

## **Impact of Green Human Resource Management on Eco-Friendly Behavior, Organizational Commitment, and Environmental Performance of Hotel Employees in Pakistan**

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### **Abstract**

*The environmental aspect of human resource management is important because it influences the eco-friendly behavior of employees and the overall environmental performance of the organizations. The social identity theory explains the psychological processes and reasons for fulfilling green efforts by employees. This also forms the basis of the relationship of employees with their company and reinforces positive self-concept about their association with their company. Green Human Resource Management has least been explored especially in the context of Pakistan's hotel industry. The current research explored the relationship of Green Human Resource Management with employees' commitment, employees' eco-friendly behavior, and overall organizational performance in Pakistan's hotel industry. The hotels situated in Lahore were selected under a stratified random sampling technique and data was collected on structured questionnaires from the top, middle and lower management of these hotels. Data was analyzed by employing Partial Least Squares Structural Equation Modeling (PLS-SEM). The results showed Green Human Resource Management exerted a positive effect on Employees' Organizational Commitment and Hotels' Environmental Performance but did not affect Employees' Eco-friendly Behavior. Therefore, hotel management in Pakistan should look for potential candidates at the time of recruitment who cherished environmental practices. Further, a significant mediating role of employees' eco-friendly behavior was observed to have existed directly and indirectly for the relationship between Hotels' Environmental Performance and Green Human Resource Management. It is suggested that an appropriate reward mechanism is required to instill eco-friendly behavior in the hotel employees of Pakistan.*

**Keywords:** Green human resource management; Employee commitment; Employee eco-friendly behavior; Employee organizational performance; PLS-SEM

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## **1. Introduction**

Environment preservation has gained prime focus for the past few decades due to the growing issue of environmental pollution around the globe. Vast manufacturing companies worldwide have revamped corporate performance by eliminating the wastes created during production and disposing of them (Melnik, Sroufe, & Calantone, 2003). Similarly, the services industries like hotels have adopted green initiatives and environmentally friendly practices including recycling and reduction of waste, energy, and excessive water utilization in their operations besides educating and training employees and customers about the importance of green practices (Rahman, Reynolds, & Svaren, 2012).

The eco-friendly behavior of employees is of immense importance for the success of environmental management and it also translates into an overall enhancement of firms' environmental performance (Alzaidi & Iyanna, 2021). It is pertinent to analyze the environmental aspect of human resource management for maintaining environmental conservation. The environmental aspect of human resource management is also important because it may influence the eco-friendly behavior of employees and the overall environmental performance of the organizations.

The social identity theory has already explained the psychological processes and reasons for fulfilling green efforts by employees. The social identity theory forms the basis of the relationship of employees with their company and reinforces positive self-concept about their association with their company (Tajfel & Turner, 2004). Employees who incorporate positive values and aspirations in their organization tend to have a strong organizational commitment (Kunda, Ataman, & Behram, 2019). The employees will be more inclined towards environment conservation if they find themselves more attached to the firm's implementation of environmental human resource management. The employees will demonstrate more organizational commitment once they are emotionally involved in their company's policies of environmental conservation (Bhattacharya, Korschun, & Sen, 2009).

People build positive self-concepts by identifying themselves with the team and into groups (Tajfel, 1979). The commitment of human resources of an organization is critical in building employees' altruistic behavior which results in citizenship (Chordiya, Sabharwal, & Goodman, 2017). The organizational commitment of the employees triggers their extra role in fulfilling job duties which contribute to organizational citizenship behavior (Shen & Zhang, 2019). Employees who present strong organizational commitment tend to incorporate the company's positive policies

and activities (Peterson, 2004). Further, employees who are inclined toward corporate social responsibility tend to have more organizational commitment (Kunda, Ataman, & Behram, 2019). Similarly, employees with positive viewpoints regarding the organization's environment-related initiatives tend to have strong organizational environment commitment (Arshad, Abid, Contreras, Elahi, & Ahmed, 2022).

The consumer perspective and green marketing in the service industry have been a prime focus for researchers (Iftikhar, Asghar, & Khan, 2022). The consumers of American hotels were evaluated to be willing to pay premium prices for hotels with green certification (Kang, Stein, Heo, & Lee, 2012). On the other hand, the perspective and points of view of employees entailed problems regarding employees' behaviors, attitudes, and inclinations of hotel staff (6, 2005).

