

Leveraging Green HRM For Environmental Commitment Through Environmental Awareness: Evidence From Pakistan's Hospitality Sector

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Abstract

Organizations like hotels are dealing with a number of internal and exterior difficulties. The challenging climate of fierce competition and environmental concerns calls for innovation and change in human resource management techniques. In order to improve environmental and achieve sustainability, green human resource management (GHRM) is a new strategy. The current research, which is based on the social exchange theory, makes the case that employing green human resource management techniques and fostering a culture of environmental awareness can lead to that are reciprocal (i.e., employee environmental commitment). According to the current research, environmental awareness and employee commitment to the environment will decline as a result of using green human resource management techniques. Environmental consciousness will also act as a mediator in the relationship between green human resource management and environmental commitment. Item-response multivariate sampling was used to gather the data from 318 hotel workers. The findings, which are based on structural equation modeling, provide empirical support for the direct and indirect relationships that were hypothesized, thereby confirming partial mediation. The pertinent sections of the current research address the implications of the study.

Keywords: Green HRM, Environmental Awareness, Employee Environmental Commitment, Partial Least Square Structural Equation Modelling, Higher-Order Model

I. Introduction

It is possible to think of the industrial revolution as a period of rapid technical development, a booming economy, and globalisation. However, there is another aspect to the industrial revolution's story that has been discussed among academics. One significant problem in this regard relates to its detrimental effects on the environment, such as global warming, greenhouse gases, and so forth (Watson & Tidd, 2018). The society and economy are also affected by these industrial activities. Prior research has highlighted a number of environmental problems and potential remedies, including recycling, renewable energy, waste management, and energy conservation (Ecer et al., 2021). The discussion surrounding these detrimental environmental effects has compelled a number of organisations to reconsider their business strategies. Organizations are increasingly adopting and creating green of their own.

Recent developments in hospitality research have drawn attention to a number of factors, including green policies, practises, attitudes, and human resource management that contribute to environmentally friendly outcomes (see, for example, Gürlek & Koseoglu, 2021; Peng et al., 2020; Yong et al., 2019; Zhang et al., 2019). These studies all share the similar theme of emphasising the adoption of GHRM practises, which can result in favourable environmental outcomes. The adoption of GHRM becomes extremely important in the fiercely competing hospitality industry.

GHRM encourages its staff to adopt an ecologically aware mindset. GHRM also helps to learn and spreading awareness of the advantages of having a green organisation (Kim et al., 2017). GHRM techniques are a multi - dimensional phenomenon that combine all of the essential elements of conventional human resource management, but from a green outlook (Pham et al., 2019). In order to deal with selection, recruitment, employee training programmes,

employee appraisal systems, rewards, compensation, and employee participation programmes, a human resource manager takes the environment into account. The literature review section of the current research includes a detailed discussion of the important green human resource dimensions.

The idea of GHRM has, as already stated, been the subject of intense academic debate over the past ten years. This adequately portrays the crucial function that GHRM policies play in the modern organisational environment. However, by examining the primary mechanisms by which GHRM practises can be modified and abandoned, and to further our knowledge (Chaudhary, 2020). Recent research by Darvishmotevali and Altinay (2022) suggested additional studies to look at GHRM's possible impact on green outcomes and to look at green mediating processes. Similar to all this, Ren et al. (2022) called for a study to see whether GHRM practises can influence human capital and encouraging results. By examining the function of GHRM and environmental awareness in cultivating environmental commitment among employees, the current study tries to address the research calls stated above. The discussion above makes it abundantly obvious that little research has been done on the underlying mechanisms (mediators) of GHRM and green outcomes. The present study made the assumption that environmental consciousness (green processes) would significantly mediate the relationship between GHRM and personnel environmental commitment in order to close this gap in the literature.

As it analyses the relationships from cost-benefit analysis, social exchange theory is hotly contested. This suggests that people might engage in good behaviour in return if they believe the advantages of doing something outweigh the costs (Emerson, 1976). On the basis of this idea, the current explains how environmental awareness encourages GHRM practises among

workers, which leads to reciprocal environmental commitment.

What we need to achieve is to investigate how employee environmental commitment is impacted by perceived green human resource management methods and how to analyse the significance of environmental consciousness in the effect of perceived green management practices and employee environmental commitment.

