

Economics

The Effect of Green Human Resources Management Practices on Corporate Sustainability from the Perspective of Employees --Manuscript Draft--

Manuscript Number:	ECONJOURNAL-D-23-00026
Full Title:	The Effect of Green Human Resources Management Practices on Corporate Sustainability from the Perspective of Employees
Article Type:	Research Article
Keywords:	Corporate sustainability; sustainability; green human resources management; environmental performance; employee commitment,
Manuscript Region of Origin:	TURKEY
Abstract:	This study examines the impact of Green Human Resources Practices (GHRM) in the textile and fashion industry on corporate sustainability. In addition, the indirect effects of organizations' environmental performance and employee commitment to corporate sustainability are also examined. The research was carried out with the participation of the employees (n= 129) of Turkish organizations operating in the fashion and textile sector which adopt a sustainable business management approach. Structural equation modeling via Smart PLS was used for data analysis. The findings showed that GHRM positively affects corporate sustainability, and environmental performance is mediating in this relationship. However, employee commitment did not have a mediating effect in this relationship. These results provide corporate sustainability experts and managers with evidence-based insights on designing GHRM practices and sustainability strategies.
Manuscript Classifications:	13: Business Administration and Business Economics • Marketing • Accounting • Personnel Economics

Figures

Figure 1: Research Model

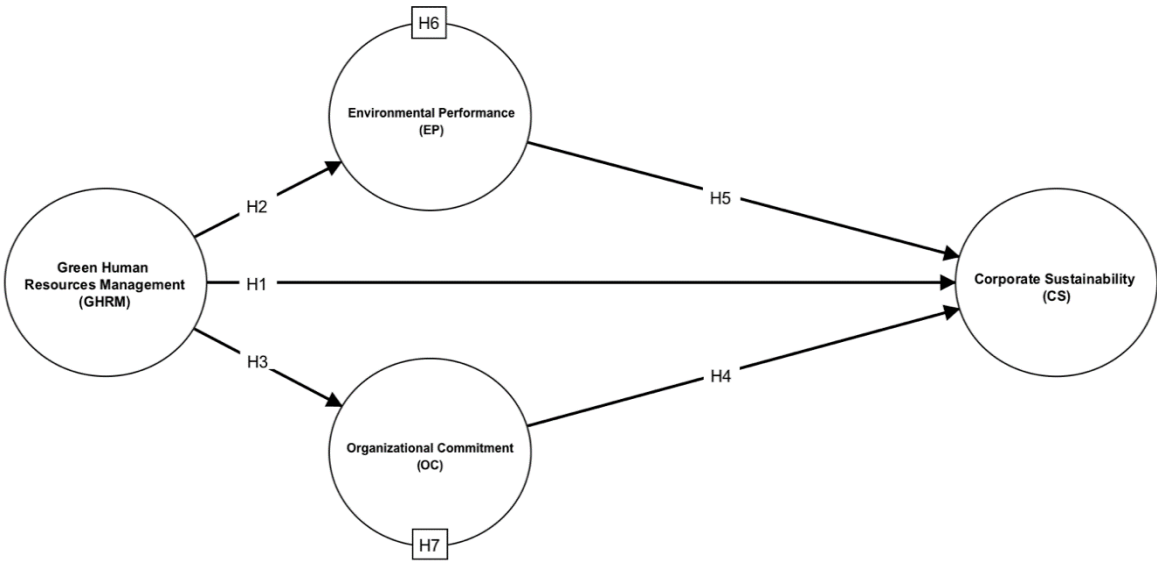
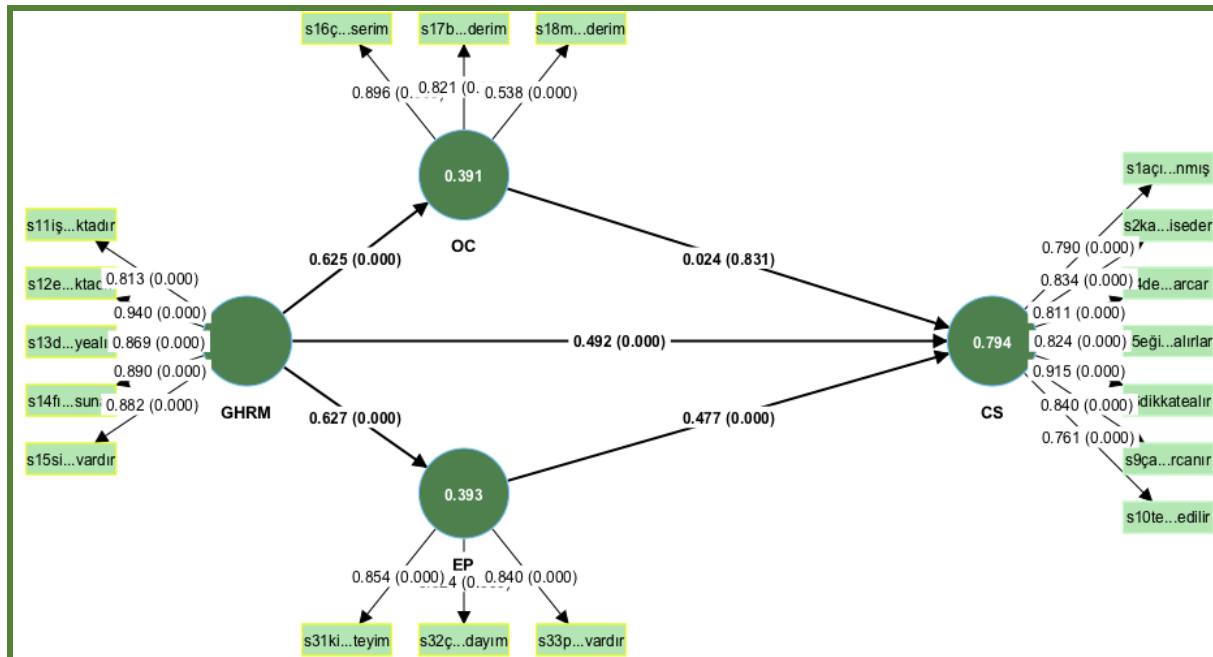


Figure 2 The structural model



Tables

Measures	<i>Cα</i>	CR	AVE	1	2	3	4
1. Corporate Sustainability	0.938	0.940	0.683	0.826			
2. Environmental Performance	0.904	0.908	0.763	0.801	0.873		
3. Green Human Resources Management	0.945	0.946	0.774	0.805	0.627	0.880	
4. Organizational Commitment	0.819	0.843	0.589	0.665	0.698	0.625	0.768

Notes: *C α* (Cronbach's Alfa); CR (Composite Reliability); AVE (Average Variance Extracted). Values along the diagonal are the FTMT criterion, which is the square root of the explained mean variance (AVE) values of the structures in the study. Values under the diagonal are the correlation between structures.

