

# Triple bottom line as a tool for Organizational Job commitment of Employees: Mediating role of Self Esteem

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## *Abstract:*

*The study extends the literature of evolving concept of Sustainability to address the importance with the novel stance is presented here in the form of Triple bottom line which is interrelated concept of sustainability, and prescribes that organizations resolve to concentrate on social and natural concerns similarly as they do on benefits. The thought that we can deal with an organization in a manner that gains monetary benefits as well as improves individuals' lives and the planet. The triple bottom line construct through the lens of Human resource perspective broadens the scope of the sustainability. This investigation with each dimension of TBL structure studied separately under the positivism stance and highlight that sustainability not only consider in exterior performance of the organization but it is a component for internal dynamism to apply on workforce for their commitment which encourage the organizational performance that leads towards the sustainable development. The data was collected from the manufacturing sector of South Punjab the second largest industrial region of Pakistan. The approved survey was utilized for the collection of data from 151 out of 170 respondents. The simple random sampling technique was applied on supervisors, team leaders, foremen and other first line managers. The Multiple regression analysis, Pearson correlation and for mediation Hayes process was run, which shows that triple bottom line practices have significant impact on job commitment of employees. The Triple bottom line practices have significant impact on Self Esteem of Employee's and Self-esteem mediates the relation between TBL and Job Commitment of Employees. The study is useful and prolific for Strategic Human Resource affairs, Policy makers and for other stakeholders of the organizations. The study will open the new induction of strategic human resource practices in future for replacing low effective employees related practices with result-oriented practices. The limitations of study are also discussed.*

**Keywords:** Triple bottom line, self-esteem, organizational job commitment, sustainability, human resource practices

## **Introduction**

Overall business situations are changing and the organizations which are versatile to the change are the one going to endure (Verma, 2017). The necessity is to know the significance of blood line element of any business which reinforce organization inside and remotely, there are numerous but most immense in such manner is human resource and its practices in an organization, it is a workforce, who builds the organization and its success (Ali, 2015). As indicated by Michael J. Jucius human asset the board is an entire comprising of between related, reliant and cooperating physiological, mental, sociological and moral segments. The job of human resource, just like the vital piece of every single such division, is to guarantee that the business benefits from its workers (Parameswari, 2015). HRM is the piece of the organization that is worried about the "individuals" measurement the compelling working of employees with commitment is most significant component (DeCenzo, 1996; & Ali, 2013). Many researchers presented different

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empirical studies on human resource practices which include employees' related issues and their solutions, to strengthened the mechanism of operatives' efficiency such as employee's satisfaction, loyalty, commitment, engagement etc. (Dessler, 1999, Herold et al., 2008, Wan 2007; Gillat et al. 2013, Zareie, 2016; & Ramdhani, 2017).

Nowadays, the circle of H.R is encountering different weights for adjustment. Moves inside the economy, monetary procedure, local decent variety, and innovation have made new demands for organizations, and impelled the circle in some completely new ways (Noe, Hollenbeck, Gerhart, & Wright, 2017). Organizations, and the field of HR, are standing up to different loads that will modify the targets of organizations and change the possibility of Human resource techniques and practices which is still showing the vacant place in prior investigations (Noe et al., 2017). This is an important argument given contemporary workplace challenges such as increased job stress associated with the lack of employment security and work intensification, and the growing interest in sustainable and ethical HRM practices ([Cooper, Wang, Bartram, & Cooke, 2019](#)). This deductive position is an endeavor to include an alteration in accustomed human resource practices by changing the position of interrelated buildup of sustainability with Triple Bottom Line which will bring the new element of cultivating duty in workers by giving them a system of TBL (Sustainability) which additionally get a positive change in hierarchical adequacy.

The importance of integrating sustainability into the management of organizations is a spectacle that is progressively drawing consideration as a consequence of the possessions of institutional and stakeholder pressures, forcing considerable changes in the obligation shown by organizations to this issue as portion of their initiative for social approval([Lopez-Cabrales & Valle-Cabrera, 2019](#)).The term sustainability has established different labels depending on the scope or viewpoint from which it has been premeditated. Hence, the Resource Based View (RBV) integrates the term into the strategic analysis of business, making reference to the maintenance of competitive position (Barney, 1991) in fiscal and market rappers and, from an environmental perspective, referring to the ecological impacts of the activities of different organizations (Ehnert, 2009). We are referring here the interrelated sustainability concept triple bottom line.