2. Literature Review

2.1. Green HRM and Employee Environmental Commitment

The relationship between employee and organisational environmental attitude was investigated in a study by Norton et al. (2017), which was conducted relatively recently. When organisations are engaged in positive environmental activities and attempts to reduce negative impacts, it promotes green among employees. Positive environmental policies within an organisation have an impact on the organization's culture as a whole, which in turn causes a shift in employee attitudes and green behaviour (Ramus & Steger, 2000).

A number of earlier studies looked into how environmental management techniques might affect how the hospitality industry manages its trash and adopts green (Darvishmotevali & Altinay, 2022). Our knowledge of how employee environmental commitment interacts with or is affected by the green human resource management strategy, particularly in the hospitality industry, is, however, limited. The GHRM practises have an impact on employee environmental commitment, which is viewed as a voluntarily participatory behaviour. They may occur for two main reasons: first, organisations may set performance standards for workers that include eco-friendly behaviours; and second, the green performance standard can be viewed as a motivating factor that can result in rewards and favourable evaluation

upon the display of worker eco-friendly behaviours. In keeping with this body of literature, the current study makes an argument for a possible beneficial connection between an employee's commitment to the environment and green human resource practices, we hypothesise: **H1:** Green human resource management effectively regresses on employee environmental commitment.

2.2. Employee Environmental Commitment

According to Raineri and Paillé (2016), employee environmental commitment is 'a frame of mind denoting both a feeling of attachment and responsibility to environmental issues in the workplace'. Employee environmental dedication can be very important because it can be used as a gauge for assessing attitudes, and organisational actions. Environmental commitment, according to Grant et al. (2008), enables us to comprehend the connection between workers and organisations in the context of the environment. Employee environmental commitment is important, and it contributes to the growth of green practises, but little is known about how it interacts with other green variables in the organisational setting (Paillé & Valéau, 2021). Employee identification with environmental values, belief in doing things that are morally right for the environment, and awareness of the adverse environmental impact that could result from refraining from taking certain actions and measures are just a few examples of factors that can contribute to an employee's environmental commitment (Keogh & Polonsky, 1998). A three-part model was introduced by Keogh and Polonsky (1998) to explain how employees show environmental commitment. The three main forces—*affective*, *continuous*, and *normative*—which produce emotional, logical, and felt obligation bonds—can result in the model categories of employee environmental

commitment. The employees' emotions are stimulated by the affective component.

To conclude our discussion of the environmental commitment of employees, the current research makes the case that when employees demonstrate their environmental intentions, beliefs, and efforts for achieving environmental goals, they can be considered extremely committed to environmental considerations. Our second hypothesis is:

H2: An employee's commitment to the environment favourably affects their level of environmental awareness.

2.3. Environmental Awareness and Green Human Resource Management

Environmental awareness is not a novel idea, and social scientists have debated it extensively. Environmental awareness is known to affect people's actions, understanding, behaviour, intentions, and actions (Wan et al., 2017). (Zhang, Zhang et al. (2014) contend that environmental awareness is a psychological element that influences employees' propensity for pro-environmental and attitudes in the workplace. An employee with a pro-environmental outlook is more likely to continue participating in eco-friendly activities that advance organisational and individual environmental objectives (Yeh et al., 2016).

When investigating environmental awareness, Gabarda-Mallorqu et al. (2018) considered the importance of the 4 R's: reduction, reusability, recycling, and rethinking. They went on to say that it is becoming extremely important to protect and sustain the environment given the fragile condition of the environment. A company that wants to increase environmental awareness must conduct a thorough examination of the current environmental problems. This analysis leads to the development of green work practises and good environmental (Gabarda-Mallorqu et al., 2018). These organisational actions have the power to effect group behaviour within the

organisation, which has an impact on the culture of the organisation as a whole. The current study examines how important environmental consciousness is for improving organisational green outcomes, taking into account how it relates to GHRM practises (Benevene and Buonomo, 2020).

H3: Green human resource management positively regresses on environmental awareness.

2.4. Green HRM, Environmental Awareness, and Employee Environmental Commitment

After going through the relevant literature, it is reasonable to infer that environmental awareness plays a mediating role in the connection between GHRM and employee commitment to the environment. Employees' level of environmental commitment can be raised by showing a better understanding of the organization's green policies and climate, participating in trainings that emphasise environmental friendliness, wanting to support green , and being aware of the environment and how it is connected to favourable organisational and individual results (Chaudhary, 2020; Darvishmotevali & Altinay, 2022).

Although it is apparent from the primary (indirect) role of increased environmental consciousness, GHRM can affect employee environmental performance. Prior research suggests that GHRM can be viewed as a collection of procedures intended to educate and motivate workers towards enhancing their environmental knowledge and skills, which can further increase efficiency and efficacy for the achievement of organisational goals.