<i>Measures</i>	<i>VIF</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>
1. Corporate Sustainability	N/A	-			
2. Environmental Performance	2.209	0.802	-		
3. Green Human Resources Management	2.200	0.803	0.628	-	
4. Organizational Commitment	1.857	0.651	0.705	0.595	-
Note: VIF – Variance Inflation Factor					

Table 3	Research Model Coefficients		
Instuments		<i>f</i> -squared	Q-squared
Green Human Resources Management	Environmental Performance	0.648	0.324
Green Human Resources Management	Organizational Commitment	0.641	0.302
Green Human Resources Management	Corporate Sustainability	0.623	0.570
Environmental Performance	Corporate Sustainability	0.493	
Organizational Commitment	Corporate Sustainability	0.002	
Note: f^2 = effect size; Q^2 :prediction summary			

Table 4		Structural Model Results				
Relationship		Standardized β	STDEV	t values	p values	
GHRM	EP	0.627	0.070	8.991	0.000	
GHRM	OC	0.625	0.054	11.556	0.000	
GHRM	CS	0.492	0.121	4.062	0.000	
EP	CS	0.477	0.122	3.902	0.000	
OC	CS	0.024	0.112	0.213	0.831	
Indirect Effect						
GHRM	OC	CS	0.015	0.073	0.203	0.839
GHRM	EP	CS	0.299	0.102	2.927	0.003
Notes: GHRM: Green human resource management; EP: Environmental performance; OC: Organizational commitment; CS: Corporate sustainability; STDEV. Standart deviation; Significance level (two-tailed) *p < 0.01:						

The effect of green human resources management practices on corporate sustainability from the perspective of employees

Sima NART¹ – Sakarya University, Sakarya Business School, Sakarya, Turkey,
snart@sakarya.edu.tr, ORCID ID: 0000-0002-8264-9828

Ahmet BILGILI – Sakarya University, Sakarya Graduate School of Business,
Sakarya, Turkey,
bilgiliahmet07@gmail.com, ORCID ID: 0000-0001-6956-0936

Emine Demet ORGUT – Sakarya University, Sakarya Graduate School of Business,
Sakarya, Turkey,
orgut@subu.edu.tr, ORCID ID: 0000-0002-2213-0186

Abstract

This study examines the impact of Green Human Resources Practices (GHRM) in the textile and fashion industry on corporate sustainability. In addition, the indirect effects of organizations' environmental performance and employee commitment to corporate sustainability are also examined. The research was carried out with the participation of the employees (n= 129) of Turkish organizations operating in the fashion and textile sector which adopt a sustainable business management approach. Structural equation modeling via Smart PLS was used for data analysis. The findings showed that GHRM positively affects corporate sustainability, and environmental performance is mediating in this relationship. However, employee commitment did not have a mediating effect in this relationship. These results provide corporate sustainability experts and managers with evidence-based insights on designing GHRM practices and sustainability strategies.

Key words: Corporate sustainability; sustainability; green human resources management; environmental performance; employee commitment,

¹ Corresponding Author, snart@sakarya.edu.tr, Sakarya University, Sakarya Business School, Sakarya, Turkey

Statements and Declarations

Conflict of interest: The authors declare no conflict of interest regarding the processes of the study.

Funding: This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

The Effect of Green Human Resources Management Practices on Corporate Sustainability from the Perspective of Employees

Abstract

This study examines the impact of Green Human Resources Practices (GHRM) in the textile and fashion industry on corporate sustainability. In addition, the indirect effects of organizations' environmental performance and employee commitment to corporate sustainability are also examined. The research was carried out with the participation of the employees (n= 129) of Turkish organizations operating in the fashion and textile sector which adopt a sustainable business management approach. Structural equation modeling via Smart PLS was used for data analysis. The findings showed that GHRM positively affects corporate sustainability, and environmental performance is mediating in this relationship. However, employee commitment did not have a mediating effect in this relationship. These results provide corporate sustainability experts and managers with evidence-based insights on designing GHRM practices and sustainability strategies.

Key words: Corporate sustainability; sustainability; green human resources management; environmental performance; employee commitment,

JEL Classification Codes: *M1, M10, M14,*

1. Introduction

Sustainability has become a phenomenon that has stayed on the agenda worldwide since the 80s. Global environmental problems have led to the development of the understanding of sustainability and

increased sensitivity to this issue. Sustainability narrowly represents a quest that allows for economic growth by balancing the tension between economy and ecology. From the broader perspective, it transforms mindsets to ensure a well-preserved ecosystem, a livable planet, and a more harmonious and equitable social and economic life.

Pressures on organizations by government agencies, activists, and consumers to ensure environmental sustainability force organizations to focus on sustainability. In this context, sustainability is a window to the organization's future, which deals with the basic environmental, economic, and social strategies that determine whether the organization will succeed in the market (Kashmanian et al., 2021). This understanding focuses on the natural environment, considering all aspects of commercial activities and their social, cultural, economic, and environmental impacts. Corporate sustainability transforms traditional expressions that define ethical and equitable corporate practices. While traditional expressions such as corporate social responsibility (CSR) and corporate citizenship are still common, they have begun to be replaced by the broader and more comprehensive term corporate sustainability (Jamal et al., 2021). Corporate sustainability is related to the economic performance of organizations with its contributions, such as reducing general expenses and increasing employees' productivity. It also increases an organization's environmental performance by reducing the use of natural resources and waste.

The textile and fashion sector is among the industries that harm the environment and the balance of the ecosystem and have a destructive effect on natural resources. In these sectors, excessive water consumption and harmful chemicals during the production phase are subject to criticism due to the excessive amount of waste. Thus, studies for sustainability in the textile and fashion industries have particular importance. In order to achieve sustainability in the fashion industry, research is carried out from different perspectives. Issues dealt with in this industry cover a broad spectrum, ranging from putting idle products back into production, increasing transparency in the supply chain (Moorhouse, 2020), and developing innovative and sustainable business models (Todeschini et al., 2017). One of the prominent research topics is the examination of the process of achieving sustainable goals with the employees of fashion companies (Lorincová et al., 2019). There are two main reasons for this issue to

come to the fore. First, human resources are one of the most critical determinants for organizations to achieve their goals (Amberg & McGaughey, 2019). In addition, the effect of successful green management practices can achieve positive development, and this increases the sensitivity to the subject. In other words, it highlights employees as essential in achieving an organization's strategic, financial and sustainable goals. Secondly, it is known that employees' commitment to the organization can positively affect organizational performance and achievement of goals. In this context, if fashion organizations set sustainable goals and their employees are committed to them, the probability of organizations achieving these goals will increase (Paille et al., 2020). Given the small number of studies on the sustainability of organizations in the fashion industry, more research is needed to examine the role of employees in achieving sustainability.

