological and epistemological stance. While objectivist research employs quantitative methods, subjectivist researchers prefer qualitative methods (Creswell, 2014). Similarly, positivist researchers utilize quantitative methods that prevent them from their own biases. As the current study is based on objectivist ontology and positivist epistemology, a quantitative research design is appropriate.

‘Survey’ technique has been employed for quantitative research in this particular study. Survey techniques enable the researchers to reach out to large populations (Babbie, 2010; Creswell, 2014). Also, survey designs are economical and allow a rapid turnaround of data collection (Creswell, 2014). Within the survey strategy, questionnaire is considered one of the most extensively used data collection methods (Saunders et al., 2016). Access was gained by directly delivering questionnaires alongside utilizing internet-mediated access channels (email and LinkedIn) to gain virtual access.

First, key people, including HR personnel, senior personnel, safety and environmental officers of ISO certified organizations, were approached to understand the organization’s specific practices. Next, SAQs were distributed to the shortlisted organizations. According to Saunders et al. (2016), both internet questionnaires and directly delivering the questionnaires are preferred methods. Employees were provided with an online SAQ through a web link (Google Form) and a paper-based survey questionnaire in person. They were asked to complete it in approximately 5-7 minutes. Before beginning, the employees were made to go through the directions, demographic information, and consent form added on the first page of the questionnaire. According to Saunders et al. (2016), various authors (e.g., Dillman et al., 2014) have emphasized that the messages in the SAQ’s covering letter or welcome screen impact the response rate (Saunders et al., 2016). In web questionnaires, the welcome screen serves the purpose, whereas, in the paper-based questionnaires, the covering letter fulfills this purpose. Employees disagreeing with the terms were allowed to close the browser (in the case of web questionnaire) or return the form (in the case of paper-based questionnaires). Only those providing informed consent were made to proceed to the next page of the questionnaire (see Appendix A).

Moreover, data was collected from the sample at one time and not over a long period; therefore, a cross-sectional research design has been employed. The research design ensures the operationalization of research questions and objectives in their true spirit by utilizing a survey

strategy. Besides, the deductive approach has been utilized to test the hypothesis. Therefore, conclusions are derived and tested logically from known premises to prove the conclusions (Saunders et al., 2016).

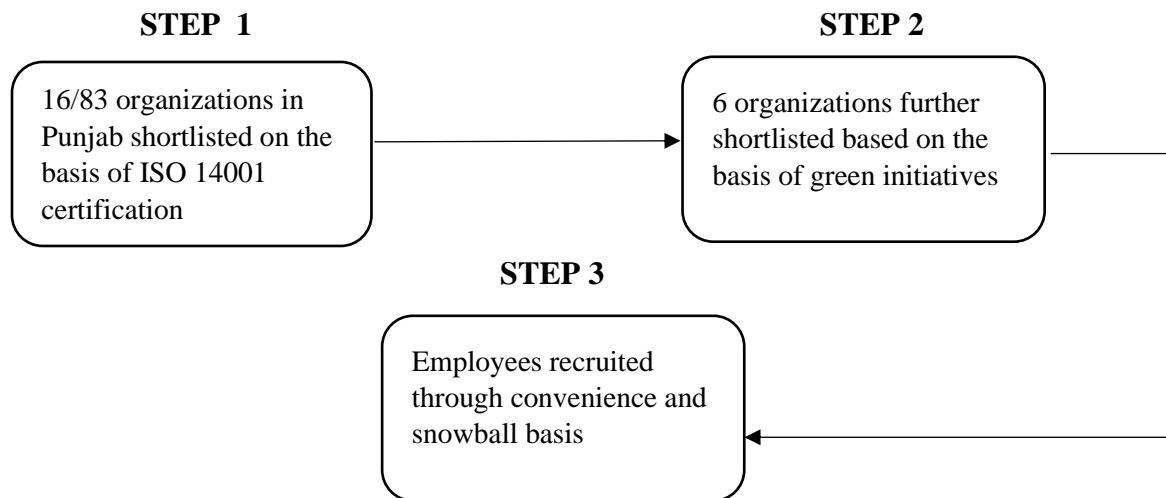
### **3.3. Sampling Technique**

Multistage sampling technique was utilized in this research. In the first stage, to reduce the effect of confounding variables such as culture (Hofstede, 2011), economy, and legislation, organizations were chosen from a single sector and country, i.e., Textile manufacturing organizations in Pakistan. Also, as textile industries are concentrated in Punjab province (see Appendix B), industries from Punjab were chosen. To determine the appropriate sample frame, textile organizations listed on Pakistan Stock Exchange (PSX) were shortlisted based on ISO 14001 certification (16 shortlisted out of 83) (see Appendix F). As ISO 14001 are a holistic intervention mechanism, it enables companies to systematically implement, control, and increase environmental activities, including green HR activities (Muster & Schrader, 2011). Hence, it can be said that companies with environmental management systems, i.e., ISO 14001, are dependent on GHRM practices (Muster & Schrader, 2011). This is particularly accurate in the manufacturing sector, which require GHRM to effectively implement green manufacturing and green supply chain mechanisms. In the next stage, six organizations out of the sixteen organizations, were shortlisted based on the maximum implementation of green practices (see Appendix F). In the last stage, employees (HR, Sustainability, EHS, Operations, Quality assurance, Production department), who were directly or indirectly involved in the company's sustainability initiatives were recruited based on convenience and snowball technique.

The above criteria were carefully chosen because the manufacturing sector, being a significant contributor to economic growth and environmental damage (Malik, 2021), has ecological policies in place. Furthermore, Punjab has nearly 70,000 major industrial units (Punjab board of investment and trade), making it an industrial hub. Therefore, the sampling frame constitutes the employees employed in the ISO 14001 certified textile manufacturing sector in Punjab, Pakistan. To conclude, multistage sampling technique was used. In the first two stages purposive sampling was used to shortlist organizations and in the last stage employees were approached through a convenience and snowball sampling technique.

**Figure 3**

*Sampling Procedure*



**3.4. Sample Size**

According to Sekaran and Bougie (2016), it is not possible to collect data from every individual in the population. Hence, a particular sample frame, that is the ISO-certified textile manufacturing organizations in Punjab, listed on Pakistan Stock Exchange (PSX), was chosen.

The sample size is either determined by statistical technique and statistical power used and required for the study (Hair et al., 2012; Lomax & Schumacker, 2012), or established by the total population (Sekran & Bougie, 2003). However, there hasn't been a well-established consensus in the literature related to the first criterion and SEM technique (Lomax & Schumacker, 2012).

As per the available literature, two selection techniques can be used to determine sample size. First, a minimum of 200 sample sizes is considered the rule of thumb for SEM. Second, the sample size is determined by the total no. of parameters to be estimated, the total no. of observed variables, and the desired statistical power. Lomax & Schumacker (2012) recommend 20 observations for each construct. As the constructs (Higher and lower order constructs combined) in the current model are 10, the minimum sample size was estimated to be 200. Hence, the sample size of the current study meets the minimum sample criteria required.

### **3.5. Instrument and Data Collection**

The first part of the survey consisted of questions about the participants' demographic characteristics (age, gender) and their organization name, department, and total years of service to the organization. A 49-item structured survey questionnaire as an instrument composed of five relevant variables was used to measure GHRM, green commitment, thriving at work, organizational pride, and individual green values. The scales and questionnaires have been adopted and adapted from previously authenticated and recognized studies; thus, their validity and reliability are verified. The questionnaires and studies listed below were used to design the questionnaire.

Employees perception of green HRM was measured with 19 items adapted from Tang et al. (2018). Despite the diversity of views in the GHRM literature, most authors consider GHRM practices comprising recruitment and selection, training, performance management, pay and reward systems, and involvement (Tang et al., 2018). Various authors (e.g., Renwick et al., 2013) suggested that GHRM can be considered a multidimensional construct. Green recruitment and selection (GRS) was measured with three items, for example, "Our firm recruits employees who have green awareness". Green training (GT) was measured with another three items. One item is "Our company develops training programs in environment management to increase environmental awareness, skills and expertise of employees". Green performance management (GPM) was measured with four items, including, "Our firm sets green targets, goals and responsibilities for managers and employees". Another three items were used to measure Green pay and reward (GPR), "Our firm has recognition-based rewards in environment management for staff (public recognition, awards, paid vacations, time off, gift certificates)". Six items were used for Green involvement (GI), for example, "In our firm, employees are involved in quality improvement and problem-solving on green issues." The items were anchored on a five-point Likert scale that ranged from 1 ('completely disagree') to 5 ('completely agree'). The scale has been used in previous studies. Jamal et al. (2021) used the questionnaire to collect data from multiple sectors of Pakistan (Manufacturing, banking, education, and information technology (IT)). It has also been used across countries and industries (e.g., Anwar et al., 2020; Islam et al., 2021; Ren et al., 2021).

Green commitment was measured by using an 8-item scale adapted from Raineri and Paillé (2016). The items were rated on the 5-point-Likert scale ranging from 1 (strongly agreed) to 5 (strongly disagreed). According to Ansari et al. (2020), employee green commitment is referred to

as the internal and obligation-based motivation of preserving the natural environment. The sample items include "I really care about the environmental concern of my company". Ansari et al. (2020) has utilized this scale to gather data from the manufacturing sector.

Thriving at work was measured by using a 10-items scale adopted from Porath et al. (2012). Thriving at work is defined as "the psychological state in which individuals experience the joint sense of vitality and learning at work" (Spreitzer et al., 2005, p. 538). Ten items on a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree) will measure both learning factor and vitality factor. The sample item for the learning factor includes "I find myself learning often". The sample for the Vitality dimension is "I feel alive and vital". This is one of the widely used scales. Researchers (e.g., Abid et al., 2018; Liu et al., 2020) have utilized it in multiple sectors to gather data.

Organizational pride was measured using the 7-items scale adapted from Gouthier and Rhein (2011). The scale measures, both, emotional pride and attitudinal pride. The sample item of Emotional pride includes "In these moments, I am proud of what the company has achieved". The sample item for attitudinal pride is "I feel proud to work for my company". On a five-point Likert scale, the measurement ranges from 1 (strongly disagree) to 5 (strongly agree). The scale has been employed in various studies (e.g., Durrah et al., 2020; Kraemer et al., 2020; Mas-Machuca et al., 2016).

Individual green values was anchored on a 5-items scale adopted from Chou et al. (2014) and originally developed by Steg et al. (2005) and Stern et al. (1999). The sample item of Individual green values includes "I feel a personal obligation to do whatever I can to prevent environmental degradation". The three items were measured on a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Previous studies (e.g., Liu et al., 2020) have used this scale in multiple sectors.

### **3.6. Pre-Test**

Most pre-tests are designed to cater to issues that, if not addressed, will result in increased measurement inaccuracy (Blair & Conrad, 2011). A pretest allows researchers to ensure whether the instructions are clear and sufficient, wording and sequence of the questions are appropriate, the participants have understood the questions, and addition or deletion of questions is not needed (Kumar et al., 2013). It is therefore essential to conduct a pretest to ensure that the questions work

correctly with the new participants (Kumar et al., 2013). For this purpose, a debriefing interview was conducted with 3 respondents. A debriefing interview is a type of cognitive interview which is a semi-structured interview focusing on participant's thought processes while filling the questionnaire (Neuert & Lenzner, 2016). During the debriefing interview, the respondents were carefully observed while filling out the questionnaire. Once completed, they were inquired about any problems with the questions (Hunt et al., 1982). It helped identify potential problems before the data collection process. The insights gained from the pretest were incorporated into the questionnaire. The following issues were addressed in the final refined version of the questionnaire: few questions were rephrased for more clarity, definition and explanation of GHRM was added in the questionnaire and instructions were more clearly stated. The questionnaire was also rephrased to suit the context of the research. People also left the email Id space empty which showed their reluctance to reveal their identity. Hence, in order to maintain anonymity, no personal contact details were asked in the final questionnaire.

### **3.7. Pilot test**

According to Mumtaz et al. (2017), pretest and pilot test serve different purposes, so a pilot test was conducted in addition to the pretest. As there are multiple rules to determine the sample size for a pilot study, a sample of 30 participants is usually preferred (Mumtaz et al., 2017). Cooper and Schindler (2006) suggest a sample between 25 and 100 participants. Hence, the pilot study was done on a sample of 50 respondents. Pilot study revealed some insights. Furthermore, pilot test revealed the instrument reliability. Cronbach alpha coefficient was used to test the reliability. The test showed that the instrument reliable. The Cronbach alpha coefficient for all the variables was greater than 0.7 (GHRM (0.897), Organizational pride (0.941), Individual green values (0.869), Green commitment (0.876), Thriving at work (0.885)). As all the Cronbach alpha values are greater than 0.7, reliability has been established. GHRM is positively correlated to the variables at 0.01 significance level; green commitment (0.332) thriving at work (0.350), organizational pride (0.281) and individual green values (0.300). Green commitment is positively correlated at 0.05 significance level with GHRM (0.332), thriving at work (0.745), organizational pride (0.454), and individual green values (0.614). Thriving at work is positively correlated at 0.05 significance level with GHRM (0.350), green commitment (0.745), organizational pride (0.426) and individual green values (0.526). Organizational pride is positively correlated at 0.05 and 0.01 significance level

with GHRM (0.281), green commitment (0.454), thriving at work (0.426), and individual green values (0.326). Individual green values is positively correlated to GHRM (0.300), green commitment (0.614), thriving at work (0.526), and organizational pride (0.326). As all the variables are correlated, the validity is established.

### 3.8. Unit of analysis

The unit of analysis for this study are different level of employees working in the textile manufacturing sector companies in Punjab, Pakistan.

### 3.9. Questionnaire administration

**Table 4**

*Response rate*

No. of questionnaires distributed	517
No. of questionnaires returned	266
No. of usable questionnaires	255
Response rate (%)	51.4

Scholars agree that a response rate above 50% is considered sufficient to validate results (Hiebl & Richter, 2018). A total of 517 survey questionnaires were distributed among the employees of shortlisted ISO14001-certified textile manufacturing organizations. Two hundred sixty-six questionnaires were filled by the participants, with a 51.4 percent response rate.

### 3.10. Data Analysis

For data analysis, the present study utilizes structural equation modelling. The hypothesized relationships were tested in SmartPLS software. The choice of software was based on several factors. According to Ringle et al. (2015), SmartPLS is a user-friendly software for executing PLS-SEM. Sarstedt & Cheah (2019) also highlight several advantages of using the software. The software has an intuitive graphical user interface that allows users to form a path model by drag and drop technique (Sarstedt & Cheah., 2019). It provides an additional advantage of adding quadratic and moderating effects in the model (Hair et al. 2018; Kumar and Purani 2018). Moreover, the bootstrapping technique in SmartPLS is quite comprehensive and enable users to derive standard errors and pre-specify confidence interval types and significance levels (Sarstedt



& Cheah., 2019). Furthermore, the results output can be exported to Excel of HTMT format (Sarstedt & Cheah., 2019). Moreover, scholars have widely used the software in contemporary research on GHRM (e.g., Al-Swidi et al., 2021; Anwar et al., 2020; Darvishmotevali & Altinay, 2022; Nisar et al., 2021, Pham et al., 2019; Rubel et al., 2021).

Furthermore, the choice of PLS-SEM is based on several factor considerations. The structural model in the present study includes a reflective-reflective construct (GHRM); hence it is a complex model. As suggested by Hair et al. (2017), when the structural model is complex and the non-normality assumption is preferred, then the PLS-SEM approach must be used (Hair et al., 2017). According to Mehmood et al. (2021), variance-based SEM is a modern approach that has various advantages. First, it has high predictive nature (Hair et al. 2017) and enhanced predictive relevance of the model (Yong et al. 2019). Second, it does not impose the limitation of the normal distribution of data (Hair et al., 2017). Third, PLS-SEM can test a complex and large number of constructs in a single model (Hair et al., 2014) and quantify multidimensional constructs (Ramayah et al., 2018; Ringle et al., 2020). For all the aforementioned reasons, SmartPLS was used to conduct PLS-SEM analysis.

