

# Top management commitment, corporate social responsibility and green human resource management

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## ABSTRACT

**Purpose** – The purpose of this paper is to analyse the relationship between top management commitment, corporate social responsibility (CSR) and green human resource management (GHRM).

**Design/methodology/approach** – A self-administered questionnaire was adopted to perform a systematic collection of data from manufacturing and service organisations in Malaysia. The partial least squares method was used for the conceptual framework of the study.

**Findings** – The observed findings indicate a significant positive relationship between top management commitment and CSR, as well all dimensions of GHRM. However, counterintuitively, the relationship between CSR and GHRM was found not to be as significant as expected (except for CSR and green analysis/job description), which can be explained through the emerging perspective that CSR and HRM should be linked.

**Research limitations/implications** – The findings provide insights as to the nature of GHRM and how it is affected by CSR and top management commitment in an emerging economy – in this particular study, Malaysia. Moreover, the observed results highlight the crucial importance of top management commitment in implementing GHRM practices and CSR efficiently in order to create positive environmental performance.

**Originality/value** – The authors believe that, to date, no study has explored the links between top management commitment, CSR and GHRM using empirical data from Malaysia, as well as that this research is an important emerging topic for researchers, academicians and practitioners.

## KEYWORDS

Sustainability, Corporate social responsibility, Emerging economy, Top management commitment, Green human resource management

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