The success of green-oriented management practices is closely dependent on the presence of employees who are aware of ecological problems, have a responsibility, and are ready to take the initiative in this regard. In this context, GHRM is the most accurate understanding that supports green recruitment and selection, green training, wage and reward processes, and employee participation in sustainable goals (Yong et al., 2019). In other words, GHRM has a significant potential to achieve corporate sustainability. GHRM focuses on developing strategies and organizational policies to create an environmental-oriented organizational culture. It also helps to increase the environmental performance of employees and organizational commitment within the scope of the organization's environmental objectives.

Organizations rapidly adopt GHRM to develop an environmentally friendly culture to ensure corporate sustainability. However, it is critical to adopt a green organizational understanding that spans all departments to achieve success throughout the organization. Therefore, there is a need for research that deals with GHRM and organizational performance relationships in detail and provides insight from within the organization. Adopting green behavior is not the responsibility of the employees of a particular organizational department. However, all departments are equally responsible for maintaining the ecological environment of the organization. There are few studies linking GHRM with organizational performance. In this context, the findings from this study are expected to provide

valuable clues from the perspective of employees for Turkish textile and fashion businesses in the transformation of HR practices within the framework of the green perspective.

The study was carried out to achieve the following objectives:

- Assessing the effects of GHRM practices on corporate sustainability
- Examining the mediating role of environmental performance in the relationship between GHRM practices and corporate sustainability
- Testing the mediating effects of employee commitment in the relationship between GHRM practices and corporate sustainability

2. Theoretical Background and Hypotheses

The conceptual model of the research is based on two theories. The first theory is the stakeholder theory, which focuses on the importance of stakeholder groups in improving the organization's performance. An organization's stakeholders are the groups with which it interacts. It constitutes the target audience for the organization to fulfill its responsibilities (Freeman & Dmytriiev, 2017), and organizations can only achieve sustainability with the support of stakeholders (Dmytriiev et al., 2021). Stakeholder theory aims to help the organization strengthen its relationships with its internal and external environment to gain a competitive advantage. To ensure corporate sustainability and understand environmental and social impacts, the organization needs to look at stakeholders internally and externally. Organizations can focus on corporate sustainability by training employees and developing strategies or policies that ensure sustainability. By promoting sustainability and implementing GHRM, the organization meets the demands of multiple stakeholders. Thus, corporate sustainability and GHRM are two interrelated issues (Jamal et al., 2021) because both seek to serve the interests of internal and external stakeholders.

The second is the ability-motivation-opportunity (AMO) theory. According to the theory, three components provide the employee's discretionary effort. These; employees have the necessary abilities and need appropriate motivation, and employers offer employees the opportunity to participate

(Appelbaum et al., 2001). AMO theory is widely accepted in the HRM literature to explain the link between human resource practices and performance (MarinGarcia & Tomas, 2016). Organizational performance increases if employees are motivated and enabled to use their skills. Motivation is considered here as a condition for the use of individual skills. Although the relationship between A (ability) and M (motivation) in the model is explained in this direction, O (opportunity) presents the creation of options in the organization where employees can use their skills. Although employees have high skills and the necessary motivation, they will only be able to use them if given the opportunity. Therefore, there is a need for a balance in which these three variables can be applied together (Alsubaie, 2016).

2.1. Corporate Sustainability

The pessimistic predictions about the future of our planet are leading organizations to be more sustainable. Corporate sustainability is an umbrella term that includes many other terms, such as corporate social responsibility and corporate governance. When evaluated in terms of organizations, corporate sustainability is generally associated with organizations' mobilization of accountable actions. Implementing accountable actions in organizations adds value to society and the environment and supports the sustainability of organizations.

Corporate sustainability is an intertwined system of economic, social, and ecological components (Bansal, 2005; Camilleri, 2017). It is also characterized by various economic, environmental, and social objectives, all of which seem individually desirable but "inextricably linked and internally interdependent" (Bansal, 2002). In this context, six essential criteria can be listed: eco-efficiency, socio-efficiency, eco-efficiency, socio-efficiency, adequacy, and ecological equality (Dyllick & Hockerts, 2002). The corporate sustainability orientation enables organizations to integrate corporate sustainability into their strategies, policies, and management systems.

Legal regulations, environmental protection awareness, increasing customers, and demands from other stakeholders play a decisive role in the orientation of organizations to corporate sustainability practices. While determining the necessary operations to meet these expectations, the support received

from within the organization and compliance with the strategies for sustainability gain importance. In this context, practices such as in-organization training on environmental protection, employee empowerment, teamwork, and green reward systems are likely to bring the organization together around green values. In other words, applying green understanding in human resources management is necessary for an organization to be sustainable. Because stakeholders expect organizations to protect the environment, use natural resources more efficiently, support recycling and reduce all possible environmental pollution and toxicity. The strategic objectives of corporate sustainability are economic development, corporate effectiveness, stakeholder focus, and sustainable ecosystems (Dyllick & Hockerts, 2002).

2.2.Green Human Resources Management

Green Human Research Management (GHRM) is a management approach that supports human resources policies and practices within the scope of environmental sustainability. GHRM refers to policies and practices that make HR processes green to benefit employees, society, the natural environment, and the organization (Opatha & Arulrajah, 2014). Unlike traditional HR, it is the execution of human resources practices in accordance with the organization's environmental goals and in a planned manner (Jong & Yusoff, 2016). Employees who have adopted a green understanding are expected to contribute more to the performance and future of the organization by implementing green practices and policies for society, the environment, and business life.