It is very challenging to maintain environmental efficiency when there is no environmental awareness (Chan et al., 2014). The existence or absence of environmental awareness affects employee behaviour, which in turn affects environmental performance. This idea is expanded upon in the current study, which

contends that employee environmental commitment, which is a behaviour, can also be influenced by the degree of environmental awareness present in the organisations. Employees may exhibit voluntary green behaviour, in this instance environmental commitment, when they are well-informed and mindful of the green policy and practises as well as the advantages associated with green policies. Despite the potential connections between environmental consciousness, GHRM practises, and employee commitment to the environment, little is known about how these factors work together. Accordingly, the current research makes the case that environmental concern can be used to increase employees' commitment to the environment by educating them about GHRM practises and their advantages. In other terms, environmental consciousness may have a mediating (intervening) effect on the connection between GHRM and employee commitment to the environment.

H4: Environmental awareness serves as a mediator between green human resource management and employees' commitment to the environment.

2.5. Theoretical Foundation

As previously mentioned, the current research draws on the social exchange theory to examine how GHRM practises, an environment of environmental awareness, and employee

environmental commitment interact with one another. The reciprocities that are produced by the exchanges between organisations and their workers are a fundamental tenet of social exchange theory (Cropanzano, & Mitchell, 2005). The relationship may end if members during such exchanges believe that the rewards or advantages they obtain are less than what they put forth. This would indicate a lack of reciprocation and interactions between the two parties (for instance, an employer-employee relationship).

A well-liked theory in human resources that explains how GHRM procedures relate to employee encounters is the social exchange theory. The cost-value analysis is contested by a central tenet of social exchange theory. If the benefit of the action (attitude, effort, and behaviour) outweighs the expense, the individual will agree to do it. According to earlier studies, when employees value green practises and the benefits that come with them, it may lead to volunteerism and other actions that support the green environmental objectives (Darvishmotevali & Altinay, 2022; Pham et al., 2020). The knowledge of the advantages of GHRM practises may result in beneficial mutual actions, either consciously or unconsciously (environmentally friendly and outcomes).

To summarise our discussion of key variables, we present Figure 1 to illustrate our hypothesised model.