The idea of (TBL) also called 3p's was made by Elkington (1997). TBL gives a configuration to evaluating the proximity of the business and the affluent of the Organization utilizing three lines: Economic, Social, and Environmental (Goel, 2010). Numerous studies considered 3P's (TBL) practices for exterior sustainability of the organization which include financial superiority the most. Writing demonstrated that numerous analysts considered TBL build interrelated to Sustainability, CSR, also, Environmental inspiration awareness about protection of environment internally and externally (Yan, Chen, & Chang, 2009). Some used the expression to propose the communal line (Bibri, 2008), while some used the term to imply every one of the three (Marcus & Fremeth, 2009). Various studies considered TBL as a reporting framework for evaluation of business performance. Recent studies have focused TBL for supply chain perspective, environment protection policies through green HR, social and economic success ([Agrawal & Singh, 2019](#)).

The majority of research that has analyzed sustainability from the perspective of human resource management (HRM) has focused on studying lists of 'best practices' for the economic sustainability of the company (financial perspective). Secondly, some studies have also observed how HRM arrangements should improve social sustainability, and others yet have even turned to more recent concepts such as happiness at work (Fisher, 2010, Atkinson & Hall, 2011). Finally, HRM systems that favor environmental results have generated an important body of research around green HRM (Ren & Jackson, 2018; Tang, Chen, Jiang, Paillé, & Jia, 2018).

There are fewer studies who relate sustainability (TBL) with strategic human resource perspective, but there is no conceivably evidence and still a gap about TBL as a strategic HR instrument which starts from initiating internal development by adding sustainable development in workforce through structural mechanism of TBL and as a HR

psychological empowerment practices tool to apply on workforce for enhancing the commitment and self-esteem among them.

In order to fill the gap, the study aims to add valuable stance here that sustainability comes from the sound efforts by understanding the development of employees. The providing of 3BL practices to workforce brings the high level of commitment in employees, because it will empower their consciousness and improve their efforts towards their performance.

Strong productivity of the organizations comes from the committed workforce. In the present atmosphere of tempestuous changes, organizations have begun to comprehend that the lawmaking body address their most noteworthy asset (Fulmer & Ployhart 2014; Vomberg et al., 2015; & Millar et al., 2017). Satisfied along with persuaded workers be of the pith for present day business and a key aspect that separate traditional organizations as of the nontraditional and the primary contrast among them are the dedicated workers (Culibrk et al., 2018). Responsibility and dedication of work from employees are consented to be an indispensable factor in an organization if they are treated as per socially, ecologically and financially justified (Essono, 2018), as proposed by TBL practices in this study. Three scopes of TBL social justice, ecological awareness, and financial justice to employee generate high self-esteem in them which leads to the high effective work practices.

Self-esteem is comprehensively characterized as people possess conviction and abstract assessment of their value (Houng, 2019). Employees with a high self-esteem are probably going to be increasingly centered on their work and place exertion in their work in high enthusiasm (Yang et al; 2018). The knowledge which demonstrates (Profit/Financial) fulfillment regarding reasonable compensation, remuneration recognition, money related equity, and budgetary status to carry on with an unassuming life and after employment monetary security consider a financial justice (Zaraket & Saber, 2017). (Planet/Ecological) familiarity with ensuring condition by giving and utilizing a domain welfare rehearses as far as wellbeing, neatness, reusing of assets insignificant wastages of assets inside and outside the organization and conduct change in such manner as a decent corporate citizenship behavior (Norton et al., 2017). Development of workforce through practical approaches of TBL will increase the self-esteem and moral obligations in them to work with integrity. (People/Social) the status in the public arena, secure societal position, status fulfillment, profitable reasonable work rehearses and psychological empowerment with prestigious feelings about job (Choudhary, 2013), which will support the Self Esteem among workers. Improvement of Self Esteem from the organization intercede the connection between triple bottom line and committed occupation responsibility.