Some practices adopted by organizations within the scope of green HRM are as follows; switching to paperless offices, supporting car sharing to save fuel and time in traffic, conducting training and meetings online, benefiting from daylight, supporting the construction of green buildings that allow natural heating and lighting, rewarding employees for sustainable green ideas, giving back informing about recycling awareness and waste control (Pandey, Viswanathan & Kamboj, 2016; Nagarajan, 2020). When evaluated in terms of recruitment processes, it is seen that green job definitions are formed that include awareness of candidates about environmental problems and solutions. Employees who can live and implement the green culture adopted by organizations should be prioritized in recruitment. Employees with these qualifications can ensure that the green culture of organizations is

reflected outside. In this way, the green culture and practices of the organization will be visible to those outside the organization. Rangarajan and Rahm (2011) stated that when organizations implement GHRM strategies, they have a strong corporate social agenda, value employees' environment, and social priorities, and increase their organizational prestige. This positive image is essential in attracting employees and customers to the organization and ensuring their participation in achieving environmental goals. Employee participation in green processes increases the effectiveness of green management practices by aligning employees' motivations and goals with green management practices. A detailed review of the relevant literature shows that more research needs to be done on GHRM in environmental sustainability research.

Cheema & Caved (2017) showed that green human resource management is a critical determinant of a sustainable environment. In their research based on organizational support theory, Cantor et al. (2012) stated that human resources practices can affect employees' perceptions of organizational care. In this way, the tendency of employees to exhibit sustainable behavior increase as their desire to make personal contributions increases. In order to build a sustainable organization, it is essential to integrate sustainability into the organization's human resources framework (Jabbour et al., 2019). All of the above leads us to establish the following research hypothesis.

H: Green human resources management positively relates to corporate sustainability.

2.3.Organizational Commitment

Organizational commitment is one of the topics that has been popular in organizational psychology for a long time. The reason for this is the direct and indirect contributions of the employees who are identified with the organization (Karrasch, 2017). The identification of employees with their organizations and adopting organizational goals is a critical issue for organizations to achieve their goals. In this context, organizations employ qualified personnel to ensure their professional development and keep the employees in the organization. Thus, organizations gain a competitive advantage against their competitors and serve to realize their primary goals (Bernardin & Russell, 2006). Research shows that the increase in employees' commitment to their organizations positively

affects many critical organizational goals, such as customer satisfaction (Setyaningrum, 2017), employee productivity (Bhatti & Qureshi, 2007), and job satisfaction (Eslami & Gharakhani, 2012).

Social identity theory suggests some theoretical connections between employees' perceptions of corporate responsibility practices and organizational commitment (Ashforth & Mael, 1989; Le et al., 2013). According to social identity theory, individuals' views are influenced by their membership in social organizations, including the organizations in which they work. Individuals try to form or develop positive self-concepts by comparing their characteristics with other groups. Positive comparisons lead to an enhanced self-concept. If an organization strives to engage in corporate responsibility activities, its employees are proud to be members of such an organization. Employees likely feel that their organization cares about their present and future. If employees positively evaluate an organization's ethical principles, values, and social sensitivity, they are expected to develop positive attitudes toward the organization. For this reason, employee commitment can be essential in achieving the company's goals.

Organizations that implement GHRM define green targets and offer their employees green training programs and reward systems that include green indicators. In this way, employees' interest and participation in environmental issues can be increased. This strengthens employees' commitment to their organization and enables the latter to achieve successful environmental outcomes (Úbeda-García et al., 2021). Employees' commitment to the environment depends on their willingness to share and care about their organization's environmental concerns (Paille & Valeau, 2020). Thus, organizational green goals can be achieved if the employees are committed. Based on the above discussion, we propose that;

H: Green human resources management positively relates to organizational commitment.

H: Organizational commitment positively relates to corporate sustainability.

In order to successfully integrate corporate sustainability into an organization, radical changes must be made in the organizational culture. This change means reorganizing existing policies, processes, and

practices according to environmental, economic, and social goals, which are the sub-dimensions of sustainability (Aguilera et al., 2007). Commitment is important because it guides people's behavior in ways that support achieving inclusive goals that transcend individual interests (Meyer & Herscovitch, 2001; Raineri & Paillè, 2016). This mindset can direct employee behaviors to activities compatible with corporate sustainability efforts (Temminck, Mearns & Fruhen, 2015). In this context, employees' commitment to these sustainable goals will directly affect organizational success. GHRM promotes responsible behavior, attitudes, and commitment of employees. This concept, which can be expressed as the green commitment of employees, regulates employees' feelings towards the environment, brings them together around organizational values, and supports their efforts toward environmental goals (Saeed et al., 2019; Pham et al., 2019). Employees' commitment to the organization's environmental goals results from GHRM practices (Ansari et al., 2021). Based on these explanations, the following hypothesis can be formulated.

H: Organizational commitment mediates the relationship between green human resources management and corporate sustainability.

2.4.Environmental Performance

Environmental performance refers to the measurement of a business's capacity to achieve its environmental goals and objectives. The best way to achieve environmental performance is GHRM, which motivates employees to fulfill their duties of green practices (Amui et al., 2017; Ren et al., 2018). In this context, successful GHRM implementation of organizations helps employees to be proud of their company's role in environmental protection, helping them to perceive the environmental performance of the business in a positive way and to contribute to these efforts. Similarly, green education develops appropriate attitudes and skills toward solutions in the workplace by increasing employees' awareness about environmental problems (Jabbour et al., 2010). Evaluating the green performance of employees increases the sense of responsibility. It improves environmental performance by harmonizing behaviors around common goals (Guerci et al., 2016). Organizations that focus on employee engagement support environmental initiatives and practices in the workplace by

promoting employee green activities with various rewards. Thus, they provide an opportunity to reduce waste, increase productivity and develop innovative solutions (Mousa & Othman, 2020; Pinzone et al., 2016). Based on the literature, the following hypothesis has been proposed.

H: Green human resources management positively relates to environmental performance.

GHRM practices strengthen the organization's human capital by improving employee skills. GHRM practices consider green criteria in hiring, improve the green skills of employees through training, and provide employees with the opportunity to participate in green practices so that green management performance can improve positively (Masri & Jaaron, 2017; Pinzone et al., 2016). While GHRM encourages employee engagement by creating an environmentally friendly organizational culture, it also motivates employees by evaluating and rewarding employees' green performance (Kim et al., 2019). When evaluated in terms of environmental performance, one of the main dimensions of corporate sustainability, GHRM has a critical potential to integrate with corporate sustainability. In this context, the following hypothesis has been developed to determine the role of GHRM practices in environmental management and corporate sustainability:

H: Environmental performance positively relates corporate sustainability.

H: Environmental performance mediates the relationship between green human resources management and corporate sustainability.