Data screening has been performed on SPSS software. Similarly, Herman's single factor test to check for common method bias has been conducted on SPSS. Next, demographics and descriptive statistics have been presented using SPSS. Next, the model has been analyzed in two steps. In the initial stage, the measurement model testing is done, and in the second stage, structural model testing is done. The measurement model testing has been done in two stages utilizing the disjoint two stage approach. Initially the lower order constructs are evaluated for their reliability, validity and collinearity. After this, higher order constructs have been evaluated for reliability, validity and collinearity. After establishing the reliability and validity, structural model testing has been done to check for significance of path coefficients, effect size as well as R<sup>2</sup>. Lastly, moderation analysis has been done.

### **3.11. Ethics**

Ethics were taken care of before, during, and after the data collection process. Internet mediated ethical issues (Saunders et al., 2016) were also taken into consideration. Ethical principles involve, inter alia, integrity, and objectivity of the researcher, respect for others, avoidance of harm, privacy of respondents, voluntary participation, ensuring confidentiality of data, and responsibility in

analysis, reporting, and management of data (Saunders et al., 2016). For this purpose, the researcher remained truthful and promoted accuracy, respected participants' rights and dignity, avoided every kind of mental, physical, and emotional harm or discomfort, and ensured the privacy and anonymity of the respondents in the data collection, analysis, and reporting of findings. Furthermore, the researcher sought informed consent of organizations and participants. Information sheet and cover letter provided the details of the research and about the voluntary participation of the candidates. Furthermore, participants were assured of the anonymity and confidentiality of their participation as detailed in the cover letter. Information of the survey requirements and purpose was detailed in the information sheet/cover letter for respondents to reach a fully informed decision (see Appendix A). Organizations were also informed that the research data will be used for academic purposes only and the confidentiality of the organization and the employees will be maintained. For this purpose, the concerned personnel of the organization were provided permission letter before data collection (see Appendix E). Also, the results have been reported responsibly. Lastly, the research work is researchers own piece of work and free from plagiarism.

### **3.12. Summary**

The chapter covered the research philosophy and linked them to the current study. The chapter started by explaining the research philosophy. This section was followed by research design and methodology. Later, it discussed the sampling technique. The chapter also covered the instrument design and administration details. The chapter concludes with the pre-test and pilot test results.

## CHAPTER 4

### RESULTS AND INTERPRETATIONS

#### 4.0. Introduction

This chapter provides the analysis of the collected data. The first part of the chapter comprises the demographic factors, followed by an analysis of the variables. Results have been presented in tables and explanation is provided. The data analysis is conducted on 255 responses.

#### 4.1. Common method bias

As responses were taken from single respondents (employees) and at one point in time (cross-sectional), common method bias (CMB) was an anticipated problem in the data. CMB was managed promptly by applying procedural and statistical remedies. According to Podsakoff et al. (2012), questionnaire design and Harman's single factor test are favored methods for the research when the responses cannot be obtained from multiple sources. Procedural remedies for the current study involved two aspects. First, a comprehensible cover letter explaining the purpose of research and guaranteeing the anonymity of the respondents was attached (Podsakoff et al., 2012). Respondents were assured about confidentiality and were requested to respond honestly. Furthermore, participants were provided clear instructions regarding questions. Second, simple and straightforward wording was used (Podsakoff et al., 2012) to reduce the expected issues caused in the comprehension stage by ambiguous and double-barreled questions (Tourangeau et al., 2000).

In addition to the questionnaire design measures, statistical measures were also employed to address the CMB problem. For this, Harman's single factor test was conducted in SPSS. The maximum variance in the dataset explained by a single factor was 22.731 percent. This is less than the 50 percent threshold value. Thus, common method bias is not an issue.

#### 4.2. Data Analysis

As a first step, data screening was performed. First, 2 partial responses and 8 outliers were detected. Then, outliers were checked by box plots in SPSS. The sample was reduced to 255 after removing the outliers and partial responses. Next, missing values were identified and treated by mean replacement method (Hair et al., 2017). Although PLS-SEM doesn't require a normality assumption, it may still affect the data. Therefore, skewness and kurtosis of data was also checked. The kurtosis and skewness values were within the delineated range (-1 and +1) (see Appendix C).

Few indicators exhibited a slight degree of non-normality. However, the skewness and kurtosis were not severe so the indicators were retained.

### 4.3. Demographic characteristics

Out of the 255 respondents, 180 (70.6%) were males, and 75 (29.4%) were females. More than half of the participants were males. Among all the respondents, 188 (73.7%) were in 20-30 age group, 51 (20%) in 30-40 age group, 11 (4.3%) in 40-50 age group, and 5 (2.0%) in 50+ age group. The large representation of employees between 20-30 shows that most of the textile sector employees were at their most active age. With regards to the total years of service to the organization, 181 (71%) respondents served the company for below 5 years, 52 (20.4%) respondents held their jobs for 5-10 years, 17 (6.7%) respondents for 10-15 years, while only 5 (2.0%) respondents were employed for >15 years. As expected, 83 (32.5%) respondents were from the production department and the quality assurance department had the lowest (3.9 %) representation in the total sample.

**Table 5**

*Demographic profile of the participants*

<b>Variables</b>		<b>Frequency</b>	<b>Valid %</b>
<b>Gender</b>	Male	180	70.6
	Female	75	29.4
	<b>Total</b>	<b>255</b>	<b>100</b>
<b>Age</b>	20-30	188	73.7
	30-40	51	20
	40-50	11	4.3
	50+	5	2.0
	<b>Total</b>	<b>255</b>	<b>100</b>
<b>Years of Service</b>	below 5 years	181	71
	5-10 years	52	20.4
	10-15 years	17	6.7
	> 15 years	5	2.0
	<b>Total</b>	<b>255</b>	<b>100</b>

<b>Variables</b>		<b>Frequency</b>	<b>Valid %</b>
<b>Company Name</b>	Interloop	110	43.1
	Crescent	40	15.7
	Masood	41	16.1
	Sapphire	26	10.2
	Azgard Nine	18	7.1
	Kohinoor	20	7.8
	<b>Total</b>	<b>255</b>	<b>100</b>
<b>Department</b>	HR	45	17.6
	EHS	25	9.8
	Sustainability	30	11.8
	Production	83	32.5
	Quality assurance	10	3.9
	Supply chain	19	7.5
	Sales & Marketing	27	10.6
	Audit	16	6.3
	<b>Total</b>	<b>255</b>	<b>100</b>

#### **4.4. Descriptive Statistics**

Table 6 shows the mean, standard deviation and correlations among the variables. The correlations provide support for the direction of hypothesized relationships. The coefficients indicate the positive directions of all the hypothesized relationships. The mean indicates the average value in the data. The standard deviation shows the extent of variance in the data. As all the standard deviation values are less than 1, the data is less deviated from the mean.

**Table 6***Mean, Standard Deviation and Correlations of the study variables*

Variables	Mean	Std Deviation	1	2	3	4	5
1 GHRM	4.0	.45	1	.214**	.123	.246**	.077
2 GC	4.41	.46	.398	1	.531**	.568**	.534**
3 TAW	6.11	.56	.123	.498**	1	.473**	.411**
4 OP	4.4	.49	.246**	.544**	.475**	1	.454**
5 IGV	4.3	.51	.077**	.411**	.54**	.454**	1

*Note:* GRS= Green recruitment and selection, GT= Green training, GPM= Green performance management, GPR= Green pay and reward, GI=Green involvement, GC= Green commitment, TAW= Thriving at work, OP= Organizational pride

#### **4.5. Results and Data analysis**

In the subsequent sections, the model has been tested for both the measurement and structural model.

##### **4.5.1. Testing of measurement model**

As the current model has a reflective-reflective construct, a two-stage approach, specifically the disjoint two-stage approach will be used for measurement model assessment (Becker, 2012). This is consistent with the previous studies where GHRM is considered a reflective construct (Haldorai et al., 2022). In the first step, lower-order constructs (LOC) has been evaluated for validity and reliability (Hair et al., 2017). Next, the higher-order construct (HOC) (GHRM) has been evaluated for reliability and validity. The measurement model assessment has established the quality of the constructs, after which structural model assessment has been done.

##### **4.5.2 Lower order constructs**

In this step, measurement model assessment has been done for the LOCs.

**Factor loading.** Factor loadings show the correlation between the items and the parent construct (Hair et al., 2017). Most of the factor loadings are above 0.7 and 0.5 (see table 7). Factor loadings of ghrm\_10 and ghrm\_12 was below 0.4 and therefore had to be removed. Taw\_4 was

also considered for removal to improve AVE value. This is as per the recommendations made by Hair et al. (2017).

**Table 7**

*Factor loadings of the lower order constructs*

	GC	GRS	GT	GPM	GPR	GI	OP	TAW
gc_1	0.728							
gc_2	0.627							
gc_3	0.794							
gc_4	0.778							
gc_5	0.766							
gc_6	0.821							
gc_7	0.713							
gc_8	0.820							
ghrm_1		0.766						
ghrm_2		0.776						
ghrm_3		0.618						
ghrm_4			0.867					
ghrm_5			0.899					
ghrm_6			0.448					
ghrm_7				0.833				
ghrm_8				0.834				
ghrm_9				0.841				
ghrm_10				<b>0.341</b>				
ghrm_11					0.797			
ghrm_12					<b>0.369</b>			
ghrm_13					0.838			
ghrm_14						0.782		
ghrm_15						0.747		

	GC	GRS	GT	GPM	GPR	GI	OP	TAW
ghrm_16						0.869		
ghrm_17						0.666		
ghrm_18						0.705		
ghrm_19						0.815		
op_1							0.819	
op_2							0.820	
op_3							0.833	
op_4							0.732	
op_5							0.822	
op_6							0.806	
op_7							0.750	
taw_1								0.615
taw_2								0.752
taw_3								0.806
taw_4								<b>0.499</b>
taw_5								0.708
taw_6								0.764
taw_7								0.738
taw_8								0.528
taw_9								0.777
taw_10								0.781

*Note:* Bold and Italics represent the factor loadings of removed items. ghrm=Green human resource management, gc= Green commitment, taw= Thriving at work, op= Organizational pride

**Indicator multicollinearity.** Variance inflation factor (VIF) measures the extremity of collinearity between measures. If the VIF value is above 5, it show a multicollinearity issue (Hair et al., 2017). The values ranged from (1.130 to 3.126) (see Appendix D). Hence, there was no issue of multicollinearity.



**Reliability analysis.** Reliability indicates to the stability and consistency of the measurement instrument. The two most used evaluative methods to establish internal consistency reliability are Cronbach alpha and composite reliability (CR) measures (Hair et al., 2017). The Cronbach alpha of the constructs is given in Table 6. It ranges from 0.507 to 0.905. The composite reliability ranges from 0.765 to 0.925 (see table 8). Although Cronbach alpha of GPR and GRS is slightly lower than the threshold of 0.7, the CR measures are well above the range. Hence, we can say that internal consistency has been established.

**Convergent validity.** To establish convergent validity, the average variance extracted (AVE) value was evaluated. The AVE of 0.50 or higher indicates that the construct represents more than half of the variance in indicators (Hair et al., 2017). Contrary to this, an AVE value less than 0.5 demonstrates that more variance is in the error of the items than in the variance represented by the construct (Hair et al., 2017). As all the AVE values are above the 0.5 threshold, the composite reliability shows no issue. So, we can say that the constructs are valid.

**Table 8**

*Reliability and Validity retest after indicator removal for lower order constructs*

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
GRS	0.557	0.765	0.523
GT	0.756	0.798	0.587
GPM	0.788	0.875	0.700
GPR	0.507	0.802	0.670
GI	0.858	0.895	0.588
GC	0.893	0.915	0.575
TAW	0.885	0.908	0.528
OP	0.905	0.925	0.637

*Note:* GRS= Green recruitment and selection, GT= Green training, GPM= Green performance management, GPR= Green pay and reward, GI=Green involvement, GC= Green commitment, TAW= Thriving at work, OP= Organizational pride

**Discriminant validity.** It refers to the degree to which a construct is distinct from other constructs. As a result, establishing discriminant validity indicates that a construct is distinct from

others in the model and captures phenomena not represented by other conceptions. For this HTMT criteria was used. The HTMT provides a measure of the expected true correlation between two constructs if they were accurately measured (Hair et al., 2017). Based on prior research, Henseler et al. (2015) suggest a maximum value of 0.90 (Hair et al., 2017). Table 7 shows that all the values are below the range of 0.9; hence discriminant validity is said to be confirmed. Next, Bootstrap confidence intervals showed significance of the HTMT ratios (see Appendix). This indicates that the constructs are empirically distinct from one another (Hair et al., 2017).

**Table 9**

*Discriminant validity (HTMT approach) for lower order constructs*

	GC	GI	GPM	GPR	GRS_	GT	OP	TAW
GC								
GI	0.229							
GPM	0.235	0.714						
GPR	0.180	0.811	0.745					
GRS	0.299	0.647	0.747	0.822				
GT	0.139	0.768	0.769	0.540	0.694			
OP	0.604	0.276	0.235	0.277	0.365	0.137		
TAW	0.558	0.172	0.186	0.115	0.179	0.061	0.532	

*Note:* GRS= Green recruitment and selection, GT= Green training, GPM= Green performance management, GPR= Green pay and reward, GI=Green involvement, GC= Green commitment, TAW= Thriving at work, OP= Organizational pride

#### **4.5.3 Higher order constructs**

The reliability and validity for the LOC measurement model has been checked. The next step involved testing for the quality of higher order construct. The second order factor or the higher order construct was tested for reliability and validity.

First the outer loadings were checked. The factor loading are well above the recommended range (Hair et al., 2017). Hence, no indicator had to be removed.

**Table 10***Factor loading of higher order construct*

	GHRM
GI	0.825
GPM	0.790
GPR	0.712
GRS	0.759
GT	0.704

*Note:* GRS= Green recruitment and selection, GT= Green training, GPM= Green performance management, GPR= Green pay and reward, GI=Green involvement

Multicollinearity was also checked. As all the values were below the threshold level (VIF<5), there was no collinearity issue (Table 11).

**Table 11***Multicollinearity test for higher order construct*

	VIF
GI	2.095
GPM	1.786
GPR	1.551
GRS	1.463
GT	1.668

*Note:* GRS= Green recruitment and selection, GT= Green training, GPM= Green performance management, GPR= Green pay and reward, GI=Green involvement

**Reliability analysis.** Cronbach alpha and composite reliability (CR) was checked. As suggested by Hair et al. (2017), Cronbach alpha and CR measures are well above the range (see table 12). Hence, we can say that internal consistency has been established.

**Convergent validity.** The average variance extracted (AVE) value was measured to establish convergent validity (Hair et al., 2017). As the AVE values are above the 0.5 threshold, the composite reliability shows no issue (see table 12). So, we can say that the construct is valid.

**Table 12***Reliability and Validity test for higher order construct*

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
GHRM	0.817	0.871	0.576

Note: GHRM= Green human resource management

**Discriminant validity.** The HTMT provides the expected true correlation between two constructs if they were accurately measured (Hair et al., 2017). Based on prior research, Henseler et al. (2015) suggest a maximum range of 0.90 (Hair et al., 2017). Table 13 shows that all the values are below the threshold of 0.9; hence discriminant validity for GHRM construct is said to be established. Next, Bootstrap confidence intervals showed significance of the HTMT ratios (see Appendix). This indicates that the constructs are empirically distinct from one another (Hair et al., 2017).