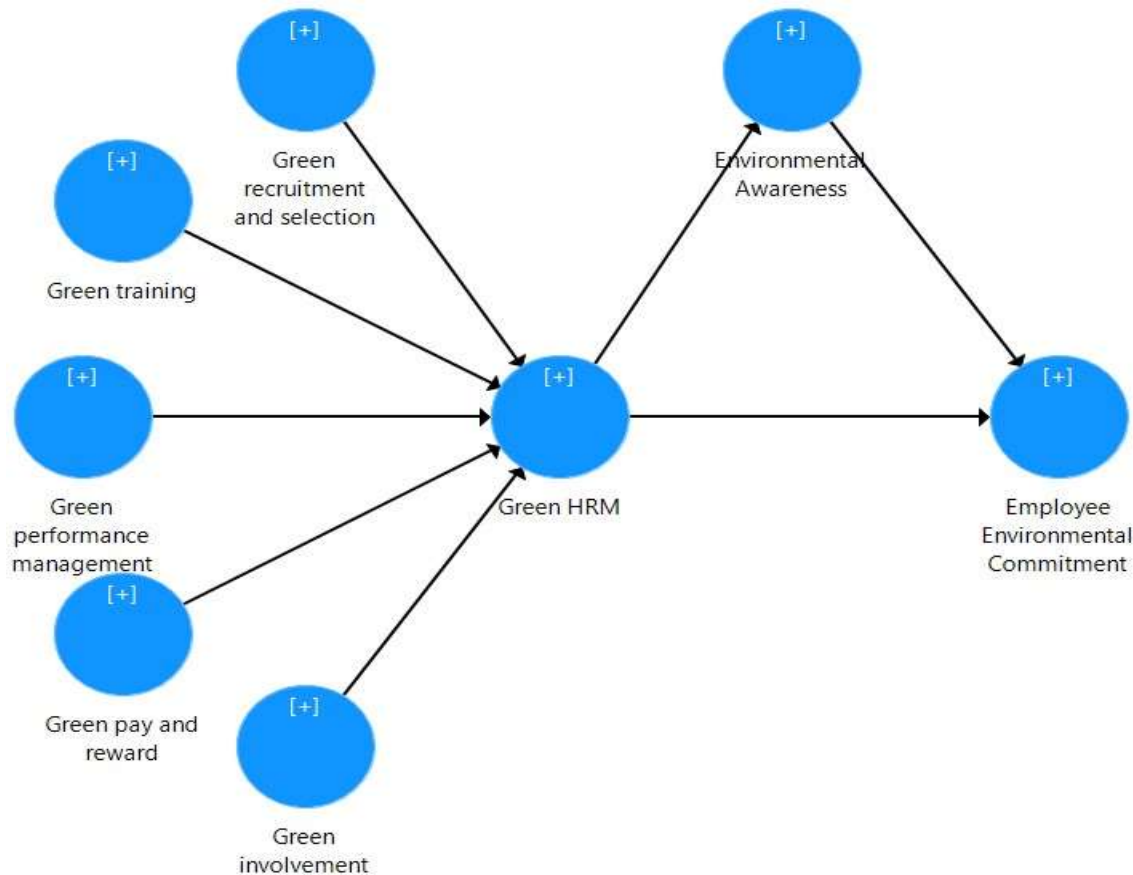


Figure 1. Conceptual Framework

3. Methodology

The researchers here have described the necessary methodological choices in this chapter to ensure that the study objectives are met. In this respect, the current chapter describes the research design as well as the methods used for sample generation and data collection. The current chapter concludes with an explanation of the data analysis process and goes on to further explain the indicators and measures customized for this research.

3.1. Research Design and Data Collection Methods

The research methodology used in this investigation is that described by Saunders et al. (2009). Given that the current research is quantitative in nature, it is consistent with positivism. As a result, logical reasoning is used because it fits in well with positivist thinking. The

current study uses a cross-sectional survey technique as its research strategy to gather data for analysis. The empirical data used in the current research was obtained from respondents through self-administered questionnaires.

3.2. Sample and respondents

Since the population was unknown, the current research chose non-probability sampling over probability sampling. The present research uses a purposive sampling approach within non-probability sampling methods. Purposive sampling has the unique advantage of allowing the researchers to establish the criteria and requirements for choosing samples that are required for the study. Purposive sampling enabled for the selection of samples for the current study from only large-sized hotels. (3-star to 5-star hotels). Setting this condition was essential because, on the assumption that large-

size hotels have well-defined GHRM practices as opposed to small-size hotels, the likelihood of choosing an appropriate sample can increase. Small hotels typically lack the mind-set and infrastructure necessary to support GHRM practices. (Pham et al., 2020). The criteria (i.e., large-sized hotel) chosen for the current research are also consistent with earlier investigations into GHRM practices in the hospitality industry. (for instance, Ababneh, 2021). The hotels chosen for the current research were located in three Pakistani metropolises. (i.e., Islamabad, Rawalpindi, and Lahore). Large-sized hotels that are popular with tourists are thought to be concentrated in these locations.

The goal of the current study was to gather empirical data from hotel workers using latent variables and modified manifest variables as the study's core constructs. Given the multivariate nature of the current study, the researcher adhered to the sample size identification procedures that are commonly advised in the multivariate literature currently in use. (Hair et al., 2019, Tanka, 1987). The sampling strategy used in the previous research to determine sample size was used in the current study to determine sample size. (Tanaka, 1987). Tanaka's research from 1987 suggests choosing samples based on the item and response ratio. (10:1). For each model item, the item to answer ratio method advises extracting 10 responses (respondents). The present study included 29 items altogether. (i.e., 18 items for GHRM, 4 items for environmental awareness, and 7 items for environmental commitment). This would imply that the data study would require a sample of 290 ore. A total of 362 questionnaires were given out since the present study estimates a response rate of 80%. There were 334 valid questionnaires in total (92% answer rate). Due to insufficient responses and outliers, 16 questionnaires were taken out of the present study. Consequently, 318 people were included in the study's group. The sample used in this study

is consistent with previous research that has, on average, used a comparable sample size for multivariate data analysis. (For instance, Trusheva & Syzdykbaeva, 2018).

3.3. Measures

Five sub constructs (lower order) make up the higher construct, or GHRM, as was previously stated. Tang et al.'s scale was modified to measure GHRM using its five dimensions. (2018). In this respect, GHRM is assessed using reflective indicators to further assess formative latent constructs, resulting in a reflective-formative construct. The Han and Yoon (2015) four-item scale was used to assess the construct of environmental awareness. Finally, a modified 7-item scale was developed to assess staff environmental commitment (Raineri & Paillé, 2016). All items were measured with a five-point Likert scale where 5 represented 'strongly agree' and 1 represented 'strongly disagree'.