3. Methodology

Insert Figure 1: Research Model about here

Research Model and Hypotheses

H1: Green human resources management positively relates to corporate sustainability.

H2: Green human resources management positively relates to environmental performance.

H3: Green human resources management positively relates to organizational commitment.

H4: Organizational commitment positively relates to corporate sustainability.

H5: Environmental performance positively relates corporate sustainability.

H6: Environmental performance mediates the relationship between green human resources management and corporate sustainability.

H7: Organizational commitment mediates the relationship between green human resources management and corporate sustainability.

3.1.Procedure and Data Collection

The quantitative research type was preferred to test the relationships between variables in the study's research model. In this context, an online questionnaire form was created to collect the necessary data and test the hypotheses. It was requested that the employees of the enterprises operating in the fashion and textile sector, who have a corporate sustainability understanding, participate in the survey form. Participation was voluntary, so the decision to join or exit the survey at any time was allowed. It was ensured that the participants did not reveal any identity information. It was also stated that the answers would only be used for research and would not be shared with third parties. The survey form link was sent to the employees of the companies that agreed to participate in the study by their managers. The questionnaire was applied online between November 2022 and January 2023.

Businesses operating in the fashion and textile sector in the sense of corporate sustainability in Turkey constitute the general population of the research. Employees of a well-known brand that can represent the population with stores in Turkey and abroad make retail sales and manufacturers of women's fashion and textile products that constitute the research universe.

The convenience sampling method was preferred as the data collection method in the study. The convenience sampling method is generally preferred because of time and cost constraints. After eliminating missing and sloppy questionnaires, the sample size consisted of 129 participants.

3.2.Participations

In the demographic information section, personal information was collected on subjects as gender position, and age. 129 participants who fully answered the questionnaire, 57 % (75 persons) were women, and 43 % (54 persons) were men. In employment status, the maximum response was found experts (production, purchasing, and HR departments, designer, etc.) at 64 % (82 people), while the middle manager at 36 % (47 people). In two age groups (less than 40 years old and over 40), there were 72 % (92 people), and 28 % (37 people) of the sampled group, respectively.

3.3.Scales

All constructs in this study were measured with performed scales initially published in English. The scales were translated into Turkish using the translation-back translation method. All structures included in the model have been made available based on previously validated tools.

In order to measure the “corporate sustainability” perceptions of the participants, the scale consisting of 10 items and adapted by Yang and Jang (2020) was used. The scale developed by Raineri & Paille (2016) to measure the "organizational commitment" was used. The Green Human Resources Management practices were measured using a 5-item scale from Aboramadan & Karatepe (2021), and finally, the scale measuring "environmental performance" adapted from the scale used by Lee & Ha-Brookshire (2017). All scales are scored with a 5-point Likert scale. The questionnaire was administered in the Turkish language. Turkish versions can be obtained from the corresponding author in Turkish upon request.

3.4.Measurement Model

The partial least squares structural equation modeling (PLS-SEM) technique was used to test the measurement (validity and reliability) and structural models (hypothesis testing). Measurement and

structural models were analyzed using the SmartPLS version 4 software package. Before the research model analysis, the first thing to do is to meet all the necessary criteria in the measurement model (Hair et al., 2019). Internal consistency reliability, convergent validity, and discriminant validity were evaluated in this context. Cronbach Alpha and CR (Composite Reliability) coefficients were used for internal consistency reliability, and factor loads and AVE (Average Variance Extracted) values were used for convergent validity. Factor loads were ≥ 0.708 ; Cronbach's Alpha and CR=Composite Reliability coefficients were ≥ 0.70 ; the explained average variance value (AVE= Average Variance Extracted) should also be ≥ 0.50 (Hair et al., 2019; Fornell & Larcker, 1981). In convergent validity, the FTMT criterion proposed by Fornell and Larcker (1981) and Henseler et al. (2015) recommended HTMT criteria should be met. According to the FTMT criterion, the square root of the explained mean-variance (AVE) values of the structures in the research should be higher than the correlations between the structures in the research (Fornell & Larcker, 1981). In the HTMT criterion, Henseler et al. (2015) state that it should be below 0.90 for close concepts and below 0.85 for distant concepts.

The results of the internal consistency reliability, convergent validity, and FTMT criteria of the constructs in the study are given in Table 1 below, and linearity and HTMT criteria are given in Table 2.

Insert Table 1 about here

Insert Table 2 about here

The factor loadings and significance levels of the factors are at the acceptable threshold (above 0.708 and significant at $p < 0.01$). However, item 18 (factor load 0.538), the item of organizational commitment (OC), is below the threshold value of 0.708. According to Hair et al. (2021), items with factor loads between 0.40 and 0.70 are not excluded from the model if their AVE or CR values are above the threshold value. Therefore, according to Table 1, since the calculated AVE and CR values

are above the threshold values, organizational commitment item 18 (factor load 0.538) was not excluded from the measurement model. In addition, the “Corporate Sustainability (CS)” item 3, “Environmental Performance (EP),” item 7, “Green Human Resources Management (GHRM),” and item 8, “Green Human Resources Management (GHRM)” were excluded from the research model.

Since the Cronbach Alpha and CR coefficients were 0.70 and above, internal consistency reliability was ensured. Convergent validity is provided since the structure's factor loads are between 0.538 and 0.840, and the explained mean-variance values (AVE) are above the 0.50 threshold value.

As seen in Table 1, the square root of the AVE of each structure is higher than the correlation with other structures. It meets Fornell and Larcker's (1981)'s distinctiveness FTMT criterion. Table 2 shows that the HTMT values are below 0.85. This further confirms the discriminant validity of the constructs. Finally, Hair et al. (2019) state that there is no linearity problem when $VIF < 3$ between variables. Thus, since the VIF values between variables in Table 2 are lower than the threshold value of 3, it is understood that there is no linearity problem.

3.5. Structural Model and Hypothesis Testing

In order to test the structural model and hypotheses of the research, 5000 sub-samples were taken from the sample with bootstrapping at a 95% confidence interval and tested using a bias-corrected bootstrapping technique. Figure 2 presents the model.

Insert Figure 2: The structural model about here

When the R^2 values of the model are examined, it has been determined that corporate sustainability (CS) is explained at a significant rate with 79%, organizational commitment (OC) with 39% and environmental performance (EP) with 39% (Hair et al., 2019).