Green Human Resource Management (GHRM) is the extension of Human Resource Management (HRM) for the efficient utilization of natural and artificial resources for sustainability within organizations. The GHRM includes recruiting and training employees to conserve the environment and also the reward system for those employees who fulfill environmentally friendly policies of the organization (Guest, 2011).

The Employees' Eco-friendly Behavior (EEB) is very important for the success of a firm's environmental management and performance (Lo, Peters, & Kok, 2012). The Employees' Organizational Commitment (EOC) refers to the individuals' tendency of identification and involvement to relate themselves with their workplace (Mowday, Steers, & Porter, 1979). The employees will demonstrate more organizational commitment once they would emotionally involve in their companies' policies of environmental conservation (Bhattacharya, Korschun, & Sen, 2009).

The mediating role of EOC between EEB and GHRM has not been sufficiently explored in the literature. Only a few studies have focused on the investigation of the nexus between GHRM and Hotel Environmental Performance (HEP). The instant research aims (1) to find out the role of EOC as a mediator between EEB and GHRM; (2) to dig out the association between GHRM and EEB; (3) to figure out the linkage of EEB and HEP; and (4) to look for the role of EEB between HEP and GHRM.

## **2 Literature Review and Synthesis of Hypotheses**

### **2.1 GHRM and EOC**

The literature revealed that GHRM positively influenced the EOC. The voluntary efforts of employees increased as the organization increased human resource management initiatives (Huselid, 1995). Whenever, the employees felt a positive

relationship with the supervisors or top management they pushed themselves with motivation toward the well-being of the organizations (Van Knippenberg, Van Dick, & Tavares, 2007). It was concluded in a service sector study that small organizations were usually less aware of their employees' need for training as compared with large organizations which resulted in poor performance of small organizations (Ahmad, 2020). It was affirmed that a good understanding of employees about human resource management resulted in better service behavior (Tsaur & Lin, 2004). It was also argued that those employees who had positive image of hiring, training, and recruiting of human resources, served the hotel customers with excellent services by going ahead of their routine job tasks.

The environmental conservation behavior regarding environmental protection or Organizational Citizenship Behavior of Employees (OCBE) was not rewarded normally in organizations (Daily, Bishop, & Govindarajulu, 2009). The OCBE was influenced by GHRM positively wherein, the GHRM correspondent to the strategic human resource management (Paillé, Boiral, & Chen, 2013). The concept of eco-friendly behavior was found to overcome the limitations of OCBE because organizational citizenship referred to individual efforts to minimize the adverse effects on the environment (Kollmuss & Agyeman, 2002). In the hotel industry, particularly, the environmentally friendly behavior threw light on water and energy resources, and their conservation. Therefore, instead of OCBE which was restricted to discretionary or non-mandatory acts, the EEB was better suited on account of being free from such shortcomings.

## **2.2 GHRM and EEB**

The organizational commitment of employees was found to boost their disposition and inclination to go one step ahead of their job duties and exert extra effort (Podsakoff & MacKenzie, 2014). The organizational commitment of employees affected their organizational citizenship behavior (Bishop, Scott, & Burroughs, 2000). In a study, a moderate correlation between the citizenship behavior of employees with organizational commitment was observed (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002). Moreover, employees having high organizational commitment were proposed to get engaged in selfless behaviors, and the positive link between organizational citizenship behavior with employees' organizational commitment was also affirmed (Liden, Wayne, Kraimer, & Sparrowe, 2003). The employees would develop altruistic organizational behavior as a result of the strong organizational commitment because they wanted to be good citizens of the company (Carmeli, 2005). There was positive nexus between OCBE and EOC promulgated via a meta-analytical approach (Ng & Feldman, 2011).

### **2.3 EOC and EEB**

Organizational performance was influenced by human resource management by increasing efficiency, effectiveness, cost control, and value addition (Becker & Gerhart, 1996). Human resource management deployed a direct as well as an indirect effect on financial results like the quality of services, turnover, and operations of the organizations (Majeed, Chandni, Jamshed, & Moosa, 2020). Human resource management was described to be comprised of three aspects in this study: (1) human resource activities regarding skill- improvement, (2) human resource activities regarding motivation increase, and (3) human resource activities regarding opportunity enhancement (Jiang, Lepak, Hu, & Baer, 2012).