3.4. Research Procedure

The present study made use of SmartPLS software to carry out the multivariate analysis. This software enables the execution of structural equation modeling while running the entire model concurrently, leading to more reliable outcomes. (Hair et al., 2019). The partial least square method is advised for the formative construct (GHRM) in the hypothesised model of the present study. (Hair et al., 2019).

The approach used in the current research is strongly advised for structural equation modeling using the least square method (Hair et al., 2019). Using two-stage analysis, the researcher examined the measurement model for both lower order and higher order variables. The reflective and formative constructs used in the current research were analyzed in accordance with their respective analysis protocols (explained later in the measurement model analysis section). The researcher used the consistent partial least square and consistent bootstrapping method to generate reliable results

because the lower order constructs were all reflective. (Khalil et al., 2021). The structural model analysis part explains how the hypothesis was then put to the test. In the pertinent sections, the current research goes into more detail about these actions.

4. Results

4.1 Demographic Information

22% of all respondents in the present study were female. When the researcher examined the age distribution, it was obvious that 63.2% of the

workers were between the ages of 18 and 28, which strongly suggests that young adults make up the majority of the workforce. A total of 54.7% of respondents had earned a bachelor's degree after 16 years, followed by workers (24.1%) with a high school diploma. (12th grade). Only 6.6% of all employees had more than 15 years of experience, while 43.4% of all employees had 1-4 years of useful experience. Given the typical age of the respondents to the present study, this was anticipated. An overview of the demographic data is shown in Table 1.

Table 1. Demographic statistics.

| Item | Categories | Response | Percentage |
|------------|------------------------------|----------|------------|
| Age | 18–28 | 201 | 63.21 |
| | 28–37 | 67 | 21.07 |
| | 38–47 | 33 | 10.38 |
| | 48–57 | 13 | 4.09 |
| | 58 and above | 4 | 1.26 |
| Education | Less than 10th grade | 14 | 4.4 |
| | 10-12 grade | 44 | 13.84 |
| | Bachelor/ Masters (16 years) | 174 | 54.72 |
| | Masters (18 years) | 81 | 25.47 |
| | PhD | 5 | 1.57 |
| Gender | Male | 248 | 77.99 |
| | Female | 70 | 22.01 |
| Experience | Less than 1 year | 18 | 5.66 |
| | 1–4 years | 138 | 43.4 |
| | 5–10 years | 95 | 29.87 |
| | 11–15 years | 46 | 14.47 |
| | 15+ years | 21 | 6.6 |

N = 318

4.2. Descriptive Statistics

The means, standard deviation, and correlations for the latent constructs were examined in the current research. The relationships in Table 2 imply that they are important. Environmental consciousness and GHRM were significantly correlated ($r = 0.212$). Employee environmental

commitment and environmental consciousness were also statistically linked with one another ($r = 0.291$ and $r = 0.439$, respectively). The outcomes of the descriptive analysis enabled the researcher to use structural equation modeling to further explore the relationships that were hypothesized in order to reach useful conclusions.

Table 2. Descriptive statistics.

| Constructs | Mean | Std. Dev | 1 | 2 | 3 |
|------------------------------------|-------|----------|---------|--------|---|
| 1. Green Human Resource Management | 3.363 | 0.919 | 1 | | |
| 2. Environmental Awareness | 3.432 | 0.991 | 0.212* | 1 | |
| 3. Environmental Commitment | 3.237 | 0.928 | 0.439** | 0.291* | 1 |

* $p < 0.05$ (two-tailed), ** $p < 0.01$

4.3. Model Analysis Procedure

To analyse the data for the present study, structural equation modeling was used. The current research used the suggested method of analysing the measurement model first, then assessing the structural model to see if the relationships were as predicted. In the analytical portion of the research, partial least square structure equation modelling was used. The SmartPLS 3.0 edition was used to carry out the research. Higher-order constructs (HOCs), according to Lohmöller (2013), enable for the abstract modeling of a variable, enabling researchers to conduct in-depth analyses of both second- and first-order constructs.