Insert Table 3 about here

Effect size coefficients $f^2 \geq 0.020$ low, $f^2 \geq 0.150$ medium and $f^2 \geq 0.350$ are considered high effects (Cohen, 1988). In this context, when the effect size coefficients were examined according to Table 3, it was seen that the effects of GHRM on EP, GHRM on OC, GHRM on CS, and EP on CS had a high effect size. The effect of OC on CS can be expressed as a low effect.

Hair et al. (2019) claim that the predictive power coefficients (Q2) calculated for endogenous variables are greater than zero, indicating that the research model can predict endogenous variables. In addition, if the Q2 value is greater than 0.25, it is a medium-level estimation, and if it is greater than 0.50, a large estimation can be mentioned. Thus, it can be deduced that the research model has the power to predict endogenous variables since Q2 values are greater than zero, according to Table 2. While EP and OC endogenous variables have moderate predictive power, they have high predictive power for the CS variable.

Insert Table 4 about here

According to Table 4, while six of the seven hypotheses were supported, two (H4 and H6) were rejected. According to the findings obtained; Green human resource management > Environmental performance ($\beta=0.627$; $p < 0.01$); Green human resource management > Organizational commitment ($\beta=0.625$; $p < 0.01$); Green human resource management > Corporate Sustainability ($\beta=0.492$; $p < 0.01$); Environmental performance > Corporate Sustainability ($\beta=0.477$; $p < 0.01$) has a positive effect. These results supported the research's H1, H2, H3, and H5 hypotheses. When the indirect effect was examined, it was concluded that Green human resource management > environmental performance >

Corporate Sustainability ($\beta=0.299$; $p<0.01$) indirectly affected it. In this context, the H7 hypothesis was supported.

4. Discussion and Conclusion

The primary purpose of the current research is to investigate the relationship between GHRM practices and CS from the perspective of employees in the Turkish fashion and textile industry sample. In addition, the mediating roles of EP and OC variables in this relationship were investigated. Findings show that GHRM practices perceived by employees have a positive effect on CS, EP, and OC. In this context, similar results were obtained with previous studies in the literature. Amjad et al. (2021) concluded that green performance management, green education, green reward, and remuneration are effective in green performance in the Pakistani textile industry. GHRM contributes to organizations improving environmental performance (EP) (Renwick et al., 2013). Similar findings were obtained in studies examining the effects of GHRM applications on EP in different sectors in developing countries such as India and Mexico (Daily et al., 2012; Mishra et al., 2014). GHRM plays an essential contribution to the sustainable development of organizations (Mandip, 2012). In this context, it is seen that GHRM practices have positive effects on sustainability with a more specific focus than the traditional HR approach. On the other hand, EP plays a mediating role in the effect between GHRM and CS.

In addition, the prediction that OC would mediate the effect of GHRM practices on CS was tested. For this purpose, mediation analyzes were made by examining direct, indirect, and total effects. While GHRM had a positive effect on OC, the hypothesis that OC had a direct effect on CS was rejected. In addition, the hypothesis analyzing the mediating effect of OC was also rejected. In organizational psychology, organizational commitment refers to employees' belief in the goals and values of the organization, being involved in organizational processes, and creating a psychological bond with the organization (O'Reilly, 1989). Organizational commitment is a multidimensional concept. The most widely accepted dimensions in the literature are the three-dimensional organizational commitment model developed by Meyer & Allen (1991). These dimensions are affective, continuance and

normative commitment. This study focused on employees' affective commitment with a specific perspective, and a measurement was made only in this context. Therefore, this limited measurement may be the reason why the relevant mediation effect could not be seen. Investigation of continuance and normative commitment dimensions may provide a more comprehensive evaluation.

5. Theoretical and Practical Contribution

The current study examines the direct and indirect effects of GHRM practices in achieving corporate sustainability in the fashion and textile industry. It contributes to the literature and practical applications with an integrated view of environmental performance and organizational commitment.

The findings of this study expand the GHRM literature by examining the effect GHRM has on EP.

There are limited studies on the effect of GHRM practices on EP in the textile sector. Empirical evidence is presented by testing the structural model in which the indirect effects of EP and OC variables are included. Within the scope of the findings of this study, It can be concluded that GHRM, unlike traditional HR, provides a strategic view to ensure sustainability.

Increasing competition and overcoming environmental problems constitute the first items on the managers' agenda. Positioning as a green brand for fashion and textile organizations is necessary both to attract more customers and achieve competitive advantage and corporate sustainability. In developing countries, GHRM practices continue to evolve and need to be understood and applied as a management approach. A limited number of studies have been conducted on the fashion and textile sector in developing countries. In this context, the present study presents findings from the Turkish textile and fashion industry. It offers suggestions for successful sustainable management practices, especially to decision-makers in developing countries. Thus, this study provides an overview for managers highly concerned with integrating GHRM practices with the organization's sustainability.

6. Limitations:

Although this study is based on data collected from the Turkish fashion and textile industry, it presents findings for ensuring corporate sustainability through implementing GHRM. Similar research in

different cultures and sectors will help design the most successful GHRM combinations. On the other hand, research that covers relationships within the scope of different organizational behavior variables likely to support employee participation can provide more in-depth insights. This research was conducted with a cross-sectional design; conducting longitudinal studies may offer benefits in examining the development of corporate sustainability understanding. Future studies may focus on organizational aspects such as cultural climate and, organizational commitment, which, although not causally related to GHRM, affect its implementation and outcomes.

REFERENCES

- Aboramadan, M. and Karatepe, O.M. (2021). Green human resource management, perceived green organizational support and their effects on hotel employees' behavioral outcomes. *International Journal of Contemporary Hospitality Management*, 33(10), 3199-3222. <https://doi.org/10.1108/IJCHM-12-2020-1440>
- Alsubaie, M. (2016). High Performance Working. *Global Journal of Management and Business Research*, 16(9), 135–139. <https://journalofbusiness.org/index.php/GJMBR/article/view/2159>
- Amjad, F., Abbas, W., Zia-UR-Rehman, M., Baig, S. A., Hashim, M., Khan, A., & Rehman, H. U. (2021). Effect of green human resource management practices on organizational sustainability: the mediating role of environmental and employee performance. *Environmental Science and Pollution Research*, 28(22), 28191-28206. <https://doi.org/10.1007/s11356-020-11307-9>

Amui, L. B. L., Jabbour, C. J. C., de Sousa Jabbour, A. B. L., & Kannan, D. (2017). Sustainability as a dynamic organizational capability: a systematic review and a future agenda toward a sustainable transition. *Journal of Cleaner Production*, 142, 308-322. <https://doi.org/10.1016/j.jclepro.2016.07.103>