This paper is designed through the following segments. Following on from this introduction, the second section develops conceptually the relationships between sustainable practices (TBL) and Job commitment (Literature and hypothesis development). Section three then reflects on the links between sustainable HRM practices (TBL), with job commitment through mediation of self-esteem, through multiple regression analysis and Hayes process because this construct has not been studied before in current scenario perspective. Finally, section four sets out the conclusions of this paper.

## **LITRATURE REVIEW**

### **Triple Bottom Line**

The literature review given during this paper came from the elaborated analysis by (Alhaddi, 2013). The lead to the analysis is that TBL is beneficial if use in several domains of business. Examination has commonly exhibited that TBL might be an in any occasion, making similarly as continually referencing the money related, social, and regular lines (Elkington 1997). Steadiness be moulded interested in the setup of TBL as contrive be expressly supported the blending of three dimensions of the concept additionally to human resource practices, TBL places associate degree equal quantity of prominence on every of the three lines, that inculcate additional sense of stability and eminence into make(Elkington1997 ; Epstein 2008; & Harmon 2009). Sustainability utilized as an interrelated term of TBL in numerous investigations (Chang, 2009) which is a significant issue that presents difficulties in three spaces—human

asset improvement (HRD) practice, HRD inquire about, and in the educating of HRD. There is a need to create multidisciplinary understandings of TBL through the lens of Human resource and development ([Valentine, 2015](#)).

TBL gives a composition to assessing the presentation of the big business and the achievement of the affiliation utilizing the monetary, societal, and customary shape not remotely yet moreover from inside centrality to treat the strong legitimate game plan (Goel, 2010). The verbalization has in like way been implied as the sound judgment structure of supportability (Rogers & Hudson, 2011). Coordinated on the way for organizations, the 3p's inspiration puts an anticipated and balanced spotlight laying on the money related, public, and ecological worth given with the association (Roberts & Cohen, 2002) to employees for enhancing the commitment effect in their job performance exclusively. The three components of TBL have provided a great strength to employees if provided properly will increase the commitment level among employees that enhance the positive organizational performance. These three lines are appropriating human resource viewpoint by giving the Social status, natural assurance mindfulness, and awareness as knowledge to employees. What's more, monetary equity from this dedication among them will be created.

### **Organizational Job Commitment**

“Unless commitment is made, there are only promises and hopes... no plans.” (**Drucker, 2005**). Duties to organization and callings have significant ramifications for conduct in the work environment, however little is thought about how these double responsibilities consolidate to influence authoritative results (Becker et al; 2018). It is a responsibility that puts everything in order. The term commitment shows the sense of responsibility, and without responsibility sway is irrelevant; limits are unbreakable; and vitality, impact, and openings may be lost (Maxwell, 1999). To improve progressive obligation in employees the organization should concentrate on its human resource practices (Anttila, 2014). Hierarchical conduct is the investigation of convictions, frames of mind, and practices shown by individuals in the working environment (Bowling, 2017). Commitment is characterized and recognized from inspiration, occupation fulfilment and the sense of doing work, without giving the social, ecological, and financial justice to employees the efforts and increase in commitment is still an addressable issue. Doing job with commitment includes solid connections and binds to working in probation (Collins, 2016) and required a consistent and new ways of motivation. Business practices need to be upgraded and more specifically the intervention of new knowledge brings positive and committed change for the organization (Meyer et al., 2002; & Morrow, 2011).

A major piece of job with commitment is the manner by which employees of the organization perform their duties efficiently and effectively, having committed workforce is pivotal for a fruitful organization, when the employee is paying attention on an organization; there can be seen frequent affirmative results for person just as for the business itself (Anttila, 2014). Organizations can proceed of committed workers in range of ways. In a extensive scale they can probably impact Organization's adequacy (Meyer & Herscovitch, 2001). The triple bottom line practices are adding a new framework for increasing the intrinsic motivation among employees which affect positively. The consistent financially satisfaction, healthy & protected environment with a proper social justice leads to the enthusiasm of working (Wright, Gardner, Moynihan & Allen 2016, P. 431) which these bottom lines are provided.