Higher-order constructs have been advocated for in the past for a number of reasons, including their capacity to lower the amount of path model linkages and accomplish model parsimony (Sarstedt et al., 2019). This study's hypothesised model (Figure 1) shows how the green selection, recruitment, employee trainings, performance management, pay and rewards, and green employee involvement forms the five dimensions of the GHRM practices, which effects the environmental awareness and employee environmental commitment. In contrast to how

these first order constructs (five dimensions) were assessed, which were GHRM (second order construct), GHRM was measured with its five formative constructs. In a reflective-formative paradigm, the first and second order constructs are combined. Reflective manifest measures were used to explicitly evaluate two lower-order constructs (LOCs): employee environmental commitment and environmental awareness. The LOCs measurement model was the focus of the researcher's initial study of measurement models, as shown in Table 1.

4.4. Lower-order Constructs Measurement Model

The consistent partial least square method was used in the present study's stage one analysis, as is recommended, to assess the measurement model with reflective indicators. (Dijkstra & Henseler, 2015). The measurement model for the present study is built on the basis of the accepted reliability and validity assessment. When measuring reflective models, previous research advises using composite reliability, Cronbach's alpha and rho_A to assess indicator reliability, and average variance extracted (AVE) to prove convergent validity. (Becker et al., 2018).

Table 3. Loadings and validity.

| Constructs | Items | Loadings | Cronbach's_A | rho_A | CR | AVE |
|---|-------|----------|--------------|-------|-------|-------|
| Green Recruitment & selection (Reflective) | GRS1 | 0.771 | 0.934 | 0.938 | 0.935 | 0.779 |
| | GRS2 | 0.945 | | | | |
| | GRS3 | 0.944 | | | | |
| Green Trainings | GT1 | 0.768 | 0.929 | 0.94 | 0.929 | 0.776 |

| | | | | | | |
|---|------|-------|-------|-------|-------|-------|
| (Reflective) | GT2 | 0.773 | | | | |
| | GT3 | 0.832 | | | | |
| | GT4 | 0.842 | | | | |
| Green Performance (Reflective) | GP1 | 0.941 | 0.911 | 0.921 | 0.912 | 0.753 |
| | GP2 | 0.899 | | | | |
| | GP3 | 0.821 | | | | |
| | GP4 | 0.821 | | | | |
| Green Pay & Reward (Reflective) | GPR1 | 0.801 | 0.933 | 0.935 | 0.932 | 0.786 |
| | GPR2 | 0.904 | | | | |
| | GPR3 | 0.867 | | | | |
| | GPR4 | 0.923 | | | | |
| Green involvement (Reflective) | GI1 | 0.788 | 0.912 | 0.932 | 0.912 | 0.672 |
| | GI2 | 0.812 | | | | |
| | GI3 | 0.917 | | | | |
| | GI4 | 0.787 | | | | |
| | GI5 | 0.813 | | | | |
| | GI6 | 0.881 | | | | |
| Environmental Awareness (Reflective) | EA1 | 0.911 | 0.881 | 0.885 | 0.883 | 0.741 |
| | EA2 | 0.879 | | | | |
| | EA3 | 0.809 | | | | |
| | EA4 | 0.766 | | | | |
| Employee Environmental Commitment (Reflective) | EEC1 | 0.929 | 0.932 | 0.936 | 0.933 | 0.661 |
| | EEC2 | 0.911 | | | | |
| | EEC3 | 0.804 | | | | |
| | EEC4 | 0.711 | | | | |
| | EEC5 | 0.828 | | | | |
| | EEC6 | 0.811 | | | | |
| | EEC7 | 0.746 | | | | |

Note: CR = Composite Reliability, AVE = Average Variance Extracted

Table 3 shows that all lower-order constructs have factor loadings that are greater than the threshold of 0.708. (Hair et al., 2019). Additionally, the current study's reliability and convergent reliability of lower order constructs exceeds the minimum standard stated in the earlier research. (Hair et al., 2019). For instance, green recruitment and selection exhibits respectable reliability (CR = 0.935; rho_A =

0.938; Cronbach's alpha = 0.934), as well as convergent validity (AVE = 0.779).

According to earlier research, the conservative indicator of proving discriminant validity is HTMT0.85. (Henseler et al., 2015; Kline, 2011). As all of the HTMT values were below 0.85, Table 4 demonstrates that there were no issues with the assessment model's discriminant validity. (Kline, 2011).