**Table 13***Discriminant validity test through HTMT approach for higher order construct*

	GC	GHRM	OP	TAW
GC				
GHRM	0.269			
OP	0.604	0.324		
TAW	0.558	0.160	0.532	

Note: GHRM= Green human resource management, GC= Green commitment, TAW= Thriving at work, OP= Organizational pride

#### 4.5.4 Testing of structural model

After establishing reliability and validity, next step was to assess the structural model. Structural model assessment allows for examining the predictive capability and the relationship between the constructs (Hair et al., 2017). The structural assessment starts from assessing the structural model for collinearity. Next, it involves assessing the significance and relevance of the model. The later steps include examining the level of  $R^2$  and  $f^2$  effect size (Hair et al., 2017).

**Multicollinearity.** The VIF values were below the range of 5. Hence, no issue of collinearity was identified.

**Table 14**

*Multicollinearity analysis for structural model*

	GC	GHRM	OP	TAW
GC				
GHRM			1	
OP	1			1
TAW				

*Note:* GHRM= Green human resource management, GC= Green commitment, TAW= Thriving at work, OP= Organizational pride

**Path coefficient.** The path coefficient has values between -1 and 1. The closer the path coefficient towards the upper or lower bound, the stronger the positive and negative relationship among constructs. In the current model, the path coefficient of all the hypothesized relationships falls between these bounds. Table 15 shows that path coefficients' value varies from 0.292 to 0.556. All the path coefficients are significant at  $p < 0.05$  and critical value of 1.65.

**Table 15**

*Path coefficients for the hypothesized relationships*

	Original	Sample	Standard	T	P		
	Sample (O)	Mean (M)	Deviation	Statistics	Values	5 %	95 %
H1: GHRM -> OP	0.292	0.301	0.055	5.358	0.000	0.212	0.391
H2a: OP -> GC	0.556	0.561	0.048	11.622	0.000	0.481	0.639
H2b: OP -> TAW	0.480	0.486	0.054	8.827	0.000	0.396	0.571

*Note:* GHRM= Green human resource management, GC= Green commitment, TAW=Thriving at work and OP= Organization pride,  $p < 0.05$  (1-tailed test)

**Table 16***Path coefficients for the indirect effects*

	Original	Sample	Standard	T	P	5.0	95.0
	Sample (O)	Mean (M)	Deviation	Statistics	Values	0%	0%
H3a: GHRM ->						0.1	0.23
OP -> GC	0.162	0.170	0.037	4.391	0.000	11	4
H3b: GHRM ->						0.0	0.20
OP -> TAW	0.140	0.147	0.034	4.135	0.000	94	6

*Note:* GHRM= Green human resource management, GC= Green commitment, TAW=Thriving at work and OP= Organization pride,  $p < 0.05$  (1-tailed test)

**Coefficient of determination ( $R^2$ ).** The  $R^2$  represents the structural model's predictive power (Hair et al., 2017). The  $R^2$  value ranges from 0 to 1, with higher values suggesting more accurate prediction. The results presented in Table 17 show that the  $R^2$  values range from 0.085 to 0.309.

**Table 17***Model's predictive power ( $R^2$  and  $R^2$  adjusted)*

	R Square	R Square Adjusted
GC	0.309	0.306
OP	0.085	0.082
TAW	0.230	0.227

*Note:* GHRM= Green human resource management, GC= Green commitment, TAW=Thriving at work and OP= Organization pride,  $p < 0.05$  (1-tailed test)

**Effect size  $f^2$ .** The change in  $R^2$  value and the impact on endogenous construct when a specific exogenous construct is eliminated from the model is demonstrated by the effect size (Hair et al., 2017).  $f^2$  value of 0.02 is considered small, 0.15 is considered medium, and 0.35 is considered large (Cohen, 1988). Effect size values as low as 0.02 show that there is no effect (Hair et al., 2017). The effect sizes in Table 18 vary from 0.093 to 0.448. The effect sizes fall in the medium to high range.

**Table 18**

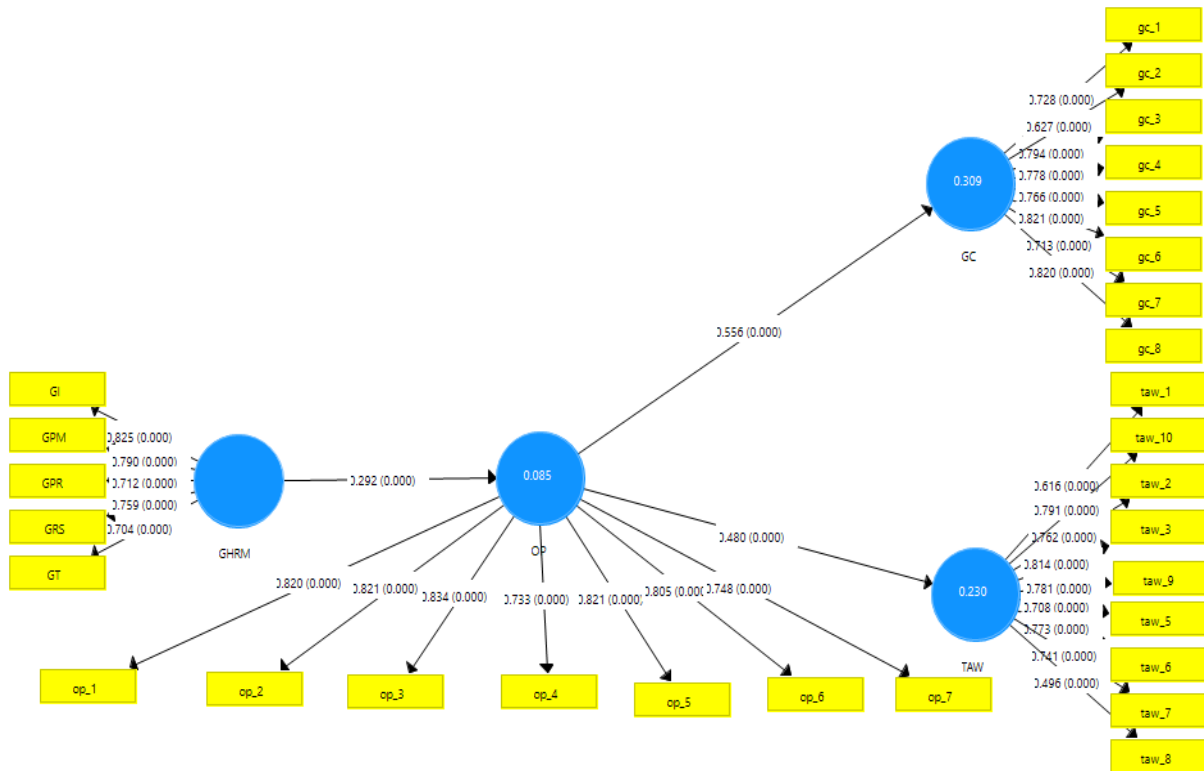
*Effect size  $f^2$*

	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics	P Values	Effect size
H1: GHRM -> OP	0.093	0.105	0.041	2.258	0.012	<b>Small</b>
H2a: OP -> GC	0.448	0.476	0.120	3.727	0.000	<b>Large</b>
H3a: OP -> TAW	0.299	0.321	0.092	3.256	0.001	<b>Medium</b>

*Note:* GHRM= Green human resource management, GC= Green commitment, TAW=Thriving at work and OP= Organization pride,  $p < 0.05$  (1-tailed test)

**Figure 4**

*Structural model (Path coefficient, Significance and  $R^2$ )*



**Hypothesis Results.** This step involves evaluation of the hypothesized relationships to substantiate or reject the hypothesis. Table 23 shows all the hypothesized relationships.

### **H1 GHRM practices positively relates to organizational pride**

H1 examines the relationship of GHRM and organizational pride. The results revealed that GHRM has a significant effect on organizational pride ( $\beta=0.292$ ,  $t=5.358$ ,  $p=0.000$ ). Hence, H1 is supported (see table 15).

### **H2a Organizational pride positively relates to green commitment**

### **H2b Organizational pride positively relates to thriving at work**

H2a and H2b indicates the relationship of organizational pride with the employee outcomes, green commitment and thriving at work. The results revealed that organizational pride has a significant effect on green commitment ( $\beta=0.556$ ,  $t=11.622$ ,  $p=0.000$ ) and thriving at work ( $\beta=0.480$ ,  $t=8.827$ ,  $p=0.000$ ). Hence, H3a and H3b are supported (see table 15).

### **H3a Organizational pride mediates the relationship between GHRM practices and green commitment**

### **H3b Organizational pride mediates the relationship between GHRM practices and thriving at work**

The mediation effect (the role of organizational pride) in the relationship is tested through H3a and H3b hypothesis. H3 indicates the role of organizational pride as a mediator between GHRM and outcome variables. The results (see table 16) confirm the mediating role of organizational pride. The results show significant partial mediating role of OP (H3a:  $\beta=0.162$ ,  $t=4.391$ ,  $p=0.000$  and H3b:  $\beta=0.140$ ,  $t=4.135$ ,  $p=0.000$ ). Further, confidence intervals were also checked to confirm the mediation effect (see table 16). The confidence interval did not include a zero in between, hence the mediation effect is established (Memon et al., 2018).

### **H4a Green values moderate the relationship between organizational pride and green commitment, such that the relationship is strengthened with individual green values**

### **H4b Green values moderate the relationship between organizational pride and thriving at work, such that the relationship is strengthened with individual green values**



The recommended steps of Ramayah et al. (2018) were followed to test the interaction effect of the moderator. First, the  $R^2$  change was evaluated. The  $R^2$  on the main effect on the model was 0.308 for GC and 0.232 for TAW. After the inclusion of the moderator, the  $R^2$  changed to 0.417 for GC and 0.307 for TAW. The  $R^2$  change of 0.109 for GC and 0.075 for TAW indicate that with the addition of moderator, the  $R^2$  has increased by 10 percent for GC and 7.5 percent for TAW. This shows that 10 percent of the variance in GC and 7.5 percent of the variance in TAW is explained by the moderator (IGV).

**Table 19**

*R<sup>2</sup> value without the moderator*

	R Square	R Square Adjusted
GC	0.308	0.305
TAW	0.232	0.229

*Note:* GC=Green commitment, TAW=Thriving at work

**Table 20**

*R<sup>2</sup> value with the inclusion of moderator*

	R Square	R Square Adjusted
GC	0.417	0.410
TAW	0.307	0.298

*Note:* GC=Green commitment, TAW=Thriving at work

**Effect size.** The effect size  $f^2$  for moderator is evaluated as small (0.005), medium (0.01) and large (0.025) (Kenny, 2016). According to the above deliberation, the effect size of the moderator lies towards the higher range (see table 21).

**Table 21***Effect size of the moderator*

	GC	TAW	Effect size
Moderating Effect 1 (OP*IGV->GC)	0.024		Large
Moderating Effect 2 (OP*IGV->TAW)		0.030	Large

*Note:* GC=Green commitment, TAW=Thriving at work, IGV= Individual green values

**Path coefficients.** Although the path coefficients indicate that there is relationship, the t statistics are analyzed to check for significance. All the t values are greater than 1.645 ( $\alpha = 0.05$ ). Hence, the moderating effect is significant for all the values.

**Table 22***Moderation effect*

	Original				
	Sample	Sample	Standard	T	P
	(O)	Mean (M)	Deviation	Statistic	Value
Moderating Effect 1 -> GC	0.106	0.1	0.06	1.788	0.037
Moderating Effect 2 -> TAW	0.131	0.125	0.059	2.232	0.013

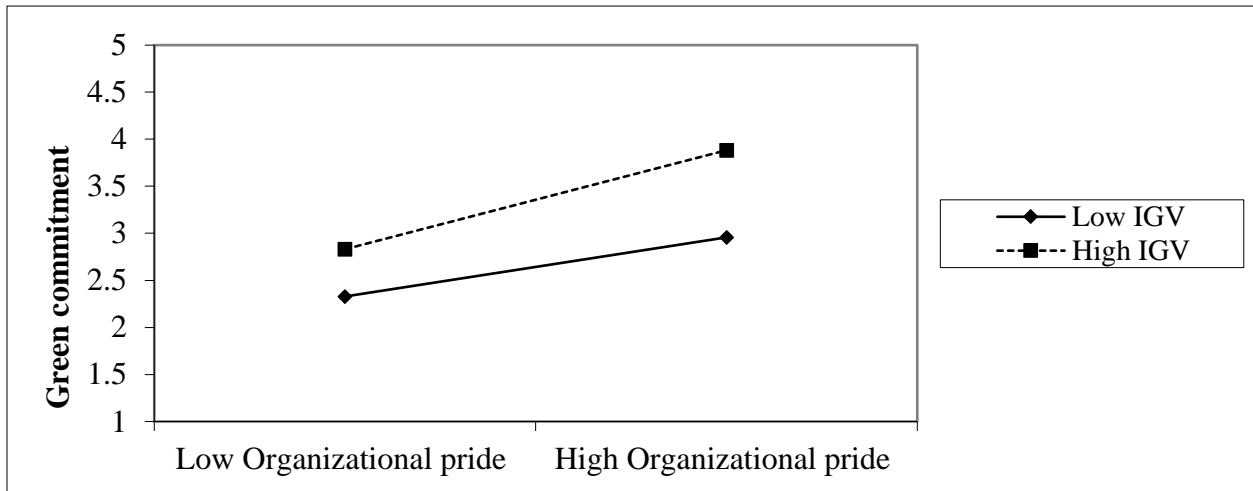
*Note:* GC=Green commitment, TAW=Thriving at work,  $p < 0.05$  (One-tailed)

H4a and H4b examines the role of individual green values as a moderator between organizational pride and green commitment and thriving at work. The results (see table 22) confirm the significant moderation effect of individual green values on the association between organizational pride and green commitment (H4a:  $\beta=0.106$ ,  $t=1.788$ ,  $p=0.037$ , H5b:  $\beta=0.131$ ,  $t=2.232$ ,  $p=0.013$ ).

**Interaction plots.** Interaction plots are interpreted through their gradients (Ramayah et al., 2018). As evident in figure 4 and figure 5, the line labeled as high IGV has a steeper slope as compared to the slope with low IGV. This indicates that the relationship is strengthened by high IGV. Thus, the hypothesis H4a and H4b are supported.