In environmental literature, most scholars considered the direct culmination in environmental performance as an outcome of environmental management performance rather than the performance of the corporation. Likewise, it was stated that the greater the involvement of a firm's environmental management, the greater would be the positive environmental performance (Judge & Douglas, 1998). They referred environmental performance of an organization as exceeding organizational efficiency and effectiveness concerning social concerns related to environmental protection. Similarly, the way environmental performance got influenced by environmental management was also investigated (López-Gamero, Molina-Azorín, & Claver-Cortés, 2009). The findings affirmed that environmental performance improved by environmental management with human resource practices. Likewise, it was examined and found that the companies with high environmental management systems exhibited greater environmental performance (Melnik, Sroufe, & Calantone, 2003).

In a nutshell, GHRM was one of the many facets of an environmental management system. Likewise, the authors anticipated a positive influence on the performance of the environment and the environmental management systems.

### **2.4 GHRM and HEP**

It was found in the literature that the EOC and behaviors of employees enhanced organizational performance (Podsakoff & MacKenzie, 2014). These employees helped the company to adapt to a changed environment and had the ability and desire to learn new skills, and also participated actively in meetings for the dissemination of information. Based on empirical findings, the link between the organizational citizenship behavior of employees with restaurant performance was also discovered

(Walz & Niehoff, 2000). It was analyzed and found that employees' organizational citizenship behavior had a vigorous impact on their satisfaction, restaurant service quality, and financial performance.

In the literature, only a few empirical studies explored and affirmed the nexus of corporate performance with the citizenship behavior of employees (Paillé, Chen, Boiral, & Jin, 2014). The analysis of such findings showed that the employees' organizational citizenship behavior stimulated the performance of the organizations. It was further investigated that the eco-friendly attitude and actions including management of wastes and conservation of energy and water usage, would assist the firms to boast the overall environmental performance of the company as well as their environmental goals (Daily et al., 2009).

Based on the literature view, the following are the hypotheses of the current study:

**H1:** Green Human Resource Management has a positive influence on Employees' Organizational Commitment

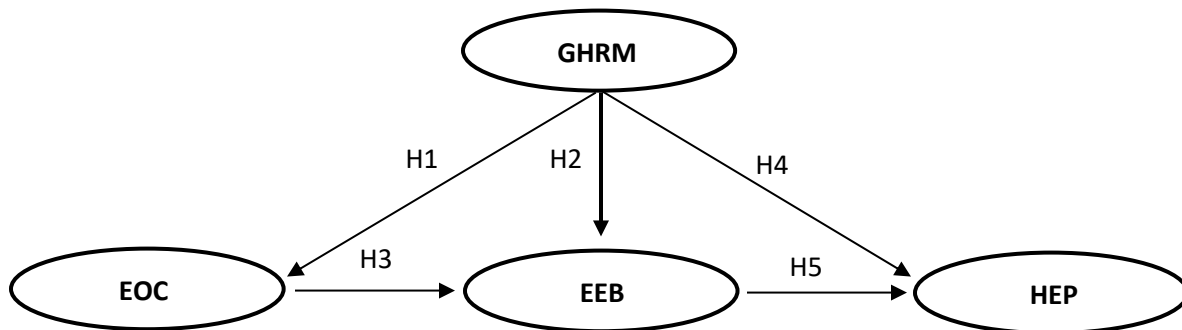
**H2:** Green Human Resource Management has a positive influence on Employees' Eco-friendly Behavior

**H3:** Employees' Organizational Commitment has a positive influence on Employees' Eco-friendly Behavior

**H4:** Green Human Resource Management has a positive influence on Hotel Environmental Performance

**H5:** Employees' Eco-friendly Behavior has a positive influence on Hotel Environmental Performance

## 2.5. Theoretical Model



**Figure: 1 Theoretical Model**

### **3. Methodology**

#### **3.1 Sample and data collection**

The stratified random sampling technique was employed for the collection of data for hotels. Initially, ten luxury upper-scale and ten mid-scale hotels situated in Lahore were randomly selected from the list maintained by Trip Advisors' official website ("Tripadvisor", 2022). The city of Lahore was selected because it was the capital of Punjab province and a metropolitan city having immense significance for tourists, visitors, foreign delegations, and businessmen due to its rich historic value, being the hub of businesses and industry. The heads of Human Resource Management of these hotels were physically contacted and interviewed. By maintaining a checklist regarding hotels' policies and practices of imparting training and education to their employees on environmental protection, it was evaluated if GHRM practices were implemented by using hotels. The hotels which explicitly adopted GHRM practices were selected for the next stage. From the filtered-down list of hotels, three luxury upper-scale and three mid-scale hotels were randomly selected.