### **H1: Triple bottom line practices have significant impact on Job Commitment of employees.**

#### ***Economic / Profit***

The financial related dimension of TBL structure recommends the effect of the Organization's key plans lying on the monetary framework (Elkington, 1997). It relates toward the limit of the wealth as one of the sub structures of supportability to endure along with advance keen on the prospect so as to help who and what is to come (Spangenberg, 2005). The budgetary bottom line ties the improvement of the Organization to the headway of the economy and how fine it adds to aid it. However, there are not many precise assessments of the relationship of money related avocation to worker practices, and little exertion is committed to surveying this relationship in the aggregate logical learning base (Malik, Butt, & Choi, 2015). The workers will be upbeat on the off chance that they treated similarly and

monetarily advocated compensation savvy as well as with different advantages, perquisites and after occupation budgetary fulfilment component. The financial satisfaction is which binds money related motivators to execution increments extraneous inspiration to consume exertion and subsequently execution (Lawler, 1971). Early work on money related motivating forces, albeit ailing in logical thoroughness (Marriott, 1957; Opsahl & Dunnette, 1966; & Jenkins, 1986) demonstrated profitability upgrades with the presentation of intrinsic motivation of workers (Barnes, 1949; Wyatt, Langdon, & Marriott, 1968) and efficiency diminishes through the finish of suitable money related line (Jacques, Rice, & Hill, 1951). Still the hole is there to include a legitimate system of monetary equity inside the Organization for workers. Allocating of financial line to workers with a proper mechanism like secure and payback rewards promotion schemes, boost the level of employees to act like in a committed manner.

- **H1 (a): Financial / profit has significant impact on organizational Job Commitment.**

### *Social Line/People*

The social line up of 3p's suggests directing pleasing and reasonable essential approaches to manage the work, human assets, along with the framework (Elkington, 1997). In this rapid changing business environment, organizations are searching for better approaches to expand the profitability of workers, and there is a solid thought that employees' efficiency essentially relies on their impression of equity towards organization (Choudhary et al., 2013). Occasions of these practices may fuse sensible wages and social position to employees. According to (Russell et al., 2007 & Choudhary et al., 2013), "Organizational justice is an individual assessment about the moral and good remaining of administrative direct. It pursues from this methodology that delivering equity expects the executives to take the point of view of an employee. In spite of the fact that equity has been assigned as the principal ethicalness of social establishments (Rawls, 1999) not only the internally fairness but also organization give sense of respect externally. The social disengage, regardless of whether for reasons known or obscure, presents to the social world clumsiness that shows in fluctuating degrees of self-avoidance from society and social collaborations at the individual and more extensive societal level. In this manner self-rejection could be seen incomprehensibly as conduct of decision introduced by the social separate to the world (Hathaway, 2017). Exceptionally social acknowledgment through TBL practices for employees a characteristic of inspiration in their inborn qualities which expanded their responsibility towards the activity.

- **H1 (b): Social / people has significant impact on Organizational Job Commitment.**

### *Environmental / Planet*

The (Environmental/Ecological) line of TBL suggests taking an interest in practices that don't deal the natural resources for whom and what is to come. It identifies with the judicious usage of essentialness resources, lessening nursery outpourings, and constraining the natural impression etc (Goel, 2010). Like the societal element of 3p's, planet awareness exercises influence the business property of the organization. Natural the board has been growing in connectedness inside the setting of business the executives (Banerjee 2002; Aragón & Sharma 2003; Branzei, Ursacki, Bryant, Vertinsky, & Zhang, 2004; Vachon & Klassen 2008). Weight from customers, governments, and elective accomplices controls a couple of organizations to switch creation structures, change ways, and reorient exercises for the improved and guaranteed ways for condition (Buysse & Verbeke, 2003; Kassinis & Vafeas, 2006; Xie & Hayase, 2007; & Salomone 2008;). Such pressures suggest with the rationale of organizations should set out to seize proper rehearses predominantly in their workers. Various companies consider that amendment in H.R practices are basic for supervisors once acquainting ecological esteems with business practices. Frequent concentrates have irrefutable that the upper the portion of ecologically organized staff, by generous them instructing also as information of changed H.R apparatus rather than the formal H.R rehearses. Organizations should produce capacity to adjust to new legitimate ecological needs (Zilahy, 2004). The continuation of the numerous examinations has featured the significance of consistent training for laborers (Stavrou & Papalexandris, 2008) nearly constrained consideration has been paid so far concerning in any case unequivocal educating for particular staff in environmental issues (later on, regular planning) impacts normal proactively. Structure learning on developing proactive environmental ways, like TBL practices more