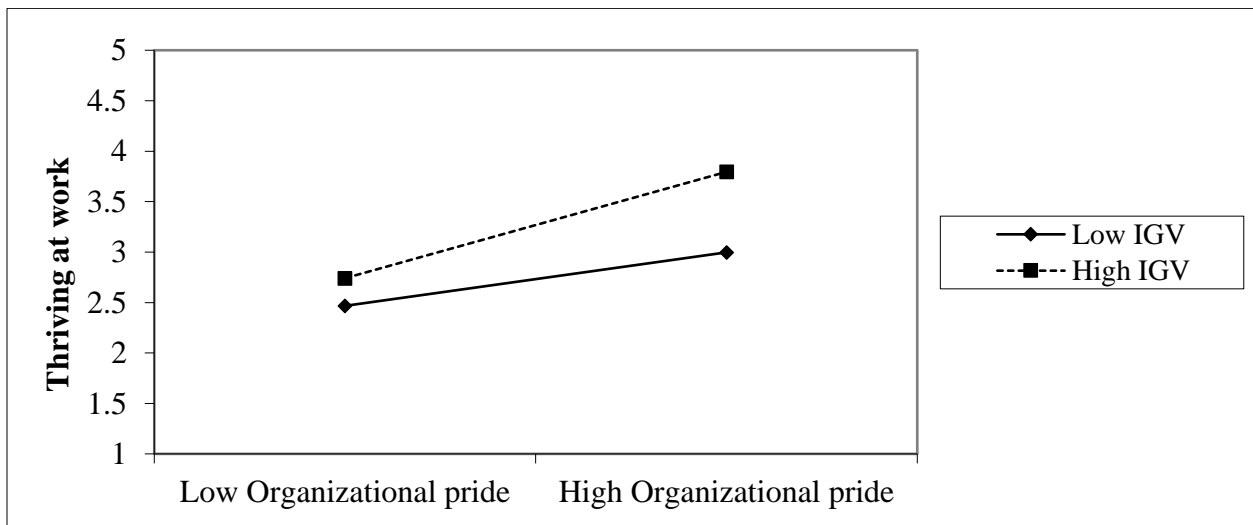
**Figure 5**

*Interaction plot for green commitment*



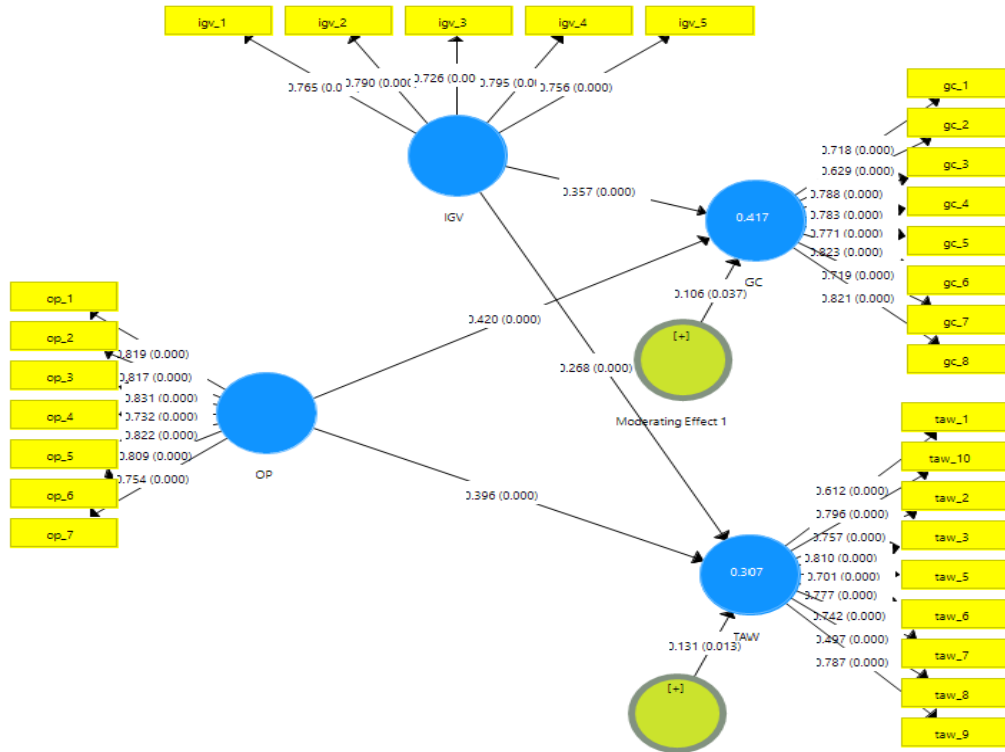
**Figure 6**

*Interaction plot for thriving at work*



**Figure 7**

*Path coefficients, P value and R<sup>2</sup> for interaction term (moderator)*



**4.6. Summary of Hypothesis Results**

**Table 23**

*Hypothesis results*

Hypothesis	Path Coefficients	T value (P value)	Significant	Result
H1	0.292	5.358 (0.000)	Yes	Accepted
H2a			Yes	Accepted
H2b	0.556	11.62 (0.000)	Yes	Accepted
H3a	0.162	4.391 (0.000)	Yes	Accepted
H3b	0.140	4.135 (0.000)	Yes	Accepted
H4a	0.37	1.788 (0.037)	Yes	Accepted
H4b	0.335	2.232 (0.013)	Yes	Accepted

#### **4.7. Summary**

The chapter presents detailed data analysis. Initially, the data screening process is explained. It is followed by demographic profile, descriptive statistics and structural model assessment. In this chapter, reliability and validity of the tool through various tests has been established after which actual model assessment has been done. The structural model assessment provided the results for acceptance of the hypothesis. All the hypothesis for direct and indirect relationships have been substantiated. H1 has been substantiated as the findings indicate that GHRM practices positively relates to organizational pride. H2a and H2b are also supported as the results indicate that organizational pride positively relates to green commitment and thriving at work. H3a and H3b are also supported by the results and organizational pride acts as an intervening variable in the relationship between GHRM practices and green commitment and thriving at work. H4a and H4b are accepted which indicate the positive moderating role of green values between organizational pride and employee outcomes. The result indicate that the relationship is strengthened with green values. The findings are discussed in detail in the subsequent chapter.

## **CHAPTER 5**

### **DISSCUSION**

#### **5.0. Introduction**

As per the requirement of the study, data analysis has been done to analyze the association between GHRM practices and employee level outcomes- green commitment and thriving at work in Chapter 4. The current chapter explains and provides reasoning for the results. This is achieved by linking the findings of the current study with extant literature. The first part capitulates the objectives of the study related to the hypothesis. Next, the section comprises the debate of the conclusions and inferences with respect to preceding research on GHRM, green commitment, thriving at work, organizational pride and individual green values.

#### **5.1. Discussion**

The present study sought to establish the association of GHRM practices with green commitment and thriving at work through the mediating effect of organizational pride and moderating effect of individual green values. Further, COR and SVF theories have been employed to support the relationship. As expected, the analysis and findings indicate that GHRM practices positively affect employee outcomes. The findings indicate that GHRM practices in an organization would increase employee organizational pride, eventually leading to employee green commitment and thriving at work. These effects have been discussed in greater detail in the subsequent section. Further, it has been identified that organizational pride acts as a mediator. Furthermore, the findings substantiate the moderation effect of individual green values in the relationship between organizational pride, green commitment, and thriving at work. The findings confirm that implementing GHRM practices in organizations has positive green and non-green outcomes through organizational pride. The findings of the study are consistent with the broader HRM literature that establishes the role of HRM practices on employee attitudes and behaviours. It also relates to the specific GHRM literature that has identified the impact of GHRM on employee outcomes.

##### **5.1.1. Relationship between GHRM practices and organizational pride in predicting employee level consequences**

The findings confirm hypothesis that GHRM practices positively relates to organizational pride.

The current findings indicate the direct impact of GHRM on organizational pride. This implies that when an organization implements GHRM practices, employees feel that the organization cares about the greater good rather than merely focus on economic gains. This consequently enhances employee's self-esteem in the organization. Positive perceptions about the organization's practices lead to a sense of pride in the organization's membership. Employees who become part of green initiatives tend to perceive positively about the organization, and these positive perceptions in turn lead to a sense of organizational pride in them. Previous scholars also state that organizations send messages through its HRM practices that are then interpreted by the employees (Kaya et al., 2010). In the similar vein, GHRM practices in organization's send a clear message to employees that the employer care for the environment rather than merely focus on the economic gains (Renwick et al., 2013). De Roeck et al. (2016) also assert that environmental initiatives enhance perceived external prestige and foster employees' feelings of pride and identification towards the organization. Therefore, GHRM as a part of a firm's environmental initiative positively provide adequate psychological resources to stimulate sense of organizational pride.

Within the context of this study, this relationship can be explained through the reasoning of COR theory. According to the principle of COR theory, resources must be invested to gain additional resources. Organization provides resources in the form of fulfillment of employee's psychological needs which consequently result in sense of organizational pride (resource gain). To reemphasize, GHRM acts as a contextual resource through which employees derive positive perceptions that lead to organizational pride. Thus, organizational pride is a positive investment that enable the organization to generate a tangible resource (sense of organizational pride) in its employees. Limited studies have addressed the direct impact of GHRM on organizational pride. Ismail et al. (2020) suggested a positive relationship of GHRM with organizational pride in the Lebanese construction and manufacturing firm. This relationship was backed by the CSR literature (e.g., Gouthier and Rhein, 2011). The current study's findings are congruent with the results of Ismail et al. (2020) and provide further evidence that GHRM positively impacts non-green attitudes such as organizational pride. The study extends the existing research and provide evidence for future researchers to verify.

### **5.1.2. Mediating role of organizational pride**

The findings confirm that organizational pride positively relates to green commitment and thriving at work. The findings of the current study provide evidence to support the role of organizational pride on employee outcomes. It is because when employees derive positive feelings of organizational pride, they feel more involved in organization and its activities. Employees in this case know that their esteem needs are being fulfilled and they tend to expend energy in activities that conform with the organizational goals. Employees therefore become committed to the environmental agenda of the organization. This corroborates with the study of Hameed et al. (2019) who demonstrated the arbitrating role of organizational pride in the relationship of CSR with employee green initiatives. Previous scholars (Helm et al., 2016) have also suggested that employees who take pride in their organization present positive organization and work-related behaviors and attitudes. It is because, employees seek to promote and protect the valued resource of organizational pride by supporting the organization (Raza et al., 2021). Therefore, when individuals feel a sense of pride in the organizational membership, they try to strengthen and maintain that positive self-concept. As GHRM is a source of pride, employees align with the organization's environmental agenda and demonstrate green commitment.

Similarly, employees who derive positive sense of organizational pride are more likely to thrive at work. Katzenbach (2003) refers to pride as the source of positive energy and emotional commitment. Thriving at work as an energy resource is an outcome of organizational pride. It is because organizational pride enhances an employee's self-esteem, which increases stress resistance (Hobfoll, 1989). The less stressed employees are, the more they will thrive (Um-e-Rubbab et al., 2021). Individual who have positive perceptions about their work are more likely to lead to lesser endangered resources (Usman et al., 2021). It has also been examined to lessen employees' emotional exhaustion and turnover intentions (Kraemer & Gouthier, 2014). Durrah et al. (2020) also mention that organizational pride influence an individual's creativity. Therefore, a positive attitude and perception of the organization prevent employees from depleting their resources through exhaustion and stress and instead allow them to thrive at work through continuous development.

Although the effect of organizational pride on green commitment and thriving at work has not been studied before, the current study's findings are congruous with the literature that has



examined the relationship of organizational pride with employee attitudes and behaviours. The findings are also supported by the corollary of COR theory which asserts that individuals with more resources are better positioned to gain additional resources. Hence, organizations who invest in increasing the tangible resource (organizational pride) in employees ultimately benefit from this resource investment because employees of such organizations possess resources (such as organizational pride) that enable them to thrive at work and to stay committed to the organization's goals. Therefore, additional resource investment leads to future resource gains in the form of positive employee outcomes. Organizational pride is a significant resource investment that enhances the perceived value of the target and in turn enhance employee's commitment towards the environmental agenda of the organization and employee thriving.

The findings confirm that organizational pride has a mediating effect in the relationship between GHRM practices and green commitment and thriving at work. The results confirm the intervening role of organizational pride in the relation of GHRM with green commitment and thriving at work. This is in alignment with the extant literature, which has identified the role of psychological mechanisms underlying the association between GHRM practices and employee attitudes. In the GHRM field, various scholars have studied the mediating role of psychological processes in the relationship between GHRM practices and employee outcomes. Dumont et al. (2017) indicated the role of psychological green climate that links the impact of GHRM practices with employees' in-role and extra-role green behaviours. Sanders et al. (2018) and Liu et al. (2020) proved the hypothesis that green organizational identification acts as a psychological factor linking GHRM practices with OCBE. Rubel et al. (2021) identified the role of green work climate perceptions on employee pro-environmental behaviour. Similarly, Aboramadan and Karatepe (2021) demonstrated the role of perceived green organizational support on the relationship of GHRM with job performance and OCBO.

Some conceptual similarities can also be drawn from the CSR literature. Hameed et al. (2019) provided evidence for the intervening effect of perceived organizational pride in the relationship between perceived external CSR and employees' pro-environmental behaviours. Oo et al. (2018) also provided support for the relationship of CSR perception and OCB with organizational pride as a mediator. Youn and Kim (2022), provide further empirical evidence to demonstrate the role of organizational pride in the association of CSR and OCB. Lythreitis et al.

(2019) proved that positive internal CSR perceptions lead to pride in organization which, in turn, leads to organizational identification. John et al. (2019) demonstrated that organizational pride and organizational identification serially mediate the relationship between perceived CSR and task performance and OCB. According to John et al. (2019), when employees perceive organizational CSR positively, they generate a sense of pride in organizational membership. This sense of pride ultimately leads to positive employee behaviours as they want to maintain their source of distinctiveness (John et al., 2019).

Along the similar lines, the current study proves that organizational pride has a mediating effect in the association between GHRM and employee outcomes. It is because when employees perceive GHRM practices positively, they derive a sense of pride in the organization which ultimately results in positive employee outcomes. These outcomes could be related to pursuing organizational goals (environmental goals) as well as demonstrating positive workplace behaviour (i.e., thriving at work). The mediational effect of organizational pride can be explained by factors including inter alia, increased self-worth and self-esteem (Tracy & Robins, 2007), pleasant feelings and positive self-perceptions (Raza et al., 2021), positive self-related perceptions and belongingness to an esteemed group (Ashforth & Mael 1989; Rosenberg et al. 1995) all of which are valuable psychological resources that individuals try to maintain and gain (Hobfoll, 1989). Organizational pride fulfils employees' psychological needs, and is therefore considered a crucial psychological resource linked to these intrinsic needs and fosters psychological well-being (Kraemer & Gouthier 2014). The current findings add to the literature and support the proposition that underlying psychological mechanisms mediate GHRM practices with employee-level outcomes.

These findings corroborate with the assumption of COR theory that individuals are inherently influenced to acquire and preserve their resources. COR theory also proposes that individuals must invest resources in order to gain resources (Morgeson et al., 2017). Hence, when provided with adequate psychological resource investment (e.g., organizational pride), individuals are motivated to gain additional resources (i.e., thriving at work and green commitment). Organizational practices provide conditions for fulfilling employee's psychological needs which consequently leads to a sense of organizational pride in employees. This additional resource enables employees to be in a better state to gain further resources required at their workplace.

### **5.1.3. Moderating role of individual green values**

The findings confirm the hypothesis that individual green values moderate the positive relationship between organizational pride and green commitment and thriving at work, such that the relationship is strengthened with green values. The current findings confirm that individual green values act as a moderator between organizational pride and green commitment as well as thriving at work. The study extends the SVF theory by presenting supporting evidence of the moderating role of individual green values on employee green commitment and thriving at work. This can be explained by factors including among others, the fit between employee values and organizational values that result in strengthened impact of organizational pride on employee outcomes.

This corroborates with the extant literature. For instance, Islam et al. (2021) identified the moderating role of green values in the association between GHRM practices and OCBE. When organizational practices signal alignment with personal values, employees exhibit positive behaviours (Islam et al., 2021). Similarly, Liu, Mei and Guo (2020) demonstrated the moderation effect of employee environmental values in the relationship of GHRM with green organization identity and OCBE, whereas Gilal et al. (2019) note that individual green values has a strengthening impact in the association between HRM and environmental passion. In the same vein, Khan et al. (2019) and Dumont et al. (2017) suggest the strengthening effect of individual green values in the relation between organizational green psychological climate and employee green behaviour. Backed by SVF theory, Hameed et al. (2020) also provide evidence for the moderating effect of green values in the relationship of green employee empowerment and OCBE. Oo et al. (2018) also established the moderating role of P-O fit between CSR perception and OCB with organizational pride as a mediator. Islam et al. (2021) emphasize that GHRM practices are company-provided resources that, when aligned with employee's values, result in positive employee behaviours (Islam et al., 2021).

The results of this study are congruous with the SVF backed literature and provide further support for the theoretical argument that when individuals' personal values align with the organization's values, their work outcomes improve. Edwards (1996) postulated that appropriate provision of organizational values that align with individual values result in positive employee outcomes. SVF theory (Edwards and Shipp, 2007) posits a combined effect of personal (values and abilities) and environmental characteristics (supplies and demands) on outcomes (Al Hawari

et al., 2021). Fit between employee values and organizational supplies will improve work attitudes (Hameed et al., 2019), feelings and behaviours (Edwards and Shipp, 2007). The SVF theory states that congruence between employees' values and their organization's practices enhances their work behaviour and outcomes (Al Hawari et al., 2021). Also, when an individual's values align with the organizational values demonstrate commitment and satisfaction (Kim et al., 2013). The more an individual relates to the organization through congruent values and identification, the greater the probability that the employee would stay committed to the organizational agenda (Cohen & Liu, 2011). Hence, when employees' values align with the organizational values, they demonstrate positive feelings, attitudes and behaviours.