Finally, the responses of 170 respondents from six selected hotels were recorded on the questionnaire based on their availability and willingness to the response. The data was collected on structured questionnaires with due representation from the top, middle, and lower management of the selected hotels. This survey was completed during September – October 2021.

By keeping in view the objectives of the study, a structured questionnaire was developed having specific modules. The first module briefly described the survey objectives and guidelines for the enumerators. This also underlined the confidentiality of the respondents and the data. The next module included screening questions about employees' management levels. The responses regarding gender, age, education, and employment were recorded in the last module.

#### **3.2. Measurement of Variables**

The questionnaire was designed in the English language and the responses were recorded on a Likert scale to measure each item of the GHRM, EOC, EEB, and HEP variables.

##### **3.2.1. Green Human Resource Management (GHRM)**

Six-item GHRM scale was adopted from CSR and HRM (Shen J. a., 2016) and also for EMS scale for staff education (Hsiao, Chuang, Kuo, & Yu, 2014). For example, whether adequate training regarding environmental management was arranged for the employees; whether the eco-friendly behavior of the employees was rewarded or compensated; whether employees understood the environmental policies of the corporate; whether hotel management promoted ethics for dealing with environmental issues; whether the performance appraisal of employees included the adequate weightage for eco-friendly behavior of the employees; and whether the eco-friendly considerations were given appropriate importance at the time of recruitment and selection of employees.

### **3.2.2. Employees' Organizational Commitment (EOC)**

For the measurement of Employees' Organizational Commitment, eight-item EOC was used. The same eight-item EOC methodology had already been adopted in several studies (Mowday et al., 1979). The eight-item EOC included information regarding the visible gap between employees' values and the values defined by the firm; the proud feelings of employees for quoting their firms to others; the willingness of employees to put extra effort beyond firm expectations for its success; talking of employees regarding their firm as one of the ideal workplaces to work for; employees feeling that their firm inspired the best work performance; the glad feeling of employees for opting for their firm at the time of joining; the best wishes regarding the future growth of the firm; and the realization of employees that they worked for the best firm as compared with other firms.

### **3.2.3. Employees' Eco-friendly Behavior (EEB)**

For the measurement of Employee Eco-friendly Behavior, an EEB scale of seven items was constructed. A such methodology was employed by many researchers in their research (Hsiao et al., 2014; Scherbaum, Popovich, & Finlinson, 2008; Chou, 2014). It included information such as recycling wastes at their workplace; switching off the light and appliances after leaving the room; imparting due attention to water and energy leakage, and sorting out filth in the work area.

### **3.2.4. Hotel Environmental Performance (HEP)**

For the measurement of the variable namely Hotel Environmental Performance, the scale of seven items was constructed. This scale was used by careful research conducted by several researchers (Paillé et al., 2014; Melnyk, Sroufe, & Calantone, 2003; Ilinitich, Soderstrom, & Thomas, 1998). The sample items contained information like

reduction in the purchase of non-renewable materials; depletion in waste production; improvement of position; and reputations of the hotel in the marketplace.

The authors measured the recommended sample size of 170 as per the minimum sample size formula in structural equation modeling. Hence, PLS-SEM was employed using smart PLS version 3 to analyze the data.

## **4 Results and Discussions**

### **4.1 Evaluation of Measurement Model**

The indicators of the constructs may correlate hence the research used the Measurement Model. The significance of the construct would remain unchanged if any item of the construct got deleted as far as the construct showed sufficient reliability (Hair Jr, Hult, Ringle, & Sarstedt, 2021). Table 1 depicted the values of the Measurement Model.

#### **4.1.1. Indicator reliability / Loading value**

The criterion for the individual indicator reliability or loading must be 0.7. All the Lambda values for each construct as shown in table 1 were above 0.7 except for the one item of the construct i.e. Employees' Eco-friendly Behavior (EEB) of the loading value 0.68 as depicted in Table 1.

The Cronbach's value was recorded between 0.90 and 0.95. Likewise, the reliability of the construct varied between 0.92 and 0.96. Overall, the internal consistency of scales was found satisfactory as shown in Table 1.