specifically the dimension of ecological awareness offers minimal waste of resource (Aragón, Correa, Hurtado, Sharma, & García, 2008). TBL practices (Planet/ Ecological) at giant presently considers protective the atmosphere as a main concern within the positive business context, a substitution inclining has built up, that looks to hinder contamination, limit an organization's ecological effect, cut back waste, improve utilization, and use clean innovation (Jiang & Bansal, 2003; Christmann, 2004; Schylander & Martinuzzi, 2007), that inclined the responsibility pattern within the behaviours of staff as a secure and secure atmosphere for all which is able to increase the commitment of performing arts well in their work.

### **H1 (c): Ecological / planet has significant impact on Organizational Job Commitment**

#### ***Self-Esteem***

The fundamental objective of this investigation was to inspect the intervening job of employees' confidence (SE) — the worker's self-saw an incentive as an individual from the Organization (Pierce et al., 1997). Since people create affirmations about themselves through acknowledgments drawn from how they are overseen and seen by others, the way wherein they are treated in the Organization is basic to how they see and get themselves (McAllister & Bigley, 2002). The confidence got from the work environment is related with an outward focal point of consideration. Positive workplace is a significant indicator of SE (Bowling et al., 2010). Thusly, this investigation expected to give exact proof that TBL intervenes a great workplace decidedly impact Self-Esteem among employees which significantly affect ideal employment responsibility. Employees with high S.E confide in themselves to be skilful, huge, and honourable as structure individuals (Pierce & Gardner, 2014). Investigation has indicated that a decent work setting as far as financial satisfaction, environment security, and social justice is an essential indicator of S.E (Bowling et al., 2010). Employee skills and competency are increased by perceptive TBL mechanism demonstrating and disseminative information at work. In addition, TBL practices stimulates worker learning by giving possibilities and drawing in staff to settle on self-administering choices (Konczak et al., 2000) from that they develop the foreordained aptitudes, data, needs, and capacities to comprehend their very own calling destinations. In these conditions manufacture it extra apparently that staff will perform with progress. Such a decent setting will upgrade OBSE (Zeiwi, 2015).

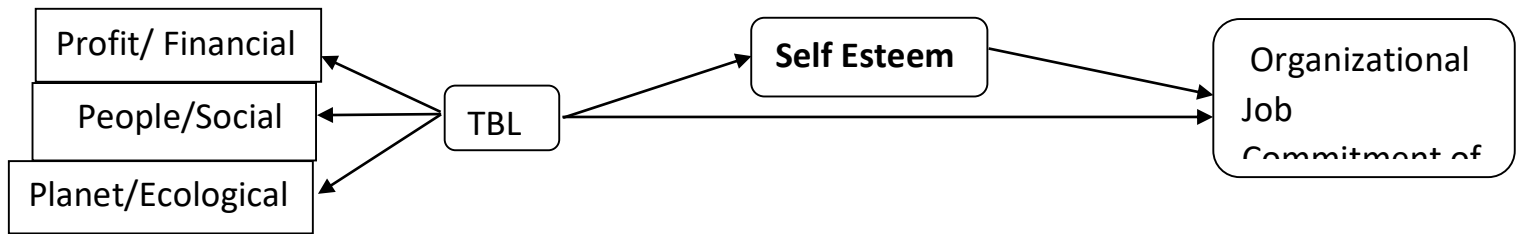
It has been demonstrated that Self Esteem went high if the People/Social element of TBL gave to workers social help is decidedly identified with a person's objective accomplishment, stress lightening, and occupation fulfilment (Bakker & Demerouti, 2015). Contend that the positive results of employment social help, for example, work fulfilment and fruitful objective accomplishment, and make a steady domain for positive mental states including self-acknowledgment (Premeaux et al; 2017).