## **CHAPTER 6**

### **CONCLUSION**

#### **6.0. Introduction**

As per the study requirement, data analysis results have been presented and discussed in detail in the preceding chapters. The final chapter will provide an explanation, implications and contribution of the research findings based on the survey data gathered. To conclude the research, implications, limitations and future directions for forthcoming studies are provided.

#### **6.1. Theoretical and Practical Implications**

##### **6.1.1 Theoretical Implications**

As GHRM is a relatively emerging area of study in the management literature (Paulet et al., 2021), the current study has shed light on some essential concepts to pave the way for further research. The present study adds to the larger HRM literature as well as the specific GHRM studies in the manufacturing sector. The significance of the study for scholars and literature in the field can be due to several reasons. First, the relationship of GHRM with green commitment and thriving at work through the mediating role of organizational pride and the moderating role of individual green values, as established in the current study, has not been studied before. Second, the theoretical lens of COR theory has been employed to explain the underlying mechanism through which employee outcomes are achieved. It shifts the focus of the literature to the individual resources that are important in achieving organizational and employee outcomes. This perspective was largely unexplored. Although the literature has identified various individual resources (Hobfoll & Lilly, 1993), limited studies have employed COR theory to study the outcomes of HRM practices. It also provides further support for the principles of COR theory. Therefore, this study is significant because it has broadened the scope of COR theory and provided a unique chance to test the theory's principles and corollaries. Third, the findings indicate that organizational pride is an underlying mechanism elucidating the impact of GHRM on green commitment and thriving at work. The findings indicate that organizational pride mediates the positive impact of GHRM on employee outcomes. These findings are significant because previous research did not consider organizational pride as a mediator between GRHM and green and non-green outcomes. Fifth, focusing on individual values is more stable and long-lasting than attitudes

influenced by the context. Therefore, individual green values are a significant contributing variable towards employee attitudes and ultimately guide their behaviours.

Therefore, the current study utilizes COR theory to establish the association between GHRM and green and non-green outcomes through the underlying effect of organizational pride and moderating effect of individual green values. By integrating mediation (organizational pride) and moderation (individual green values) in a single framework, the established framework extends the previous research on GHRM.

### **6.1.2. Practical Implications**

The empirical findings of the current research also provide practical implications relevant specifically to the policymakers, consultants, researchers, and the management in textile sector organizations. The significance of the study for practice could be due to various reasons. First, understanding relationships among GHRM and green commitment and thriving at work can help to identify the underlying logic of how organizational practices can aid organization members to evaluate strategies as reflected in their attitudes and behaviours.

Second, an important decision confronting organizations concerns the workforce that is thriving and committed to the organization's goals. Knowledge of the GHRM consequences can serve as a significant input to this. The study indicates that organizations can derive green and non-green outcomes by implementing GHRM practices. The study findings suggest that GHRM practices influence employees' organizational pride and foster their commitment to the environment. Textile organizations are therefore required to implement GHRM practices to enhance employees' commitment towards organizational goals. When employees are committed to environmental goals, they will help the organization enhance its environmental performance. Also, the findings indicate the impact of GHRM on employees thriving at work. Organizations can therefore enable employees to thrive, ultimately leading the organization to thrive in the long run.

Third, advancement in academic literature may help the management and employees to make sense of the GHRM practices and make modifications in practices accordingly. The findings can aid managers to identify and focus on employees with green values in the recruitment and selection stage so that they fit well with the textile organizations and their environmental goals. A test can be conducted to judge employees' environmental values. Textile organization's GHRM practices reinforce a sense of pride in the organization, which will ultimately make employees

committed to organizational goals and will enable them to thrive at work. In short, HR should integrate environmental actions and goals into employees' daily activities to strengthen employees' sense of organizational pride, leading to employee green commitment and thriving at work. The study therefore provides a significant contextual and theoretical contribution.

Although the study did not consider the macro-level perspective, it still has implications for policymakers. Policymakers are important stakeholders who make laws and regulations to reinforce and encourage green initiatives. The research, therefore, has implications for policymakers. The research focused on advancing the research line in one of the major contributing sectors to GDP (GOP, 2021) and environmental deterioration. Considering that the textile sector is the second-largest exporter of Pakistan and has a large share of environmentally conscious international buyers (Amjad et al., 2021), it is a significant contribution to provide empirical evidence for this sector. Therefore, the findings will help policymakers in the textile sector devise policies to fulfil the organization's corporate sustainability goals. Large organizations have more responsibility as compared to incumbent firms. Such organizations set industry trends by introducing organizational level strategies and policies with strong implications. The realization of the employee level positive impacts of GHRM will convince firms of the benefits of GHRM in achieving aspects of environmental sustainability (green commitment) and human sustainability (thriving at work). This can lead to industry-wide adoption of GHRM practices and hence more compliance with the environmental laws by the industry. The study, therefore, holds practical implications.

## **6.2. Research contribution**

GHRM literature has been majorly dominated by firm level performance enabling outcomes with a relatively less focus delineated to employee level outcomes. The current study therefore solely focuses on the impact of firm level practices on employee outcomes such as organizational pride, green commitment and thriving at work. Furthermore, the current study has employed COR theory to understand the impact of GHRM practices on employee outcomes. Extant literature still lacks research from the theoretical lens of conservation of resources. Present research therefore adds value because of the theoretical approach used. It also paves way for future researchers who can study the effect of GHRM practices on employee outcomes through the conservation of resource

approach.

### **6.3. Limitations of Study**

The current study sheds light on an important and emerging concept of GHRM (Liu et al., 2021). However, the study was conducted under time and other constraints. First, the study assessed the mediating effect of organizational pride only. There are other psychological mechanisms that can also lead to various employee outcomes. Aguinis & Glavas (2019) have discussed the role of CSR in establishing meaningfulness in work. Similarly, employees who are engaged in green initiatives along with their usual work tend to find more meaningfulness in work. Future researchers can therefore study the mediating role of meaningfulness of work (Ahmed et al., 2021), between GHRM practices and employee level outcomes. Another relatively unexplored psychological factor is harmonious environmental passion (Robertson et al., 2013) which is considered as a motivational factor that leads to positive employee and organizational outcomes. It can therefore act as a potential mediating factor between organizational practices and various employee and organizational level outcomes. Green self-efficacy (Liu et al., 2020) can also be studied in light of COR theory to elucidate the mediating effect of GHRM practices on employee green and non-green outcomes. Self-efficacy is considered a valuable resource. It is because such a trait enables individuals to exercise more influence on their environment and goals (Hobfoll, 2002). These psychological factors will allow researchers to further expand the knowledge of underlying psychological constructs that impact employee attitudes and behaviours.

Second, the study considered only one moderating variable: individual green values. While the moderator in this study is related to the individual's values, future researchers can study the role of external factors that act as moderators. Other than the individual factors, employees are significantly impacted by the contextual factors around them. These can include organizational ethical climate, co-worker and supervisor support (Hameed et al., 2020). This kind of social support can act as contextual resource (ten Brummelhuis & Bakker, 2012). It is because the more employees perceive organizational support, the more they demonstrate positive behaviour (Yang et al., 2020). Future researchers should, therefore, explore the role of contextual resource apart from the individual resource on the association between GHRM and employee workplace outcomes.



Third, the current study established the link of GHRM practices with one non-green outcome—thriving at work. Future researchers must explore other non-green employee level attitudes and behaviours. The impact of green HRM goes beyond green behaviours (Shen et al., 2018) and must therefore be examined from that perspective.

Fourth, the sample for the study was taken from the textile sector. Future researchers may study the current research model in other sectors to enhance the reliability and validity of the findings. Although, concerning the nature of the textile sector, it is ahead of other industries in terms of its implementation of green practices, there is still more that can be explored in other industries. Relating to the same limitation, a qualitative research design could also be employed in the textile sector to get an in-depth understanding of the GHRM practices which is not possible in quantitative research designs.

The last limitation relates to the methodology of the current study. The study utilizes a cross-sectional design. Future researchers can use longitudinal study designs to test the relationship over a long period and draw causal inferences. It can be particularly helpful to study various psychological factors in the relationship over a period of time.

#### **6.4. Conclusion**

The study aimed at examining the impact of GHRM practices on employees' outcomes via organizational pride as a mediator and individual green values as a moderator. The research further aimed to test the model supported by the theoretical underpinning of COR theory and SVF theory to better understand the role of GHRM on employee workplace outcomes. The research, therefore, sought to advance the literature concerning the influence of HRM practices on employee workplace outcomes through psychological processes.

All relations among the constructs have been confirmed. The impact of GHRM on employee green commitment and thriving at work with the mediating effect of organizational pride has been supported. The role of the moderator, i.e., individual green values, has also been confirmed. It seems evident that GHRM has various employee outcomes, to say the least. These are limited not only to the green outcomes but also extend to non-green outcomes. The research provides clarity and the role of GHRM in the textile sector of Pakistan. Another contribution is the utilization of COR theory to back the research framework. This takes the GHRM research in a new

direction. Despite the limitations mentioned earlier, the study is a significant addition with respect to the context of Pakistan. However, future researchers are recommended to be cognizant of the limitations. These limitations can enable researchers to execute the research and subsist the process efficiently.

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## ANNEXURES

### Annexure A- Questionnaire

You are invited to participate in a survey about Green Human Resource Practices. The study is being conducted in textile manufacturing organizations hence, you are invited to participate in this research study by completing the questionnaire.

#### Directions:

1. It is important that you respond honestly.
2. Rest assured that your data will be treated anonymously.
3. The participation is voluntary and you may refuse to answer a question or choose to stop participating.
4. The questionnaire will not take more than 5-7 minutes.

I will be thankful for your assistance in my educational endeavors. The data collected will provide useful information regarding employee outcomes influenced by Green Human Resource Practices. In case you would like to have a copy of this study please send an email requesting a copy at the email address given below. In case of any ambiguities and confusion, please feel free to contact me on the following email id:

aiman.mhr20nbs@student.nust.edu.pk

#### INFORMED CONSENT

I have read the information provided above and thereby voluntarily agree to participate in this research.

Yes  No

#### Gender

Male  Female

#### Age:

- 20-30  
 30-40  
 40-50  
 50+

Company name: \_\_\_\_\_

**Department:** \_\_\_\_\_

**Total years of service to the current organization:**

- Below 5 years
- 5-10 years
- 10-15 years
- >15 years

“Green HRM or Sustainable HRM is the systemic, planned alignment of typical human resource management practices with the organizations’ environmental goals.” It includes but is not limited to practices that increase employee knowledge, awareness and participation in environmental initiatives while ensuring that resource wastage is minimized, recycling is encouraged, preference to less energy utilizing processes is given, energy is conserved, employee participation is encouraged etc.

Please select your suitable answer that best describes your perception about HRM practices at your organization: **1=Completely Disagree, 2=Mostly Disagree, 3=Neutral, 4=Mostly Agree, 5=Completely Agree**

		1	2	3	4	5
1	Our firm attracts green job candidates who are attracted by company’s environmental sustainability initiatives					
2	Our firm portrays its image as an environmentally sustainable employer to attract green employees					
3	Our firm prefers to recruit employees who have green awareness					
4	Our firm provides training programs in environment management to increase environmental awareness, skills and expertise of employees					
5	Our firm has integrated training to create the emotional involvement of employees in environment management					

6	Our firm utilizes various methods for knowledge sharing to guide us about environmental behaviours					
7	Our firm uses green performance indicators in performance management system and appraisals					
8	Our firm sets green targets, goals and responsibilities for managers and employees (e.g., minimize the use of printed paper; set air conditioner at 24C- 26 C, etc.)					
9	In our firm, managers and employees have set objectives on achieving green outcomes included in appraisals					
10	In our firm, there is fine for non-compliance or not meeting environment management goals					
11	Our firm provides green travel benefits such as online meeting svstems. shuttle service. bus service or bicvcles for commuting					
12	In our firm, there are financial or tax incentives (bicycle loans, use of less polluting cars)					
13	Our firm has recognition-based rewards in environment management for staff (public recognition, awards, paid vacations, time off, gift certificates)					
14	Our firm has a clear developmental vision to guide the employees' actions in environment management					
15	In our firm, there is a mutual learning climate among employees for green behavior and awareness (e.g., tree plantation drives, cleaning campaigns, environmental-based community projects)					
16	In our firm, there are a number of formal or informal communication channels to spread green culture in our company					
17	In our firm, employees are involved in quality improvement and problem-solving on green issues					

18	Our firm offers practices for employees to participate in environment management, such as newsletters, suggestion schemes, problem-solving groups, low-carbon champions and green action					
19	Our firm emphasizes a culture of environmental protection					

Please select your suitable answer that best describes your attitude: **1=Strongly Disagree, 2=Disagree, 3=Undecided, 4=Agree, 5=Strongly Agree**

		1	2	3	4	5
1	I really care about the environmental concern of my firm					
2	I would feel guilty about not supporting the environment					
3	The environmental concern of my firm means a lot to me					
4	I feel a sense of duty to support the environmental concern					
5	I feel as if my firm's environmental concerns are mine					
6	I feel personally attracted to the environmental concern of my firm					
7	I feel obligation to support the environmental efforts of my firm					
8	I strongly value the environmental efforts of my firm					

Please select your suitable answer that best describes your attitude at work: **1=Strongly disagree, 2= Mostly Disagree, 3=Disagree, 4=Neutral, 5=Agree, 6= Mostly Agree, 7=Strongly Agree**

		1	2	3	4	5	6	7
1	At work, I find myself learning often							
2	At work, I continue to learn more and more as time goes							
3	At work, I see myself continually improving at work							
4	At work, I am not learning							
5	At work, I have developed a lot as a person							
6	At work, I feel alive and vital							
7	At work, I have energy and spirit							
8	At work, I do not feel very energetic							
9	At work, I feel alert and awake							

1	At work, I am looking forward to each new day							
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Please select your suitable answer that best describes your feelings: **1=Strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=Strongly Agree**

		1	2	3	4	5
1	In these moments, I am happy to be a member of this organization					
2	In these moments, I have a feeling of joy to be a part of this company					
3	In these moments, I am proud of what the company has achieved					
4	In these moments, I have the feeling that the company is doing something meaningful					
5	I feel proud to work for my company					
6	I feel proud to contribute to my company's success					
7	I feel proud to tell others for which company I am working					

Please select your suitable answer that best describes your values: **1=Strongly Disagree, 2=Disagree, 3=Undecided, 4=Agree, 5=Strongly Agree**