#### **4.1.2. Internal consistency reliability**

As compared to Cronbach's alpha, composite reliability is a good parameter for measuring internal consistency reliability (Hair Jr et al., 2021). The criterion figures are 0.6-0.7 for measuring exploratory research. The greater the figures the greater the level of reliability. However, figures beyond 0.95 are not recommendable (Hair Jr et al., 2021). As the table shows that all the values of CR fall in criteria of 0.70-0.95 as reported in Table 1. Therefore, the results confirmed the internal consistency reliability of all variables.

#### **4.1.3. Convergent validity**

The convergent validity was checked by deploying Average Variance Extracted (AVE). The figures of AVE for GHRM, EEB, EOC, and HEP were 0.75, 0.62, 0.75, and 0.79 respectively. The threshold of average variance extracted is 0.5 (Fornell, 1981) and all values were above this criteria. This implied that the constructs in this study had satisfactory convergent validity, as mentioned in following Table 1.

#### **4.1.4. Discriminant validity**

The discriminant validity can be checked in two ways: first, the Fornell & Larcker technique (Fornell & Larcker, 1981) and second by analyzing the ratio correlations in Heterotrait-Monotrait of correlations (HTMT). The discriminant validity is deemed to exist if the square root values of average variance extracted go beyond their corresponding correlation coefficients among constructs (Fornell & Larcker, 1981) or when the values of HTMT ratios are lower than the threshold values (Henseler, Ringle, & Sarstedt, 2015).

**Table 1. The Results of Measurement Model**

| Variables | Indicators | Loadings | Cronbach's Alpha | Composite Reliability | AVE   | Inner VIF |
|-----------|------------|----------|------------------|-----------------------|-------|-----------|
| EEB       | EEB1       | 0.658    | 0.905            | 0.926                 | 0.678 | 1.418     |
|           | EEB2       | 0.791    |                  |                       |       |           |
|           | EEB3       | 0.810    |                  |                       |       |           |
|           | EEB4       | 0.842    |                  |                       |       |           |
|           | EEB5       | 0.815    |                  |                       |       |           |
|           | EEB6       | 0.810    |                  |                       |       |           |
|           | EEB7       | 0.805    |                  |                       |       |           |
| EOC       | EOC1       | 0.866    | 0.951            | 0.959                 | 0.746 | 2.938     |
|           | EOC2       | 0.880    |                  |                       |       |           |
|           | EOC3       | 0.785    |                  |                       |       |           |
|           | EOC4       | 0.870    |                  |                       |       |           |
|           | EOC5       | 0.904    |                  |                       |       |           |
|           | EOC6       | 0.877    |                  |                       |       |           |
|           | EOC7       | 0.852    |                  |                       |       |           |
|           | EOC8       | 0.874    |                  |                       |       |           |
| GHRM      | GHRM1      | 0.898    | 0.938            | 0.951                 | 0.764 | 1.000     |
|           | GHRM2      | 0.876    |                  |                       |       |           |
|           | GHRM3      | 0.894    |                  |                       |       |           |
|           | GHRM4      | 0.816    |                  |                       |       |           |
|           | GHRM5      | 0.878    |                  |                       |       |           |
|           | GHRM6      | 0.879    |                  |                       |       |           |
| HEP       | HEP1       | 0.790    | 0.955            | 0.963                 | 0.787 |           |
|           | HEP2       | 0.905    |                  |                       |       |           |
|           | HEP3       | 0.922    |                  |                       |       |           |
|           | HEP4       | 0.905    |                  |                       |       |           |
|           | HEP5       | 0.885    |                  |                       |       |           |
|           | HEP6       | 0.914    |                  |                       |       |           |
|           | HEP7       | 0.881    |                  |                       |       |           |

**Table 2. Discriminant validity**

|      | Fornell-Larcker Criterion |              |              |              | Heterotrait-Monotrait Ratio (HTMT) |       |       |     |
|------|---------------------------|--------------|--------------|--------------|------------------------------------|-------|-------|-----|
|      | EEB                       | EOC          | GHRM         | HEP          | EEB                                | EOC   | GHRM  | HEP |
| EEB  | <b>0.823</b>              |              |              |              |                                    |       |       |     |
| EOC  | 0.607                     | <b>0.864</b> |              |              | 0.652                              |       |       |     |
| GHRM | 0.494                     | 0.812        | <b>0.874</b> |              | 0.530                              | 0.855 |       |     |
| HEP  | 0.597                     | 0.567        | 0.578        | <b>0.887</b> | 0.633                              | 0.590 | 0.603 |     |

Note: Fornell-Larcker criterion: Diagonal elements (bold) are the square root of the variances shared between latent and their AVE measures.