- **H3: Self Esteem mediates the relation between triple bottom line and Organizational Job Commitment**

It is additionally contended that when people see that they are socially, monetarily and environmentally upheld in the work environment, they are bound to sense "focal, integrated, esteemed as well as regarded" in their Organization, which may provoke self-esteem (Wiesenfeld et al., 2001). Besides, work cultural assistance may make a continuously positive working environment in which employees will undoubtedly feel regarded and profitable (Carlson & Perrew, 2015). As indicated by (Bowling et al; 2010) exhibited that solid condition as far as wellbeing and mindfulness, social help and money related advocated system in an Organization is decidedly connected with S.E.

**H4:** Self Esteem has significant impact on Job Commitment of Employees.

## Conceptual Framework



## Results and Discussion

### Methodology

#### Sample Selection

The unit of analysis was manufacturing sector of south Punjab region of Pakistan. The reason for the selection of particular region was South Punjab region in (Punjab Province) the largest economic zone province in Pakistan is considered to be an industrial hub of manufacturing. There are different compartments of business bunches spread across Punjab. The industrial establishments in Punjab comprise of a multitude clusters that variate in terms of geographical location, historical backgrounds and competitive labour skills (SMEDA, 2018). Over all Industrial Structure of Punjab is a combination of different Industrial SME Clusters. The SME Clusters in Punjab have huge potential for development that is critical to industrial growth of the province. South Punjab region having a potential of manufacturing sector and have many private manufacturing companies have been working here since 1970. The area has a potential of skilled and semi-skilled workers. This manufacturing cluster in south Punjab contains a large share in overall economy of Pakistan. We picked textile and cement companies because of their large number in this region. Although, this region has potential in manufacturing concerns but the productivity is less than the expectations due to lack of attentions in managerial practices. Data was collected in January 2020, simple Random sampling was done for the collection of data and 270 questionnaires were distributed in employees by hand. The workers detailed their statistic factors (Demographics) and their view about Triple bottom line, self-esteem and organizational commitment. From this, we obtained 151 usable responses 55%. The entirety of the measures explored were appraised on a five-point Likert scale from 1 for "strongly disagree" to 5 for "strongly agree," except for the statistic factors.

## Results

### Reliability and Descriptive Analysis

Three dimensions of triple bottom line (People, Planet, and Profit), commitment and Self Esteem data collected through validated questionnaires was entered in SPSS for analysis, the outliers and the missed values were removed. The data was then analysed for its reliability. The Job commitment scale reliability was 0.77, TBL 0.886 & Self-esteem 0.77 shows the values of Cronbach's Alpha are above 0.60, If the value of Cronbach's Alpha coefficient of each variable is above 0.6 then the scale could be considered reliable with the sample (Douglas & Douglas, 2006). After the reliability analysis the descriptive analysis was run. The result showed that 100 percent male respondents gave response on the questionnaire, that is may be because the textile and cement industry has less of female employees or may be the companies where the data was collected the ratio of women was much less than men or not working on that level.

Table 1.1 presents the participants profiles that were part of this research study. From the total sample of 151; 100% were male because; no female working as first line managers

Most of the participants had intermediate qualification (57%), participants having masters (05%), participants having graduation were (29%) and participants having matriculation (9%). 48% of the respondents had working experience of 4-6 years, 45% had experience of 7-10 years, 4% having 1-3 years and only 3% of the total population sample had experience of 11 years and above.

### **Multiple Regression Analysis**

Multiple regression is a general and flexible statistical method for analysing associations between two or more independent variables and a single dependent variable (Salkind, 2010). As a general statistical technique, multiple regression can be employed to predict values of a particular variable based on knowledge of its association with known values of other variables, and it can be used to test scientific hypotheses about whether and to what extent certain independent variables explain variation in a dependent variable of interest (Kaya Uyanık & Güler, 2013). The reason for regression analysis that there was no evidence found about TBL as an independent variable in human resource management literature.