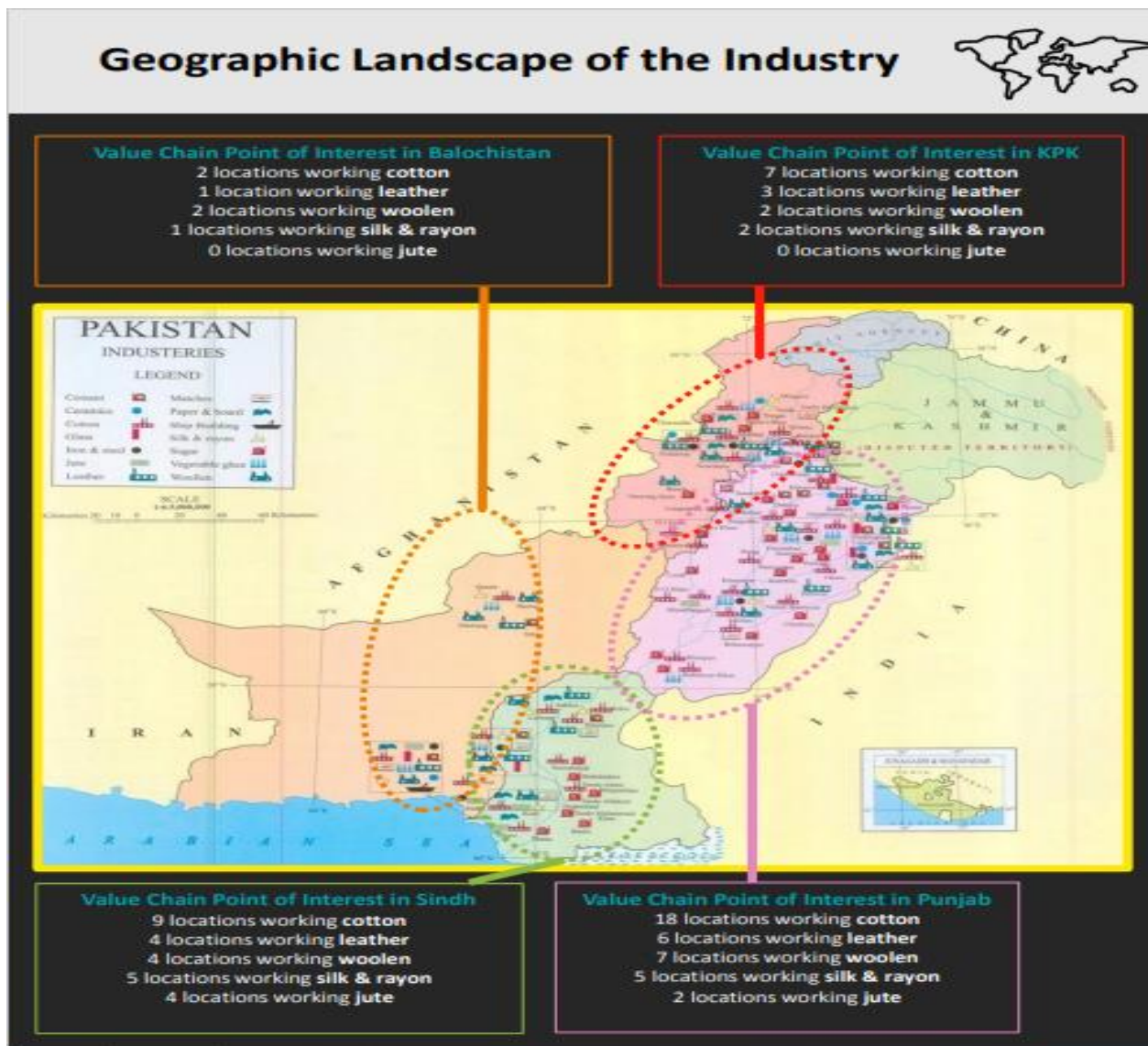
		1	2	3	4	5
1	I feel a personal obligation to do whatever I can to prevent environmental degradation					
2	I feel obliged to save the environment from degradation regardless of what others do					
3	I feel guilty when I contribute to environmental degradation					
4	I feel obliged to bear the environment and nature in mind in my daily behavior					
5	People like me should do whatever they can to protect the environment from degradation					

Thank you for your cooperation!



## Annexure B- Geographic landscape of textile industry

Map depicting industrial hubs



Note. The most concentrated textile hub is in the province of Punjab

Source: Pakistan Board of Investment (<https://invest.gov.pk/textile>)

## Annexure C- Output files

### Pilot test results

#### 1. Pilot study reliability test

Cronbach Alpha (GHRM)

##### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.888	.897	19

Cronbach Alpha (TAW)

##### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.883	.885	10

Cronbach Alpha (GC)

##### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.873	.876	8

Cronbach alpha (OP)

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.941	.941	7

Cronbach alpha (IGV)

**Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.868	.869	5

**2. Pilot study Correlation matrix**

**Correlations**

		GHRM	GC	TAW	OP	IGV
GHRM	Pearson Correlation	1	.332*	.350*	.281*	.300*
	Sig. (2-tailed)		.018	.014	.048	.034
	N	50	50	49	50	50
GC	Pearson Correlation	.332*	1	.745**	.454**	.614**
	Sig. (2-tailed)	.018		.000	.001	.000
	N	50	50	49	50	50
TAW	Pearson Correlation	.350*	.745**	1	.426**	.526**
	Sig. (2-tailed)	.014	.000		.002	.000

	N	49	49	49	49	49
OP	Pearson Correlation	.281*	.454**	.426**	1	.326*
	Sig. (2-tailed)	.048	.001	.002		.021
	N	50	50	49	50	50
IGV	Pearson Correlation	.300*	.614**	.526**	.326*	1
	Sig. (2-tailed)	.034	.000	.000	.021	
	N	50	50	49	50	50

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\*. Correlation is significant at the 0.01 level (2-tailed).

### Actual Study Results

#### 1. Data distribution (Skewness and Kurtosis)

	Excess Kurtosis	Skewness
ghrm_1		-0.508
ghrm_2		-0.27
ghrm_3		-0.669
ghrm_4		0.399
ghrm_5		0.056
ghrm_6		1.388
ghrm_7		-0.522
ghrm_8		0.216
ghrm_9		-0.908
ghrm_10		-0.544
ghrm_11		-1.22
ghrm_12		-0.049
ghrm_13		-0.814
ghrm_14		-0.785
ghrm_15		0.028
ghrm_16		-0.163

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ghrm_17	-0.458	-0.305
ghrm_18	-0.557	-0.333
ghrm_19	-0.157	-0.774
taw_1	0.302	-0.75
taw_2	-0.591	-0.612
taw_3	-0.195	-0.71
taw_4	-0.104	-0.853
taw_5	-0.601	-0.407
taw_6	-0.58	-0.348
taw_7	-0.326	-0.509
taw_8	-0.75	-0.406
taw_9	-0.115	-0.475
taw_10	-0.341	-0.597
gc_1	0.148	-0.71
gc_2	0.443	-0.778
gc_3	0.036	-0.639
gc_4	0.817	-0.877
gc_5	-0.639	-0.522
gc_6	-0.645	-0.467
gc_7	-0.622	-0.519
gc_8	-0.616	-0.606
op_1	-0.103	-0.859
op_2	-0.62	-0.562
op_3	-0.038	-0.886
op_4	0.379	-0.904
op_5	-0.391	-0.76
op_6	-0.438	-0.747
op_7	-0.252	-0.873
igv_1	0.326	-0.74
igv_2	0.401	-0.832

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igv_3	1.045	-1.129
igv_4	0.23	-0.715
igv_5	0.722	-1.042

## 2. Variance Inflation Factor (VIF)

### a) Lower order construct

	VIF
gc_1	1.761
gc_2	1.651
gc_3	2.117
gc_4	2.330
gc_5	2.101
gc_6	2.595
gc_7	1.926
gc_8	2.466
ghrm_1	1.130
ghrm_10	1.153
ghrm_11	1.146
ghrm_12	1.142
ghrm_13	1.231
ghrm_14	1.923
ghrm_15	1.640
ghrm_16	2.549
ghrm_17	1.423
ghrm_18	1.686
ghrm_19	2.164
ghrm_2	1.187
ghrm_3	1.162
ghrm_4	1.578

ghrm_5	1.686
ghrm_6	1.407
ghrm_7	1.713
ghrm_8	1.545
ghrm_9	1.982
op_1	2.269
op_2	2.888
op_3	2.907
op_4	1.962
op_5	2.784
op_6	3.126
op_7	2.382
taw_1	1.858
taw_10	2.367
taw_2	2.460
taw_3	2.353
taw_4	1.560
taw_5	2.009
taw_6	2.511
taw_7	2.245
taw_8	1.589
taw_9	2.178

Note: ghrm=Green human resource management, gc= Green commitment, taw= Thriving at work, op= Organizational pride

**b) Higher order construct**

<b>VIF</b>	
Green Involvement	2.095
Green Pay and Reward	1.552
Green Performance Management	1.788
Green Recruitment and Selection	1.464

### 3. HTMT Confidence interval

#### a) Lower order construct

Significance of HTMT value (Bias corrected confidence intervals)

	Original Sample (O)	Sample Mean (M)	5.0%	95.0%
GI -> GC	0.229	0.236	0.138	0.343
GPM -> GC	0.235	0.241	0.133	0.360
GPM -> GI	0.714	0.714	0.633	0.790
GPR -> GC	0.180	0.210	0.114	0.332
GPR -> GI	0.811	0.817	0.696	0.949
GPR -> GPM	0.745	0.753	0.607	0.900
GRS_ -> GC	0.299	0.313	0.193	0.443
GRS_ -> GI	0.647	0.650	0.539	0.762
GRS_ -> GPM	0.747	0.751	0.617	0.878
GRS_ -> GPR	0.822	0.831	0.675	0.996
GT -> GC	0.139	0.164	0.089	0.263
GT -> GI	0.768	0.768	0.684	0.844
GT -> GPM	0.769	0.771	0.669	0.863
GT -> GPR	0.540	0.545	0.393	0.699
GT -> GRS_	0.694	0.699	0.569	0.826
OP -> GC	0.604	0.605	0.511	0.692
OP -> GI	0.276	0.278	0.167	0.388
OP -> GPM	0.235	0.240	0.136	0.356
OP -> GPR	0.277	0.284	0.157	0.428
OP -> GRS_	0.365	0.373	0.249	0.504
OP -> GT	0.137	0.168	0.101	0.253
TAW_ -> GC	0.558	0.557	0.456	0.649
TAW_ -> GI	0.172	0.196	0.119	0.296
TAW_ -> GPM	0.186	0.200	0.107	0.322



TAW_ -> GPR	0.115	0.171	0.105	0.266
TAW_ -> GRS_	0.179	0.224	0.149	0.326
TAW_ -> GT	0.061	0.127	0.083	0.190
TAW_ -> OP	0.532	0.532	0.428	0.629

Note: GRS= Green recruitment and selection, GT= Green training, GPM= Green performance management, GPR= Green pay and reward, GI=Green involvement, GC= Green commitment, TAW= Thriving at work, OP= Organizational pride

### b) Higher order construct

Significance of HTMT value (Bias corrected confidence intervals)

	Original Sample (O)	Sample Mean (M)	Bias	5.0%	95.0%
GHRM -> GC	0.269	0.273	0.004	0.163	0.376
OP -> GC	0.604	0.604	0.000	0.509	0.686
OP -> GHRM	0.324	0.325	0.000	0.222	0.434
TAW -> GC	0.558	0.558	0.000	0.451	0.653
TAW -> GHRM	0.160	0.193	0.032	0.095	0.219
TAW -> OP	0.532	0.532	0.000	0.426	0.624

Note: GRS= Green recruitment and selection, GT= Green training, GPM= Green performance management, GPR= Green pay and reward, GI=Green involvement, GC= Green commitment, TAW= Thriving at work, OP= Organizational pride

## Annexure D- Permission letter



NUST BUSINESS SCHOOL  
NATIONAL UNIVERSITY OF SCIENCES AND TECHNOLOGY (NUST)

Ref: 0986/Projects/NBS  
13<sup>th</sup> Oct, 2021

### **TO WHOM IT MAY CONCERN**

Dear Sir / Ma'am,

NUST Business School (NBS) is a constituent school of National University of Sciences and Technology (NUST). NUST is an internationally renowned university, ranked amongst the top 400 universities of the world and top 100 Asian Universities. In less than a decade, NUST Business School has made its mark as one of the premier business schools in Pakistan. NUST Business School (NBS) has the dispensation to be at the top Business Schools of Pakistan.

Centre for Industrial Linkages (CIL) is a representative body of NBS, which aims at bridging the gap between academia and the corporate world and to facilitate students in establishing a link with the industry.

In light of the above, our student of MS HRM 2K20 is doing a project " Green human resource management and employee workplace outcomes: The role of organizational pride and green values." which will be supervised by one of our esteemed faculty member Assistant Professor Dr. Mehwish Iftikhar. In this regard, we would like to request you to facilitate our student and enable her with the required information in every possible way:-

- Ms. Aiman Niazi 38302 0477674 8

We would appreciate your cooperation in facilitating her with completion of their project. Your collaboration will be a source of inspiration and encouragement for her. Please note that all information provided would be solely used for academic purposes and would be kept confidential.

Feel free to contact for any further queries.

Best Regards,

Centre for Industrial Linkages (CIL)  
NUST Business School  
Ph: 051-90853014  
Email: [nada.nadeem@nbs.nust.edu.pk](mailto:nada.nadeem@nbs.nust.edu.pk)

Sector H-12, Islamabad, Pakistan. Tele: +92-51-90853001, +92-51-90853008. E-mail: [nbs@nbs.edu.pk](mailto:nbs@nbs.edu.pk)

Annexure E- Pictures from onsite data collection



## Annexure F- List of textile mills listed on PSX

### TEXTILE COMPOSITE

NO	SYMBOL	NAME	REGISTERD OFFICE (RO) AND MILL	ISO Certification	DATA SOURCE
1	ADMM	Artistic Denim Mills Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Karachi	Not required	PSX: <a href="https://dps.psx.com.pk/company/ADMM">https://dps.psx.com.pk/company/ADMM</a> Company report
2	AHTM	Ahmad Hassan Textile Mills	<b>R.O.:</b> Multan <b>Mill:</b> Muzaffargarh	No	PSX: <a href="https://dps.psx.com.pk/company/AHTM">https://dps.psx.com.pk/company/AHTM</a> Company website: <a href="https://ahtml.com.pk/">https://ahtml.com.pk/</a>
3	ANL	Azgard Nine Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Kasur, Muzaffargarh,	<b>Yes</b>	PSX: <a href="https://dps.psx.com.pk/company/ANL">https://dps.psx.com.pk/company/ANL</a> Company report
4	ANTM	AN Textile Mills Limited	<b>R.O.:</b> Faisalabad <b>Mill:</b> Faisalabad	No	PSX: <a href="https://dps.psx.com.pk/company/ANTM">https://dps.psx.com.pk/company/ANTM</a> Company report
5	ARUJ	Aruj Industries Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Lahore	No	PSX: <a href="https://dps.psx.com.pk/company/ARUJ">https://dps.psx.com.pk/company/ARUJ</a> Company website: <a href="http://www.aruj.com/">http://www.aruj.com/</a>
6	BHAT	Bhanero Textile Mills Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Kotri	No	PSX: <a href="https://dps.psx.com.pk/company/BHAT">https://dps.psx.com.pk/company/BHAT</a> Company website:
7	BTL	Blessed Textiles Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Sheikhpura	No	PSX: <a href="https://dps.psx.com.pk/company/BTL">https://dps.psx.com.pk/company/BTL</a> Company website:
8	CHBL DEF	Chenab Limited	<b>R.O.:</b> Faisalabad <b>Mills:</b> Toba Tek Singh,	<b>Yes</b>	PSX: <a href="https://dps.psx.com.pk/company/CHBL">https://dps.psx.com.pk/company/CHBL</a> Company website:
9	CLCPS DEF	Chenab Limited (Pref)	<b>R.O.:</b> Faisalabad <b>Mill:</b> Faisalabad		<a href="https://dps.psx.com.pk/company/CLCPS">https://dps.psx.com.pk/company/CLCPS</a> <a href="https://www.chenabgroup.com/">https://www.chenabgroup.com/</a> NO report
10	CRTM	The Crescent Textile Mills Limited	<b>Office:</b> Faisalabad <b>Mills:</b> Sargodha,	<b>Yes</b>	PSX: <a href="https://dps.psx.com.pk/company/CRTM">https://dps.psx.com.pk/company/CRTM</a> Company website:

11	FASM	Faisal Spinning Mills	<b>R.O.:</b> Karachi <b>Mills:</b>	No	PSX: <a href="https://dps.psx.com.pk/company/FASM">https://dps.psx.com.pk/company/FASM</a> Company website:
12	FML	Feroze1888 Mills Limited	<b>R.O.:</b> Karachi <b>Mills:</b> Sindh and	Not required	PSX: <a href="https://dps.psx.com.pk/company/FML">https://dps.psx.com.pk/company/FML</a> Company report
13	FSWL DEF	Fateh Sports Wear Limited	<b>R.O.:</b> Hyderabad <b>Mill:</b> Hyderabad	Not required	PSX: <a href="https://dps.psx.com.pk/company/FSWL">https://dps.psx.com.pk/company/FSWL</a> Company report
14	FTHM DEF	Fateh Textile Mills Limited	<b>R.O.:</b> Hyderabad <b>Mill:</b> Hyderabad	Not required	PSX: <a href="https://dps.psx.com.pk/company/FTHM">https://dps.psx.com.pk/company/FTHM</a> No report
15	FZCM	Fazal Cloth Mills Limited	<b>R.O.:</b> Lahore <b>Mill:</b>	No	PSX: <a href="https://dps.psx.com.pk/company/FZCM">https://dps.psx.com.pk/company/FZCM</a> Company website:
16	GATM	Gul Ahmed Textile Mills Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Karachi	Not required	PSX: <a href="https://dps.psx.com.pk/company/GATM">https://dps.psx.com.pk/company/GATM</a> Company report
17	GFIL	Ghazi Fabrics International	<b>R.O.:</b> Lahore <b>Mill:</b> Kasur	No	PSX: <a href="https://dps.psx.com.pk/company/GFIL">https://dps.psx.com.pk/company/GFIL</a> Company website:
18	HAEL	Hala Enterprises Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Lahore	No	PSX: <a href="https://dps.psx.com.pk/company/HAEL">https://dps.psx.com.pk/company/HAEL</a> Company report
19	HAFL	Hafiz Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Karachi	Not required	PSX: <a href="https://dps.psx.com.pk/company/HAFL">https://dps.psx.com.pk/company/HAFL</a> Company report
20	HATM DEF	Hamid Textile Mills Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Kasur	No	PSX: <a href="https://dps.psx.com.pk/company/HATM">https://dps.psx.com.pk/company/HATM</a> Company website: <a href="http://hamid-">http://hamid-</a>
21	HUSI	Husein Industries Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Karachi	Not required	PSX: <a href="https://dps.psx.com.pk/company/HUSI">https://dps.psx.com.pk/company/HUSI</a> Company report
22	ILP	Interloop Limited	<b>R.O.:</b> Faisalabad <b>Mill:</b> Faisalabad,	Yes	PSX: <a href="https://dps.psx.com.pk/company/ILP">https://dps.psx.com.pk/company/ILP</a> Sustainability report: <a href="https://www.interloop-">https://www.interloop-</a>

23	INKL	International Knitwear Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Karachi	Not required	PSX: <a href="https://dps.psx.com.pk/company/INKL">https://dps.psx.com.pk/company/INKL</a> Company report
24	JUBS DEF	Jubilee Spinning & Weaving	<b>R.O.:</b> Lahore <b>Mill:</b>	No	PSX: <a href="https://dps.psx.com.pk/company/JUBS">https://dps.psx.com.pk/company/JUBS</a> Company website:
25	KAKL DEF	Kaiser Arts & Krafts Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Karachi	Not required	PSX: <a href="https://dps.psx.com.pk/company/KAKL">https://dps.psx.com.pk/company/KAKL</a> <a href="https://jamapunji.pk/verify/listed-">https://jamapunji.pk/verify/listed-</a>
26	KHYT	Khyber Textile Mills Limited	<b>R.O.:</b> Haripur <b>Mill:</b> Haripur	Not required	PSX: <a href="https://dps.psx.com.pk/company/KHYT">https://dps.psx.com.pk/company/KHYT</a> Company report
27	KML	Kohinoor Mills Limited	<b>R.O.:</b> Kasur <b>Mill:</b> Kasur	No	PSX: <a href="https://dps.psx.com.pk/company/KML">https://dps.psx.com.pk/company/KML</a> Company website:
28	KOIL	Kohinoor Industries Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Faisalabad	No	PSX: <a href="https://dps.psx.com.pk/company/KOIL">https://dps.psx.com.pk/company/KOIL</a> Company website:
29	KTML	Kohinoor Textile Mills Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Kasur,	Yes	PSX: <a href="https://dps.psx.com.pk/company/KTML">https://dps.psx.com.pk/company/KTML</a> Company report
30	MEHT	Mehmood Textile Mills Limited	<b>R.O.:</b> Multan <b>Mill:</b> Multan	No	PSX: <a href="https://dps.psx.com.pk/company/MEHT">https://dps.psx.com.pk/company/MEHT</a> Company website:
31	MFTM DEF	Mohammad Farooq Textile Mills	<b>R.O.:</b> Karachi <b>Mill:</b> Karachi	Not required	PSX: <a href="https://dps.psx.com.pk/company/MFTM">https://dps.psx.com.pk/company/MFTM</a> No report
32	MSOT	Masood Textile Mills Limited	<b>R.O.:</b> Faisalabad <b>Mill:</b> Faisalabad	Yes	PSX: <a href="https://dps.psx.com.pk/company/MSOT">https://dps.psx.com.pk/company/MSOT</a> Company report
33	MUBT DEF	Mubarak Textile Mills Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Lahore	No	PSX: <a href="https://dps.psx.com.pk/company/MUBT">https://dps.psx.com.pk/company/MUBT</a> Company report
34	NCL	Nishat Chunian Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Lahore, Kasur	Yes	PSX: <a href="https://dps.psx.com.pk/company/NCL">https://dps.psx.com.pk/company/NCL</a> Company report

35	NINA DEF	Nina Industries Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Karachi	Not required	PSX: <a href="https://dps.psx.com.pk/company/NINA">https://dps.psx.com.pk/company/NINA</a> No report
36	NML	Nishat Mills Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Lahore,	Yes	PSX: <a href="https://dps.psx.com.pk/company/NML">https://dps.psx.com.pk/company/NML</a> Company website:
37	PASM DEF	Paramount Spinning Mills	<b>R.O.:</b> Karachi <b>Mill:</b> Kotri	Not required	PSX: <a href="https://dps.psx.com.pk/company/PASM">https://dps.psx.com.pk/company/PASM</a> Company report
38	QUET	Quetta Textile Mills Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Kotri	Not required	PSX: <a href="https://dps.psx.com.pk/company/QUET">https://dps.psx.com.pk/company/QUET</a> Company report
39	REDCO	Redco Textiles Limited	<b>R.O.:</b> Islamabad <b>Mill:</b>	No	PSX: <a href="https://dps.psx.com.pk/company/REDCO">https://dps.psx.com.pk/company/REDCO</a> Company report
40	REWM	Reliance Weaving Mills	<b>R.O.:</b> Multan <b>Mill:</b>	No	PSX: <a href="https://dps.psx.com.pk/company/REWM">https://dps.psx.com.pk/company/REWM</a> Company report
41	SAPT	Sapphire Textile Mills Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Kotri,	Yes	PSX: <a href="https://dps.psx.com.pk/company/SAPT">https://dps.psx.com.pk/company/SAPT</a> EMIS:
42	SCHT DEF	Schon Textiles Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Karachi	Not required	PSX: <a href="https://dps.psx.com.pk/company/SCHT">https://dps.psx.com.pk/company/SCHT</a> Company website:
43	SFAT DEF	Safa Textiles Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Karachi	Not required	PSX: <a href="https://dps.psx.com.pk/company/SFAT">https://dps.psx.com.pk/company/SFAT</a> Company report
44	SFL	Sapphire Fibres Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Lahore	Yes	<a href="https://dps.psx.com.pk/company/SFL">https://dps.psx.com.pk/company/SFL</a> Company report
45	STML	Shams Textile Mills Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Chiniot	No	PSX: <a href="https://dps.psx.com.pk/company/STML">https://dps.psx.com.pk/company/STML</a> Company report
46	SURC	Suraj Cotton Mills Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Nooriabad	No	PSX: <a href="https://dps.psx.com.pk/company/SURC">https://dps.psx.com.pk/company/SURC</a> Company website: <a href="https://www.suraj.com/">https://www.suraj.com/</a>

47	TAJT DEF	Taj Textile Mills Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Lahore	No	PSX: <a href="https://dps.psx.com.pk/company/TAJT">https://dps.psx.com.pk/company/TAJT</a> No report
48	TOWL	Towellers Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Karachi	Not required	PSX: <a href="https://dps.psx.com.pk/company/TOWL">https://dps.psx.com.pk/company/TOWL</a> Company report
49	USMT DEF	Usman Textile Mills Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Karachi	Not required	PSX: <a href="https://dps.psx.com.pk/company/USMT">https://dps.psx.com.pk/company/USMT</a> <a href="https://www.emis.com/php/company-">https://www.emis.com/php/company-</a>
50	ZAHID	Zahidjee Textile Mills Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Faisalabad	No	PSX: <a href="https://dps.psx.com.pk/company/ZAHID">https://dps.psx.com.pk/company/ZAHID</a> Company website:
51	ZHCM DEF	Zahur Cotton Mills Limited	<b>R.O.:</b> AkhtarAbad <b>Mill:</b>	No	PSX: <a href="https://dps.psx.com.pk/company/ZHCM">https://dps.psx.com.pk/company/ZHCM</a> No report

#### TEXTILE SPINNING

N O.	SYMBOL	NAME	CITY		DATA SOURCE
52	AAL DEF	Agro Allianz Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Karachi	Not required	PSX: <a href="https://dps.psx.com.pk/company/AAL">https://dps.psx.com.pk/company/AAL</a> Company report
53	AATM DEF	Ali Asghar Textile Mills Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Karachi	Not required	PSX: <a href="https://dps.psx.com.pk/company/AATM">https://dps.psx.com.pk/company/AATM</a> Company report
54	AMTEX DEF	Amtex Limited	<b>R.O.:</b> Faisalabad <b>Mill:</b> Faisalabad	Yes	PSX: <a href="https://dps.psx.com.pk/company/AMTEX">https://dps.psx.com.pk/company/AMTEX</a> Company website: <a href="https://www.amtextile.com/QA/Certifications.html">https://www.amtextile.com/QA/Certifications.html</a> Company report
55	ANNT DEF	Annoor Textile Mills Limited	<b>R.O.:</b> Thatta <b>Mill:</b> Thatta	Not required	PSX: <a href="https://dps.psx.com.pk/company/ANNT">https://dps.psx.com.pk/company/ANNT</a> No report
56	APOT DEF	Apollo Textile Mills Limited	<b>R.O.:</b> Karachi	Not required	PSX: <a href="https://dps.psx.com.pk/company/APOT">https://dps.psx.com.pk/company/APOT</a> Company report



<b>N O.</b>	<b>SYMBOL</b>	<b>NAME</b>	<b>CITY</b>		<b>DATA SOURCE</b>
			<b>Mill:</b> Muzaffargarh		
57	ASTM	Asim Textile Mills Limited	<b>R.O.:</b> Faisalabad <b>Mill:</b> Faisalabad	No	PSX: <a href="https://dps.psx.com.pk/company/ASTM">https://dps.psx.com.pk/company/ASTM</a> Company report
58	AWTX	Allawasaya Tex. & Finishing Mills Ltd	<b>R.O.:</b> Multan <b>Mill:</b> Multan	Yes	PSX: <a href="https://dps.psx.com.pk/company/AWTX">https://dps.psx.com.pk/company/AWTX</a> Company website: <a href="http://www.allawasaya.com/">http://www.allawasaya.com/</a> Company report
59	AZMT DEF	Azmat Textile Mills Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Karachi	Not required	<a href="https://dps.psx.com.pk/company/AZMT">https://dps.psx.com.pk/company/AZMT</a> Company report
60	BILF DEF	Bilal Fibres Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Faisalabad	No	PSX: <a href="https://dps.psx.com.pk/company/BILF">https://dps.psx.com.pk/company/BILF</a> Company website: <a href="https://www.bilalfibres.com/certificates.html">https://www.bilalfibres.com/certificates.html</a> Company report
61	CCM	Crescent Cotton Mills Limited	<b>R.O.:</b> Faisalabad <b>Mill:</b> Sheikhpura, Kotri	Yes	PSX: <a href="https://dps.psx.com.pk/company/CCM">https://dps.psx.com.pk/company/CCM</a> Company website: <a href="http://www.crescentcotton.com/en/governi ng.html">http://www.crescentcotton.com/en/governi ng.html</a> Company report
62	CFL	Crescent Fibres Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Sheikhpura, Nooriabad	No	PSX: <a href="https://dps.psx.com.pk/company/CFL">https://dps.psx.com.pk/company/CFL</a> Company website: <a href="http://crescentfibres.com/company-profile/">http://crescentfibres.com/company-profile/</a> Company report
63	CTM	Colony Textile Mills Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Multan, Lahore	Yes	PSX: <a href="https://dps.psx.com.pk/company/CTM">https://dps.psx.com.pk/company/CTM</a> Company website: <a href="https://colonytextiles.com/">https://colonytextiles.com/</a> Company report
64	CWSM DEF	Chakwal Spinning Mills Limited	<b>R.O.:</b> Lahore	No	PSX: <a href="https://dps.psx.com.pk/company/CWSM">https://dps.psx.com.pk/company/CWSM</a>

<b>N O.</b>	<b>SYMBOL</b>	<b>NAME</b>	<b>CITY</b>		<b>DATA SOURCE</b>
			<b>Mill:</b> Kasur		Company website: <a href="http://www.chakwalspinningmills.com/Home.php">http://www.chakwalspinningmills.com/Home.php</a> Company report
65	DATM DEF	Data Textiles Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Faisalabad	No	PSX: <a href="https://dps.psx.com.pk/company/DATM">https://dps.psx.com.pk/company/DATM</a> Company website: <a href="https://datatextile.com/te/">https://datatextile.com/te/</a> Company report
66	DFSM	Dewan Farooque Spinning Mills Limited (YOUSAF DEWAN GROUP)	<b>R.O.:</b> Karachi <b>Mill:</b> Kasur	No	PSX: <a href="https://dps.psx.com.pk/company/DFSM">https://dps.psx.com.pk/company/DFSM</a> Company website: <a href="http://www.yousufdewan.com/DFSML/index.html">http://www.yousufdewan.com/DFSML/index.html</a> Company report
67	DINT	Din Textile Mills Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Kasur, Lahore	Yes	PSX: <a href="https://dps.psx.com.pk/company/DINT">https://dps.psx.com.pk/company/DINT</a> Company website: <a href="http://dintextile.dingroup.com/?page_id=3518">http://dintextile.dingroup.com/?page_id=3518</a> Company report
68	DKTM DEF	Dewan Khalid Textile Mills Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Lahore	No	PSX: <a href="https://dps.psx.com.pk/company/DKTM">https://dps.psx.com.pk/company/DKTM</a> Company website: <a href="http://www.yousufdewan.com/DKTML/index.html">http://www.yousufdewan.com/DKTML/index.html</a> Company report
69	DMTM DEF	Dewan Mushtaq Textile Mills Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Kotri	No	PSX: <a href="https://dps.psx.com.pk/company/DKTM">https://dps.psx.com.pk/company/DKTM</a> Company website: <a href="http://www.yousufdewan.com/DMTML/index.html">http://www.yousufdewan.com/DMTML/index.html</a> Company report
71	DSIL	D.S. Industries Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Sheikhpura	No	PSX: <a href="https://dps.psx.com.pk/company/DSIL">https://dps.psx.com.pk/company/DSIL</a> Company website: <a href="http://dsil.com.pk/dsil/company-profile/">http://dsil.com.pk/dsil/company-profile/</a> Company report