Table 4. Discriminant validity assessment of LOCs.

| Variables | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|----------------------------------|---|---|---|---|---|---|---|
| 1. Green Recruitment & selection | | | | | | | |

| | | | | | | | |
|--------------------------------------|-------|-------|-------|-------|-------|-------|--|
| 2. Green involvement | 0.767 | | | | | | |
| 3. Employee Environmental Commitment | 0.389 | 0.821 | | | | | |
| 4. Green Trainings | 0.714 | 0.734 | 0.379 | | | | |
| 5. Green Performance | 0.749 | 0.561 | 0.412 | 0.691 | | | |
| 6. Green Pay & Reward | 0.801 | 0.548 | 0.423 | 0.722 | 0.812 | | |
| 7. Environmental Awareness | 0.457 | 0.589 | 0.658 | 0.411 | 0.464 | 0.437 | |

4.5. Higher-order construct measurement model
Keeping in view earlier research, Mode B (i.e., regression weights) was adopted by the researcher for estimating the formative Higher-order construct in stage two. (Hair et al., 2018) set B as the Mode (i.e., regression weights). The present research followed a three-step method described by Hair et al. (2016) for computing the hierarchical component model's measurement model to verify the formative higher-order construct (i.e., GHRM).

Before analysing the measurement model of our higher-order construct, the researcher first looked into the concept's parallel validity. The redundancy analysis method, which prior research has suggested, was used to achieve this.

(Chin, 1998). A global item represented an overall evaluation of GHRM from the perspective of the workers and served as the criteria construct for redundancy analysis. (Cheah et al., 2018). A path estimates of 0.712 between the formative HCSL construct and the overall item was used to conclude the study. The redundancy model was also bootstrapped by the scholar. (10,000 samples). According to the analysis, the formative GHRM's parameter estimate with regard to the overall GHRM item is 0.714. The regression weights for the four lower-order formative GHRM categories were statistically significant, as shown in Table 3. This was clear because there was no zero between the confidence interval's lower and upper numbers. (Hair et al., 2016).

Table 5. Loadings, Reliability and Validity statistics of HOC

| Constructs | Items | Weights | VIF | t value | CI LL | CI UL |
|----------------------|-------------------------------|---------|-----|---------|-------|-------|
| Green Human Resource | Green Recruitment & selection | 0.272 | 9 | 2.416* | 0.052 | 0.511 |
| Management | Green Trainings | 0.299 | 2 | 2.096* | 0.055 | 0.578 |
| (Formative) | Green Performance | 0.289 | 8 | 2.375* | 0.020 | 0.512 |
| | Green Pay & Reward | 0.260 | 1 | 2.401* | 0.030 | 0.502 |
| | Green involvement | 0.275 | 2 | 2.418* | 0.026 | 0.467 |

*p<0.05 (two-tailed), **p<0.01

The data were then examined for any indications of possible collinearity between the four GHRM lower-order structures. Table 5 shows that although the variance inflation factor

(VIF) value for green trainings is marginally higher than the conservative VIF value 3 but significantly lower than the more liberal threshold value of VIF5, (Sarstedt et al., 2022).

Green success, green pay & reward, green participation, and green recruitment & selection all fall short of the conservative criterion of 3. (Sarstedt et al., 2022).

To assess the statistical significance of the relationships between the four Lower-order constructs and their Higher-order construct, the researcher bootstrapped with 10,000 samples in the final step. Our results show that each weight is distinct and important ($p < 0.05$). (Table 5). The statistical significance of each of the above findings shows that our reflective-formative higher-order model is valid and suitable for assessing the links proposed in the current research.

4.6. Structural Model

To evaluate the proposed relationship, the researcher used a bootstrapping procedure (10,000 samples) and the stage-two model. Since

none of the variance inflation factor numbers fell below the recommended cut-off point of 3, the researcher looked into the variance inflation factor for signs of construct co-linearity but found none. The scholar examined the R² values of the endogenous constructs to assess their explanatory power. Employee environmental commitment (R²=0.612) and environmental awareness (R²=0.423) were determined to have moderate to high explanatory power, respectively.

The effect size (f^2) was further assessed by the researcher to ascertain how the removal of one predictor construct affects the R² value of the remaining endogenous construct(s). Hair Jr. et al. classify effect sizes of 0.02, 0.15, and 0.35 as having minor, medium, and high effects, respectively. (2014). Table 6 shows that employee environmental commitment is significantly influenced by both GHRM and environmental consciousness.