Ansari, N. Y., Farrukh, M., & Raza, A. (2021). Green human resource management and employees pro- environmental behaviours: Examining the underlying mechanism. *Corporate Social Responsibility and Environmental Management*, 28(1), 229-238. <https://doi.org/10.1002/csr.2044>

Appelbaum, E., Bailey, T., Berg, P., & Kalleberg, A. L. (2001). Do High Performance Work Systems Pay Off? (Ed. Vallas, S.). *The Transformation of Work*, 10, 85– 107. [https://doi.org/10.1016/S0277-2833\(01\)80022-4](https://doi.org/10.1016/S0277-2833(01)80022-4)

Ashforth, B. E., & Mael, F. (1989). Social identity theory and the organization. *Academy of Management Review*, 14(1), 20-39. <https://doi.org/10.2307/258189>

Bansal, P. (2005). Evolving sustainably: A longitudinal study of corporate sustainable development. *Strategic Management Journal*, 26(3), 197–218. <https://doi.org/10.1002/smj.441>

Bernardin, H. J., & Russell, J. E. (2006). *Human resource management*. New York: Tata McGraw-Hill.

Bhatti, K. K., & Qureshi, T. M. (2007). Impact of employee participation on job satisfaction, employee commitment and employee productivity. *International Review of Business Research Papers*, 3(2), 54-68.

Camilleri, M. A. (2017). Corporate sustainability and responsibility: creating value for business, society and the environment. *Asian Journal of Sustainability and Social Responsibility*, 2(1), 59-74. <https://doi.org/10.1186/s41180-017-0016-5>

Cantor, D. E., Morrow, P. C., & Montabon, F. (2012). Engagement in environmental behaviors among supply chain management employees: An organizational support theoretical perspective. *Journal of Supply Chain Management*, 48(3), 33–51. <https://doi.org/10.1111/j.1745-493X.2011.03257.x>

Cheema, S., & Javed, F. (2017). The effects of corporate social responsibility toward green human resource management: The mediating role of sustainable environment. *Cogent Business & Management*, 4(1), 1310012. <https://doi.org/10.1080/23311975.2017.1310012>

Cohen, J. (1988). *Statistical Power Analysis for the Behavioral Sciences*. Routledge.
<https://doi.org/10.4324/9780203771587>

Daily, B.F., Bishop, J.W., & Massoud, J.A. (2012). The role of training and empowerment in environmental performance: A study of the Mexican maquiladora industry. *International Journal of Operations and Production Management*, 32(5):631–647.
<https://doi.org/10.1108/01443571211226524>

Dmytriiev, S. D., Freeman, R. E., & Hörisch, J. (2021). The Relationship between Stakeholder Theory and Corporate Social Responsibility: Differences, Similarities, and Implications for Social Issues in Management. *Journal of Management Studies*, 58(6), 1441-1470.
<https://doi.org/10.1111/joms.12684>

Dyllick, T., & Hockerts, K. (2002). Beyond the business case for corporate sustainability. *Business Strategy and The Environment*, 11(2):130–141 <https://doi.org/10.1002/bse.323>

Eisenhardt, K.M. (1989). Agency theory: An Assessment and Review. *The Academy of Management Review*, 14(1):57–74. <https://doi.org/10.2307/258191>

Eslami, J., & Gharakhani, D. (2012). Organizational commitment and job satisfaction. *ARPN Journal of Science and Technology*, 2(2), 85-91.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 18(1), 39-50.
<https://doi.org/10.2307/3151312>

Freeman, R. E., & Dmytriiev, S. (2017). Corporate Social Responsibility and Stakeholder Theory: Learning From Each Other. *Symphonya Emerging Issues in Management*, 1, 7-15.

<https://doi.org/10.4468/2017.1.02freeman.dmytriyeu>

Freitas, W. R. D. S., Caldeira-Oliveira, J. H., Teixeira, A. A., Stefanelli, N. O., & Teixeira, T. B. (2020). Green human resource management and corporate social responsibility: Evidence from Brazilian firms. *Benchmarking: An International Journal*, 27(4), 1551-1569.

<https://doi.org/10.1108/BIJ-12-2019-0543>

Guerci, M., Longoni, A., & Luzzini, D. (2016). Translating stakeholder pressures into environmental performance—The mediating role of green HRM practices. *The International Journal of Human Resource Management*, 27(2), 262-289. <https://doi.org/10.1080/09585192.2015.1065431>

Hair, J.F., Hult, G.T.M., Ringle, C.M., Sarstedt, M., Danks, N.P., & Ray, S. (2021). An Introduction to Structural Equation Modeling. In: Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R. Classroom Companion: Business. Springer, Cham. https://doi.org/10.1007/978-3-030-80519-7_1

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2-24. <https://doi.org/10.1108/EBR-11-2018-0203>

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

Jabbour, C.J.C., Sarkis, J., Jabbour, A.B.L.D.S., Renwick, D.W.S., Singh, S.K., Grebinevych, O., Kruglianskas, I., & Filho, M.G., (2019) Who is in charge? A review and a research agenda on the ‘human side’ of the circular economy. *Journal of Cleaner Production* 222, 793–801. <https://doi.org/10.1016/j.jclepro.2019.03.038>

Jabbour, C. J. C., Santos, F. C. A., & Nagano, M. S. (2010). Contributions of HRM throughout the stages of environmental management: methodological triangulation applied to companies in

Brazil. *The International Journal of Human Resource Management*, 21(7), 1049-1089.

<https://doi.org/10.1080/09585191003783512>

Jamal, T., Zahid, M., Martins, J. M., Mata, M. N., Rahman, H. U., & Mata, P. N. (2021). Perceived green human resource management practices and corporate sustainability: Multigroup analysis and major industries perspectives. *Sustainability*, 13(6), 3045. <https://doi.org/10.3390/su13063045>

Yong, J. Y., & Yusoff, Y. M. (2016). Studying the influence of strategic human resource competencies on the adoption of green human resource management practices. *Industrial and Commercial Training*, 48(8), 416-422. <https://doi.org/10.1108/ICT-03-2016-0017>

Karrasch, A. I. (2017). Antecedents and consequences of organizational commitment. *In Organizational Commitment in the Military*, 225-236. Psychology Press.