As depicted in the following Table 2, the figures of Fornell and Larcker varied from 0.823 to 0.887 in the sample data. Besides, the ratios of HTMT in all the samples, depicted that the highest HTMT value 0.855 was below the criterion value of 0.9 (Henseler *et al.*, 2015).

## 4.2. Estimation of the Structural Model

### 4.2.1. Collinearity

The values of inner VIF (Variance Inflation Factor) in multi-collinearity should be below the criterion value of 5.0 (Hair, Ringle, & Sarstedt, 2011). The values explicitly confirmed that the multicollinearity in all the PLS models concerning each data set was not present.

**Table 3. Inner Variance Inflation Factor (VIF)**

| Constructs | EEB   | EOC   | GHRM | HEP   |
|------------|-------|-------|------|-------|
| EEB        |       |       |      | 1.418 |
| EOC        | 2.938 |       |      |       |
| GHRM       | 2.938 | 1.000 |      |       |
| HEP        |       |       |      | 1.418 |

### 4.2.2 The Coefficient of Determination (R square)

The coefficient of determination R square verifies the extent of variance found in the endogenous constructs. Regarding the coefficient of determination, R square, which is the power of predictors for the result revealed that the PLS in the sample model had a moderate predictive power. R square of EEB, EOC, and HEP was 0.421, 0.660, 0.466 respectively and all were above the 0.250 thresholds. The values are given in Table 4.

**Table 4. Coefficient of Determination (R square)**

| Variables | R Square | R Square Adjusted |
|-----------|----------|-------------------|
| EEB       | 0.421    | 0.414             |
| EOC       | 0.660    | 0.658             |
| HEP       | 0.466    | 0.459             |

### 4.2.3. Testing of Hypotheses (Direct Effects)

PLS bootstrapping algorithm technique was applied which was a way to test the hypotheses of the study in PLS-SEM (Dijkstra & Henseler, 2015).

The H1 anticipated positive nexus between GHRM and EOC. For the sake of testing H1, the results of the PLS SEM affirmed positive and significant effect of GHRM ( $p=0.00$ ,  $t=22.2$ ) on EOC. Therefore, the H1 was confirmed in all the hotel settings. The H2 formulated the positive nexus between GHRM and EEB. The findings culminated in the rejection of this hypothesis ( $p=0.607$ ,  $t=0.51$ ) as the threshold value of  $p$  for the acceptance of the hypothesis must be below 0.05. Next, the study predicted the H3 as EOC positively linked to EEB, the findings also confirmed that a positive and significant relationship existed between them ( $p= 0.00$ ,  $t=7.11$ ).

Similarly, H4 proposed a positive effect of GHRM on HEP. The results showed the acceptance of this hypothesis and affirmed the positive nexus between HEP and GHRM ( $p= 0.006$ ,  $t=2.77$ ). Lastly, the positive influence of EEB on HEP was anticipated in H5. Accordingly, the findings of the PLS-SEM confirmed that the EEB of hotels positively ( $p=0.00$ ) and significantly ( $t=4.219$ ) affected the HEP. Hence, H5 was fully supported across the samples. The  $p$  values and  $t$  values have been shown below:

**Table 5. Significance of Structural Path Model**

| Hypotheses | Description | Original Sample (O) | Standard Deviation | T Statistics | P Values | Hypothesis |
|------------|-------------|---------------------|--------------------|--------------|----------|------------|
| H 1        | GHRM -> EOC | 0.812               | 0.036              | 22.274       | 0.000    | Accepted   |
| H 2        | GHRM -> EEB | 0.048               | 0.094              | 0.515        | 0.607    | Rejected   |
| H 3        | EOC -> EEB  | 0.609               | 0.086              | 7.118        | 0.000    | Accepted   |
| H 4        | GHRM -> HEP | 0.342               | 0.123              | 2.777        | 0.006    | Accepted   |
| H 5        | EEB -> HEP  | 0.433               | 0.103              | 4.219        | 0.000    | Accepted   |

#### 4.3. Evaluation of the Model Fit

To evaluate the model fit index in PLS models, Standardized Root Mean Square Residual (SRMR) was used. The threshold value of SRMR should be below 0.08 (Hu, 1999). In the light of the SRMR criterion, the value of SRMR affirmed that the model was satisfactory and successfully fell within the three observational covariance matrices and the value of SRMR was 0.063. Concerning the Q-squared values (out of sample power), all were above criterion value of zero i.e., for EEB, EOC, and HEP were 0.231, 0.457, & 0.330 respectively as shown in Table 6. Therefore, the Q-squared supported the PLS models and contained sufficient relevance with predictive substantiality (Henseler, Ringle, & Sinkovics, 2009).