<b>N O.</b>	<b>SYMBOL</b>	<b>NAME</b>	<b>CITY</b>		<b>DATA SOURCE</b>
72	DSML DEF	Dar-es-Salaam Textile Mills Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Sheikhpura	No	PSX: <a href="https://dps.psx.com.pk/company/DSML">https://dps.psx.com.pk/company/DSML</a> Company website: <a href="http://www.daressalaamtextilemills.com/company-profile/">http://www.daressalaamtextilemills.com/company-profile/</a> Company report
73	DWTM DEF	Dewan Textile Mills Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Kotri	Not required	PSX: <a href="https://dps.psx.com.pk/company/DWTM">https://dps.psx.com.pk/company/DWTM</a> Company report
74	ELCM	Elahi Cotton Mills Limited	<b>R.O.:</b> Islamabad <b>Mill:</b> Rawalpindi	No	PSX: <a href="https://dps.psx.com.pk/company/ELCM">https://dps.psx.com.pk/company/ELCM</a> Company report
75	ELSM	Ellicot Spinning Mills Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Kasur	No	PSX: <a href="https://dps.psx.com.pk/company/ELSM">https://dps.psx.com.pk/company/ELSM</a> Company report
76	FAEL DEF	Fatima Enterprises Limited	<b>R.O.:</b> Multan <b>Mill:</b> Multan	No	PSX: <a href="https://dps.psx.com.pk/company/FAEL">https://dps.psx.com.pk/company/FAEL</a> Company website: <a href="http://www.fatima.com.pk/">http://www.fatima.com.pk/</a> No report
77	GADT	Gadoon Textile Mills Limited	<b>R.O.:</b> Swabi <b>Mill:</b> Swabi, Karachi	Not required	PSX: <a href="https://dps.psx.com.pk/company/GADT">https://dps.psx.com.pk/company/GADT</a> Company report
78	GLOT DEF	Globe Textile Mills Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Karachi	Not required	PSX: <a href="https://dps.psx.com.pk/company/GLOT">https://dps.psx.com.pk/company/GLOT</a> Company report
79	GSPM DEF	Gulshan Spinning Mills Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Vehari, Kasur, Nankana sahib	Not required	PSX: <a href="https://dps.psx.com.pk/company/GSPM">https://dps.psx.com.pk/company/GSPM</a> Company report

<b>N O.</b>	<b>SYMBOL</b>	<b>NAME</b>	<b>CITY</b>		<b>DATA SOURCE</b>
80	GUSM DEF	Gulistan Spinning Mills Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Kasur	No	PSX: <a href="https://dps.psx.com.pk/company/GUSM">https://dps.psx.com.pk/company/GUSM</a> Company report
81	GUTM DEF	Gulistan Textile Mills Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Bhawalpu, Vehari, Sheikhpura	No	PSX: <a href="https://dps.psx.com.pk/company/GUTM">https://dps.psx.com.pk/company/GUTM</a> Company report
82	HAJT DEF	Hajra Textile Mills Limited	<b>R.O.:</b> Sheikhpura <b>Mill:</b> Sheikhpura	No	PSX: <a href="https://dps.psx.com.pk/company/HAJT">https://dps.psx.com.pk/company/HAJT</a> Company website: <a href="https://www.businessbook.pk/detail/hajra-textile-mills-ltd-sheikhpura-108515">https://www.businessbook.pk/detail/hajra-textile-mills-ltd-sheikhpura-108515</a> No report
83	HIRAT DEF	Hira Textile Mills Limited	<b>R.O.:</b> Kasur <b>Mill:</b> Kasur	No	PSX: <a href="https://dps.psx.com.pk/company/HIRAT">https://dps.psx.com.pk/company/HIRAT</a> Company report
84	HMIM DEF	Haji Mohammad Ismail Mills Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Karachi	Not required	PSX: <a href="https://dps.psx.com.pk/company/HMIM">https://dps.psx.com.pk/company/HMIM</a> Company report
85	IDRT	Idrees Textile Mills Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Punjab	No	PSX: <a href="https://dps.psx.com.pk/company/IDRT">https://dps.psx.com.pk/company/IDRT</a> Company report
86	IDSMM	Ideal Spinning Mills Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Faisalabad	Not required	PSX: <a href="https://dps.psx.com.pk/company/IDSMM">https://dps.psx.com.pk/company/IDSMM</a> Company website: <a href="http://idealsm.com/">http://idealsm.com/</a> Company report
87	IDYM	Indus Dyeing & Manufacturing Co. Limited (INDUS GROUP)	<b>R.O.:</b> Karachi <b>Mill:</b> Hyderabad, Karachi	No	PSX: <a href="https://dps.psx.com.pk/company/IDYM">https://dps.psx.com.pk/company/IDYM</a> Company report
88	JATM	J.A. Textile Mills Limited	<b>R.O.:</b> Faisalabad <b>Mill:</b> Faisalabad	No	PSX: <a href="https://dps.psx.com.pk/company/JATM">https://dps.psx.com.pk/company/JATM</a> Company report
89	JDMT	Janana De Malucho Textile Mills Limited	<b>R.O.:</b> Kohat <b>Mill:</b> Kohat	Not required	PSX: <a href="https://dps.psx.com.pk/company/JDMT">https://dps.psx.com.pk/company/JDMT</a> Company report

<b>N O.</b>	<b>SYMBOL</b>	<b>NAME</b>	<b>CITY</b>		<b>DATA SOURCE</b>
90	JKSM	J.K. Spinning Mills Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Faisalabad	Yes	PSX: <a href="https://dps.psx.com.pk/company/JKSM">https://dps.psx.com.pk/company/JKSM</a> Company website: <a href="https://www.jkgroup.net/site.php?Certificates/">https://www.jkgroup.net/site.php?Certificates/</a> Company report
91	KHSM	Khurshid Spinning Mills Limited	<b>R.O.:</b> Faisalabad <b>Mill:</b> Faisalabad	No	PSX: <a href="https://dps.psx.com.pk/company/KHSM">https://dps.psx.com.pk/company/KHSM</a> Company report
91	KOHTM	Kohat Textile Mills Limited (SAIF)	<b>R.O.:</b> Peshawar <b>Mill:</b> Peshawar	No	PSX: <a href="https://dps.psx.com.pk/company/KOHTM">https://dps.psx.com.pk/company/KOHTM</a> Company website: <a href="http://kohattextile.com/">http://kohattextile.com/</a> Company report
92	KOSM	Kohinoor Spinning Mills Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Chakwal	No	PSX: <a href="https://dps.psx.com.pk/company/KOSM">https://dps.psx.com.pk/company/KOSM</a> Company report
93	KSTM DEF	Khalid Siraj Textile Mills Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Kasur	No	PSX: <a href="https://dps.psx.com.pk/company/KSTM">https://dps.psx.com.pk/company/KSTM</a> Company report
94	LMSM DEF	Landmark Spinning Industries Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Karachi	Not required	PSX: <a href="https://dps.psx.com.pk/company/LMSM">https://dps.psx.com.pk/company/LMSM</a> Company report
95	MQTM	Maqbool Textile Mills Limited	<b>R.O.:</b> Multan Muzaffargarh, Toba tekh Singh	Yes	PSX: <a href="https://dps.psx.com.pk/company/MQTM">https://dps.psx.com.pk/company/MQTM</a> Company report
96	NAGC	Nagina Cotton Mills Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Kotri	Not required	PSX: <a href="https://dps.psx.com.pk/company/NAGC">https://dps.psx.com.pk/company/NAGC</a> Company report
97	NATM	Nadeem Textile Mills Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Jamshoro	Not required	PSX: <a href="https://dps.psx.com.pk/company/NATM">https://dps.psx.com.pk/company/NATM</a> Company report
98	NCML DEF	Nazir Cotton Mills Limited	<b>R.O.:</b> Lahore <b>R.O.:</b> Sheikhpura	No	PSX: <a href="https://dps.psx.com.pk/company/NCML">https://dps.psx.com.pk/company/NCML</a> Company website: <a href="https://www.nazircotton.com/aboutus.html">https://www.nazircotton.com/aboutus.html</a>

<b>N O.</b>	<b>SYMBOL</b>	<b>NAME</b>	<b>CITY</b>		<b>DATA SOURCE</b>
					Company report
99	PRET	Premium Textile Mills Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Nooriabad	Not required	<a href="https://dps.psx.com.pk/company/PRET">https://dps.psx.com.pk/company/PRET</a> Company report
100	RCML	Reliance Cotton Spinning Mills Limited (SAPPHIRE GROUP)	<b>R.O.:</b> Karachi <b>Mill:</b> Sheikhpura	No	<a href="https://dps.psx.com.pk/company/RCML">https://dps.psx.com.pk/company/RCML</a> Company website: <a href="http://www.reliancespinning.com/certificate.php">http://www.reliancespinning.com/certificate.php</a> Company report
101	RUBY DEF	Ruby Textile Mills Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Kasur	No	<a href="https://dps.psx.com.pk/company/RUBY">https://dps.psx.com.pk/company/RUBY</a> Company report
102	SAIF	Saif Textile Mills Limited	<b>R.O.:</b> Peshawar <b>Mill:</b> Peshawar	Not required	<a href="https://dps.psx.com.pk/company/SAIF">https://dps.psx.com.pk/company/SAIF</a> Company report
103	SANE DEF	Salman Noman Enterprises Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Kasur	No	PSX: <a href="https://dps.psx.com.pk/company/SANE">https://dps.psx.com.pk/company/SANE</a> Company website: <a href="http://www.sntextile.com/">http://www.sntextile.com/</a> Company report
104	SERT	Service Industries Textiles Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Gujrat	No	PSX: <a href="https://dps.psx.com.pk/company/SERT">https://dps.psx.com.pk/company/SERT</a> Company report
105	SHCM	Shadman Cotton Mills Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Nakana sahib	No	PSX: <a href="https://dps.psx.com.pk/company/SHCM">https://dps.psx.com.pk/company/SHCM</a> Company website: <a href="https://shadman.com.pk/ABOUT.html">https://shadman.com.pk/ABOUT.html</a> Company report
106	SHDT	Shadab Textile Mills Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Nankana Sahib, Kasur	No	PSX: <a href="https://dps.psx.com.pk/company/SHDT">https://dps.psx.com.pk/company/SHDT</a> Company report
107	SLYT DEF	Sally Textile Mills Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Jauharabad	No	PSX: <a href="https://dps.psx.com.pk/company/SLYT">https://dps.psx.com.pk/company/SLYT</a> Company report

<b>N O.</b>	<b>SYMBOL</b>	<b>NAME</b>	<b>CITY</b>		<b>DATA SOURCE</b>
108	SNAI	Sana Industries Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Lasbela	Not required	<a href="https://dps.psx.com.pk/company/SNAI">https://dps.psx.com.pk/company/SNAI</a> Company report
109	SSML	Saritow Spinning Mills Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Multan, Kasur	No	PSX: <a href="https://dps.psx.com.pk/company/SSML">https://dps.psx.com.pk/company/SSML</a> Company report
110	SUTM	Sunrays Textile Mills Limited (INDUS GROUP)	<b>R.O.:</b> Karachi <b>Mill:</b> Muzafargarh	Not required	<a href="https://dps.psx.com.pk/company/SUTM">https://dps.psx.com.pk/company/SUTM</a> Company report
111	SZTM	Shahzad Textile Mills Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Sheikhpura	No	PSX: <a href="https://dps.psx.com.pk/company/SZTM">https://dps.psx.com.pk/company/SZTM</a> Company website: <a href="https://shahzadtex.com/quality-policy/">https://shahzadtex.com/quality-policy/</a> Company report
112	TATM	Tata Textile Mills Limited	<b>R.O.:</b> Karachi <b>Mill:</b> Muzafargarh	Not required	<a href="https://dps.psx.com.pk/company/TATM">https://dps.psx.com.pk/company/TATM</a> Company report

#### **TEXTILE WEAVING**

<b>NO.</b>	<b>SYMBOL</b>	<b>NAME</b>	<b>CITY</b>		<b>DATA SOURCE</b>
113	ASHT	Ashfaq Textile Mills Limited	<b>R.O.:</b> Faisalabad <b>Mill:</b> Faisalabad	No	PSX: <a href="https://dps.psx.com.pk/company/ASHT">https://dps.psx.com.pk/company/ASHT</a> Company report
114	HKKT DEF	Hakkim Textile Mills Limited	<b>R.O.:</b> Multan <b>Mill:</b> Faisalabad	No	PSX: <a href="https://dps.psx.com.pk/company/HKKT">https://dps.psx.com.pk/company/HKKT</a> Company website: <a href="https://jamapunji.pk/verify/listed-company/hakkim-textile-mills-limited">https://jamapunji.pk/verify/listed-company/hakkim-textile-mills-limited</a> No report
115	ICCI DEF	ICC Industries Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Lahore	No	PSX: <a href="https://dps.psx.com.pk/company/ICCI">https://dps.psx.com.pk/company/ICCI</a> Company report

NO.	SYMBOL	NAME	CITY		DATA SOURCE
116	MOHE DEF	Mohib Exports Limited	<b>R.O.:</b> Kasur <b>Mill:</b> Kasur	No	PSX: <a href="https://dps.psx.com.pk/company/MOHE">https://dps.psx.com.pk/company/MOHE</a> Company website: <a href="https://jamapunji.pk/verify/listed-company/mohib-exports-limited">https://jamapunji.pk/verify/listed-company/mohib-exports-limited</a> No report
117	PRWM	Prosperity Weaving Mills Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Sheikhupura	No	PSX: <a href="https://dps.psx.com.pk/company/PRWM">https://dps.psx.com.pk/company/PRWM</a> Company report
118	SDOT DEF	Sadoon Textile Industries Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Sheikhupura	No	PSX: <a href="https://dps.psx.com.pk/company/SDOT">https://dps.psx.com.pk/company/SDOT</a> Company website: <a href="https://jamapunji.pk/verify/listed-company/sadoon-textile-industries-limited">https://jamapunji.pk/verify/listed-company/sadoon-textile-industries-limited</a> No report
119	SMTM	Samin Textiles Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Lahore	Yes	PSX: <a href="https://dps.psx.com.pk/company/SMTM">https://dps.psx.com.pk/company/SMTM</a> Company website: <a href="http://www.samintextile.com/certificates/">http://www.samintextile.com/certificates/</a> Company report
120	STJT	Shahtaj Textile Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Lahore	No	PSX: <a href="https://dps.psx.com.pk/company/STJT">https://dps.psx.com.pk/company/STJT</a> Company website: <a href="https://shahtaj.com/index.php/quality-process">https://shahtaj.com/index.php/quality-process</a> Company report
121	YOUW	Yousaf Weaving Mills Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Multan	No	PSX: <a href="https://dps.psx.com.pk/company/YOUW">https://dps.psx.com.pk/company/YOUW</a> Company report
122	ZTL	Zephyr Textiles Limited	<b>R.O.:</b> Lahore <b>Mill:</b> Kasur	No	PSX: <a href="https://dps.psx.com.pk/company/ZTL">https://dps.psx.com.pk/company/ZTL</a> Company report



Total textile mills listed on PSX= 122-10 (Grouped companies considered as 1 company) =111

Umer group- 3=1, Sapphire- 3=1, Yousaf Dewan group-4=1, Gulistan-2=1, Indus group-2=1, Saif group-2=1

Mills in Punjab: 83

ISO certified= 16

### ISO Certified textile organizations in Punjab

#### GHRM Implementation

No.		Company	ISO Certification	GHRM practices
1	NML	Nishat Mills Ltd	Yes	Not applicable
2	CHBL	Chenab Limited	Yes	Closed
3	ILP	<b>Interloop Limited</b>	Yes	Applicable
4	CRTM	<b>Crescent Textile Mills</b>	Yes	Applicable
5	MSOT	<b>Masood Textile Mills</b>	Yes	Applicable
6	AMTEX	Amtex Limited	Yes	Not applicable
7	ANL	<b>Azgard Nine Limited</b>	Yes	Applicable
8	SAPT	<b>Sapphire Textile Mills and Sapphire fibres</b>	Yes	Somewhat Applicable
9	AWTX	Allawasaya Tex. & Finishing Mills	Yes	Not applicable
10	CCM	Crescent Cotton Mills	Yes	Not applicable
11	NCL	Nishat Chunian Limited	Yes	Not applicable
12	JKSM	J.K. Spinning Mills	Yes	Not applicable
13	MQTM	Maqbool Textile Mills	Yes	Not applicable
14	CTM	Colony Textile Mills	Yes	Not applicable
15	SMTM	Samin Textile Mills	Yes	Closed down textile business/unit
16	KTML	<b>Kohinoor Textile Mills</b>	Yes	Somewhat Applicable