**Table 1: Demographics**

<b>Demographics</b>	<b>Frequency</b>	<b>%</b>
<b>Gender</b>		
Male	151	100
<b>Total</b>	<b>151</b>	<b>100</b>
<b>Qualification</b>		
Masters	8	5
Graduates	44	29
Intermediate	85	57
Matriculation	14	9
<b>Total</b>	<b>151</b>	<b>100</b>
<b>Years of Experience</b>		
1-3	6	4
4-6	73	48



7-10	68	45
11 and Above	4	3
<b>Total</b>	<b>151</b>	<b>100</b>

**Table 2**

	Regression Results					
	Model	R	R Square	Adjusted Square	Co-efficient $\beta$	Std. Error of the Estimate
<b>TBL ON JC</b>	1	.335	.112	.106	.455	.173
<b>People on JC</b>	2	.055a	.003	-.004	-.052	.184
<b>Planet on JC</b>	3	.326	.106	.100	.306	.174
<b>Profit on JC</b>	4	.316	.100	.094	.223	.175
<b>TBL on SE</b>	5	.240	.057	.051	.531	.291
<b>S.E ON JC</b>	6	.077	.006	-.001	.047	.183

Multiple Regression Results									
STEP 1									
Variable	Co-efficient $\beta$	S.E B	Value of T-Statistics	Value of R	Value of R <sup>2</sup>	Value of R <sup>2</sup> $\Delta$ of	Value of F statistics	Tolerance	VIF
JC	.246	.057	4.336	.335	.112	.106	4.33	1.00	1.00
DV:TBL									
STEP 2									
JC	.234	.056	4.206	.398	.158	.147	4.206	.994	1.00
SE	.097	.034	2.844				2.844	.994	1.00

**Table 3: Correlation Matrix**

		TBL	JC	SE
Correlation	TBL	1.000	.335	.240
	JC	.335	1.000	.077
	SE	.240	.077	1.000

**Discussion & Contribution**

As study attention in promoting the welfare of employees the study reveals the commitment in employees and their dedication has dramatically increased if provided the these kind of practices, a positive change towards the employees may increase their efforts towards their work (Casper et al., 2014), the crossover effects of triple bottom line have started to emerge in Human resource practices. This study practically supported by Maslow hierarchy need theory and organizational learning theory to establish a knowledge which introduced new understanding about S.E-focused model to explain the positive crossover effects of Self Esteem. Applying this multisource research design, our model helps to account for how and why a constructive work atmosphere benefits the organization and its efficiency. In so doing, our investigation not only provides strong confirmation for the claims that Triple bottom line practices mediates the relationship with self-esteem and have positive impact on job commitment of employees which creates loyalty of employees towards the organization (Zhang et al.; 2014). Our study extends the work of Zhang et al. (2012) to examine the crossover effects of S.E as a significant mediator of these effects.

**Table 4**

Hypotheses	Adjusted R(Square)	Coefficient	Status
H1	10.6%	0.455	Accepted
H1(a)	(-.004)	Insignificant	Rejected
H1(b)	10%	0.306	Accepted
H1(c)	09%	0.223	Accepted
H2	05%	0.531	Accepted
H3	(-.001)	0.047	Rejected
H4	0.147	0.97	Accepted

**H1:** The first hypothesis of the study was accepted that stated TBL have positive impact on Job Commitment and the Adjusted R square of the hypothesis states that almost 10.6% of the variability explained by the dependent variable job commitment in independent variable TBL, it was interpreted that the coefficient of TBL is 0.455, which means that one unit change in TBL will bring 45% change in job commitment. **H1a:** The hypothesis was rejected that states People have positive impact on Job commitment and negative Adjusted R square (-.004) indicated that the explanation towards response was very low or negligible and the model did not follow the trend of the data and it was deduced that People is insignificant predictor of job commitment. **H1b:** The hypothesis was accepted which stated that

Planet/Ecological has positive impact on Job Commitment and Adjusted R square of the hypothesis states that almost 10% of the variability explained by the dependent variable job commitment in independent variable Planet/Ecological. Moreover, it also depicted that Planet/ecological is significant predictor of job commitment. It can also be interpreted that the coefficient of ecological is 0.306, which means that one unit change in Plant/Ecological will bring 30% change in job commitment. **H1c:** The hypothesis of study was accepted which states that Profit has positive impact on job commitment and Adjusted R square stated that almost 9% of the variability explained by the dependent variable job commitment in independent variable Profit/Financial. Likewise, it was depicted that Profit/Financial is significant predictor of job commitment. It can also be interpreted that the coefficient of financial/profit is 0.223, which means that one-unit change in Profit/Financial will bring 22% change in job commitment.