**Table 6. The Model Fit**

| Variables | SSO       | SSE       | Q <sup>2</sup> (=1-SSE/SSO) |
|-----------|-----------|-----------|-----------------------------|
| EEB       | 1,190.000 | 914.708   | 0.231                       |
| EOC       | 1,360.000 | 738.179   | 0.457                       |
| GHRM      | 1,020.000 | 1,020.000 |                             |

|     |           |         |       |
|-----|-----------|---------|-------|
| HEP | 1,190.000 | 797.209 | 0.330 |
|-----|-----------|---------|-------|

#### 4.4. Mediation Effects

The link between HEP and GHRM comprises direct as well as an indirect effects. Therefore, all the effects were broken down to see their values and significance. Besides, the direct impact of GHRM on HEP, the authors anticipated the indirect impact of GHRM on HEP via a single mediator of EEB. Findings of the bootstrapping algorithm in PLS-SEM illustrated total, direct, and indirect effects between HEP and GHRM. The value of the total effect between the relationship of GHRM and HEP was 0.577 and it was significant ( $t=6.7$ ,  $p= 0.00$ ). The direct effect was taken from the path coefficient value of Table 5 and found the effect positive and significant ( $t=2.717$ ,  $p=0.006$ ). The indirect effect of mediation of EEB between GHRM and HEP was significant ( $t= 3.426$ ,  $p=0.001$ ) as in the following Table 7. In a nutshell, the direct and indirect effects through significant mediation of EEB existed between GHRM and HEP.

**Table 7. Indirect Effect of GHRM on HEP Through EEB**

|             | Original Sample (O) | t     | P     |
|-------------|---------------------|-------|-------|
| GHRM -> HEP | 0.235               | 3.375 | 0.001 |

#### 5. Conclusion

According to the results, the GHRM exerted a positive effect on EOC and HEP but not on EEB. The previous findings also affirmed the positive influence of GHRM on EOC and HEP (López-Gamero *et al.*, 2009). The current study considered EOC as a determinant of the behavior of employees rather than focusing on the behavior as the outcome of the employees' commitment. The findings showed that HEP towards employees' hotels did not necessarily culminate in the eco-friendly behavior of the employees of the Pakistani hotel industry. The findings revealed the significant mediating role of employees' eco-friendly behavior and hence presented the relationship between HEP and GHRM in direct as well as the indirect effect

This research encourages the senior management to devise GHRM policies. Top management needs to consider the individuals' inclinations towards environmental conservation during job interviews for recruitment and prefer to those who cherish environmentally friendly practices. Moreover, HR managers must provide on- job training and education to their employees from time to time to embed the GHRM policies as one of the core values of the organization.

The rejection of the hypothesis of the positive relationship between GHRM and EEB suggests that the top management must deploy a reward system such as monetary

compensation rather than just relying on the emotional approach. It will help managers to instill eco-friendly behavior into their employees with high levels of participation in the hotels' environmental performance. In short, the managers could devise custom-made support mechanisms for the sake of motivating their staff. Furthermore, the above suggestions are recommended for long-term vision formation of the hotels with the sustainability of the environment.

## 6. Limitations of the study

As far as the limitations of this study are concerned, some other determinants of the eco-friendly behavior of employees could be interrogated. For example, it was observed that those employees tend to pay more attention to eco-friendly behavior who were confident of their abilities and capabilities (Liu, Teng, & Han, 2020). Thus, the potential determinant of eco-friendly behavior could be knowledge and self-efficacy, and any change in the finding regarding the influence of GHRM on EEB could be explored. Moreover, the organizational factors e.g. supervisory behavior could also be studied in the context of GHRM. The instant study has been undertaken in eastern culture i.e. Pakistan. It is important that contextual contributions may also be evaluated especially in western culture to see if the current findings are culturally sensitive or not.

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