Kashmanian, R. M., Wells, R. P., & Keenan, C. (2011). Corporate environmental sustainability strategy: Key elements. *The Journal of Corporate Citizenship*, (44), 107-130.
<http://www.jstor.org/stable/jcorpciti.44.107>

Kim, Y. J., Kim, W. G., Choi, H. M., & Phetvaroon, K. (2019). The effect of green human resource management on hotel employees' eco-friendly behavior and environmental performance. *International Journal of Hospitality Management*, 76, 83-93. <https://doi.org/10.1016/j.ijhm.2018.04.007>

Lee, C.K., Song, H.J., Lee, H.M., Lee, S., & Bernhard, B.J. (2013). "The impact of CSR on casino employees" organizational trust, job satisfaction, and customer orientation: An empirical examination of responsible gambling strategies". *International Journal of Hospitality Management*, 33 (1), 406–415. <https://doi.org/10.1016/j.ijhm.2012.10.011>

Lee, S. H., & Ha-Brookshire, J. (2017). Ethical climate and job attitude in fashion retail employees' turnover intention, and perceived organizational sustainability performance: A cross-sectional study. *Sustainability*, 9(3), 465. <https://doi.org/10.3390/su9030465>

Lubin, D. A., & Esty, D. C. (2010). The sustainability imperative. *Harvard Business Review*, 88(5), 42-50.

Mandip, G. (2012). Green HRM: People management commitment to environmental sustainability. *Research Journal of Recent Sciences*, 1, 244-252, ISSN, 2277, 2502. <http://www.isca.in/>

Marin-Garcia, J. A., & Tomas, J. M. (2016). Deconstructing AMO framework: A systematic review. *Intangible Capital*, 12(4), 1040–1087. <http://dx.doi.org/10.3926/ic.838>

Masri, H.A., & Jaaron, A.A.M. (2017). Assessing green human resources management practices in Palestinian manufacturing context: An empirical study. *Journal of Cleaner Production*, 143 (1), 474-489. <https://doi.org/10.1016/j.jclepro.2016.12.087>

Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61-89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)

Mishra, R.K., Sarkar, S., & Kiranmai, J. (2014). Green HRM: Innovative approach in Indian public enterprises. *World Review of Science, Technology and Sustainable Development*, 11(1), 26–42. <https://doi.org/10.1504/WRSTSD.2014.062374>

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

Nagarajan, S.K., & Sangeetha. (2020). Employee awareness on green human resource practices. *Studies in Indian Place Names* 40 (19), 544–548.

O'Donohue, W., & Torugsa, N. (2016). The moderating effect of ‘Green’HRM on the association between proactive environmental management and financial performance in small firms. *The*

International Journal of Human Resource Management, 27(2), 239-261.

<https://doi.org/10.1080/09585192.2015.1063078>

Opatha, H. H. D. N. P., & Arulrajah, A. A. (2014). Green human resource management: Simplified general reflections. *International Business Research*, 7(8), 101-112.

<https://doi.org/10.5539/ibr.v7n8p101>

O'Reilly, C. (1989). Corporations, culture, and commitment: Motivation and social control in organizations. *California Management Review*, 31(4), 9-25. <https://doi.org/10.2307/41166580>

Paillé, P., Valéau, P., & Renwick, D. W. (2020). Leveraging green human resource practices to achieve environmental sustainability. *Journal of Cleaner Production*, 260, 121137.

<https://doi.org/10.1016/j.jclepro.2020.121137>

Pandey, S., Viswanathan, V., & Kamboj, P. (2016). Sustainable green HRM – Importance and factors affecting successful implementation in organizations. *International Journal of Research in Management and Business*, 2(3), 11-29.

Pham, N. T., Hoang, H. T., & Phan, Q. P. T. (2019). Green human resource management: a comprehensive review and future research agenda. *International Journal of Manpower*, 41(7), 845-878. <http://dx.doi.org/10.1108/ijm-07-2019-0350>.

Pinzone, M., Guerici, M., Lettieri, E., & Redman, T. (2016). “Progressing in the change journey towards sustainability in healthcare: The role of ‘Green’HRM”, *Journal of Cleaner Production*, 122, 201-211. <https://doi.org/10.1016/j.jclepro.2016.02.031>

Porter, M. E., & Van der Linde, C. (1995). Toward a new conception of the environment-competitiveness relationship. *Journal of Economic Perspectives*, 9(4), 97-118.

<https://doi.org/10.1257/jep.9.4.97>

Raineri, N., & Paillé, P. (2016). Linking corporate policy and supervisory support with environmental citizenship behaviors: The role of employee environmental beliefs and commitment. *Journal of Business Ethics*, 137(1), 129-148. <https://doi.org/10.1007/s10551-015-2548-x>

Rangarajan, N., & Rahm, D. (2011). Greening human resources: A survey of city-level initiatives. *Review of Public Personnel Administration*, 31(3), 227–247.
<https://doi.org/10.1177/0734371X11408706>

Ren, S., Tang, G., & Jackson, S. (2018). Green human resource management research in emergence: A review and future directions. *Asia Pacific Journal of Management*, 35(3), 769-803.
<http://doi.org/10.1007/s10490-017-9532-1>

Renwick, D. W., Redman, T., & Maguire, S. (2013). Green human resource management: A review and research agenda. *International Journal of Management Reviews*, 15(1), 1-14.
<https://doi.org/10.1111/j.1468-2370.2011.00328.x>

Saeed, B. B., Afsar, B., Hafeez, S., Khan, I., Tahir, M., & Afridi, M. A. (2019). Promoting employee's proenvironmental behavior through green human resource management practices. *Corporate Social Responsibility and Environmental Management*, 26(2), 424–438. <https://doi.org/10.1002/csr.1694>

Setyaningrum, R. P. (2017). Relationship between servant leadership in organizational culture, organizational commitment, organizational citizenship behaviour and customer satisfaction. *European Research Studies Journal*, 20(3), 554-569.
<https://www.um.edu.mt/library/oar/handle/123456789/30054>

Úbeda-García, M., Claver-Cortés, E., Marco-Lajara, B., & Zaragoza-Sáez, P. (2021). Corporate social responsibility and firm performance in the hotel industry. The mediating role of green human resource management and environmental outcomes. *Journal of Business Research*, 123, 57-69.
<https://doi.org/10.1016/j.jbusres.2020.09.055>

Yang, S. J., & Jang, S. (2020). How Does Corporate Sustainability Increase Financial Performance for Small-and Medium-Sized Fashion Companies: Roles of Organizational Values and Business Model Innovation. *Sustainability*, 12(24), 10322. <https://doi.org/10.3390/su122410322>