**H2:** The hypothesis of the study was accepted which stated that TBL have positive impact on self-esteem and Adjusted R square which states that almost 5% of the variability explained by the dependent variable self-esteem in independent variable TBL and also TBL is significant predictor of self-esteem. It can also be interpreted that the coefficient of TBL is 0.531, which means that one-unit change in TBL will bring 53% change in self-esteem. **H3:** The study was rejected which states that Self Esteem has positive impact on Job Commitment as negative Adjusted R square (-.001) indicated that the explanation towards response is very low or negligible and the model does not follow the trend of the data and it depicted that self-esteem is predictor of job commitment but having very low prediction. It is due to the reason that employees are well-informed by the authorities and the commitment is relatively low. It can also be interpreted that the coefficient of self-esteem is 0.047, which means that one-unit change in TBL will bring 4% change in self-esteem. **H4:** The study was accepted for which Andrew hays process was used to test the mediation effect. Self Esteem mediates the relation between TBL and Job Commitment. By adding the mediator in the study that is self-esteem it was concluded that the addition of self-esteem to the equation at step 2, resulted in a change in R<sup>2</sup> of .147. Thus, Self-esteem was found to contribute significantly to the prediction of TBL and Job Commitment by explaining an additional 14% of the variance in this criterion, over and above the effects of the controls. The beta weight for self-esteem ( $\beta = .097$ ) revealed that it was positively related to job commitment and therefore indicated that the third condition for mediation had been satisfied.

The second major contribution of our investigation is the mediating role of S.E in the organization– employee association. Past studies have produced several empirical studies of the predictors and consequences of SE. This study has identified two predictors of SE, triple bottom line and organizational job commitment (Allen & Mayer, 1997).

### **Practical Implications**

The dynamic economic advancement and increasing antipathy among industries have been facing different changes (Siu et al; 2018). These changes bring longer working hours, more challenging duties, and more difficult tasks, which weaken the quality of employee's commitment.

In addition, as employee contentment is essential due to its Organizations with outcomes such as burnout, turnover, lack of loyalty and performance (Lee & Ashfort, 2016; Halbesleben & Buckley 2017; Judge et al., 2017), resolving these issues is important.

Cooperative organizations and administrative practices can give momentum in finding solutions to these difficulties. This paper gives two useful solutions to companies in their management practice: the inculcation of triple bottom line practices which increase in self-esteem of employees at work. First, the knowledge of three dimensions of triple bottom line, and TBL practices will be an addition in Human resource practices such as placing the primary focus on the needs of employees with other than traditional approaches, and providing tailored support for their progress, and listening to and remedial in their emotional problems as social line of TBL this will bring a change in the behaviours of employees which leads to the ornamental commitment.

Secondly, these practices will be highly effective for developing a socially, and environmentally supportive environment which make strong organizational culture and trustworthiness among stakeholders and will be result

oriented for responsive work behaviour of employees, because employees received the sense of owing and care from the organization in terms of policies, environment, and fair labour practices.

In line with the development of S.E through triple bottom line, there is a rising growth of positive effects and resources into satisfaction and quality of employee's commitment. The actionable knowledge provided by this study can help organizations to make low cost arrangements for favourable working environment for employees and make them loyal with the organization which will improve the efficiency and effectiveness of the organization.

### Limitations

Despite its contributions and implications, our investigation has several notable limitations. The sample was picked only from the population of South Punjab region of Pakistan this might represent the study of only specific domain of population. Although the study has a potential to discuss with different variables in add up but we studied in employee's perspective. The future research direction is there to study this TBL concept with different variables for Human Resource Modified practices such as performance management, training and development, compensation management, feedback evaluation and others.

### Conclusion

In conclusion, this study systematically examined a mediator, S.E, of the intersect effects of Triple Bottom Line and job Commitment on the employee's narration. There is a need of making good contribution for organizations to promote Triple bottom line practices to resolve different key issues of the organizations and increase their productivity by reducing the employee's related issues which creates stumbling blocks in their performance and minimize the productivity of the organization.

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