Table 6. Summary of Direct Effects.

| Hypothesis | Relationship | Std. Beta | Std. Error | t-value | f ² | CI LL | CI UL |
|------------|---|-----------|------------|---------|----------------|-------|-------|
| H1 | GHRM -> Employees Environmental Commitment | 0.252 | 0.048 | 5.29 | 0.0 | 0.1 | 0.34 |
| | | | | ** | 94 | 58 | 2 |
| H2 | Environmental Awareness -> Employees Environmental Commitment | 0.668 | 0.050 | 13.3 | 0.9 | 0.5 | 0.76 |
| | | | | 1** | 45 | 64 | 1 |
| H3 | GHRM -> Environmental Awareness | 0.523 | 0.046 | 11.4 | 0.4 | 0.4 | 0.61 |
| | | | | 8** | 10 | 31 | 1 |

** $p < 0.01$ (two-tailed)

The R² demonstrates explanatory power, but earlier study has recommended evaluating predictive power as well. PLS Predict is recommended for assessing predictive potential in PLS structural equation modeling. The researcher used the Shmueli et al. (2019) method for predictive power analysis. According to the current study's results, all measurements had q^2 predict values that were less than zero. The Mean Absolute Error numbers from the PLS Path Model and the Linear Regression Model were

then contrasted. All of the linear regression model's indicator values exceeded those of the PLS path model, demonstrating the model's potent forecasting ability. (Sarstedt et al., 2022). Finally, since there was no zero value between the lower and higher values of the confidence intervals, the current study's result statistically supports the study's three main hypotheses (H1, H2, and H3) for direct relationships (Table 6). (Nitzl et al., 2016).

4.7. Mediation Analysis

The researcher examined the indirect effect to determine the mediating function of environmental consciousness in the relationship between GHRM and employee commitment to

the environment (Table 7). The researcher created indirect effects and their associated standard errors using the bootstrapping method with 10,000 samples, as was previously mentioned.

Table 7. Summary of Mediation Analysis—Indirect Effects

| Relationships | Std. Beta | Std. Error | t-value | Decision | CI LL | CI UL |
|---|-----------|------------|---------|-----------|-------|-------|
| H4: GHRM -> Environmental Awareness -> Employees Environmental Commitment | 0.24 | 0.04 | 5.598* | Supported | 0.16 | 0.32 |

**p<0.01 (two-tailed)

No zero number is present between the lower and upper confidence intervals, as shown in Table 7. Additionally, the t-value was substantial. This scientific data supports the acceptance of H4. This exemplified the partial mediation effects of environmental consciousness because both the direct and indirect effects were statistically significant. (Hayes & Preacher, 2014).

5. Discussion

The current study set out to look into how environmental consciousness affected GHRM and employee environmental commitment among those working in Pakistan's hotel industry. Particularly, the findings support hypotheses H1, H2, and H3, which investigate the crucial connections between GHRM, environmental consciousness, and employee environmental dedication. These findings suggest that if employees are aware of the benefits of using green practices and their effects, they are more likely to be environmentally conscious at work and, more importantly, to actively engage in the company's green initiatives. As a result, it can be asserted that green employee environmental commitment practices would positively affect employees' environmentally conscious and boost businesses' environmental initiatives. These outcomes back the assertion produced by Pham et al. (2019) that environmentally efficient practises such as GHRM, promote the development of

environmentally conscious, resource-efficiency, and socially responsible organisations and encourage employees to adopt a green orientation within the company. The findings are consistent with earlier research and demonstrate how an organization's GHRM policies affect efforts to foster an environment of environmental consciousness. (Chaudhary, 2020; Dumont et al., 2017; Lu et al., 2019). The findings of this research shed light on how employees carry out the green tasks that are formally required by the organization. (Bissing-Olson et al., 2013). When employees are positively aware of GHRM practices, they participate more successfully. (Tian et al., 2020).

The data supporting hypothesis H4 highlights the significance of the indirect link between GHRM and employee environmental commitment through the mediating function of environmental consciousness. These findings support earlier research (Kim et al., 2019; Roscoe et al., 2019), which contends that employees feel obligated to participate in environmental activities and concerns when they have a better understanding of the environment and realize they can make a substantial contribution to its protection. It is also possible to argue that GHRM practices, which have a beneficial impact on environmental awareness, may lead to green work engagement practices like the implementation of environmental protection and

conservation measures. GHRM fosters a desired environmental culture that aids in achieving environmental objectives by educating and training employees on environmental problems and principles. (Chaudhary, 2020). The current study's findings also support the assertions made by Shafaei et al. (2020), who claim that GHRM plans to increase employee environmental consciousness through training programs and promote worker skill diversification by creating a shared environmental vision, objective, and goals.

5.1. Theoretical Contribution

The present study significantly advances the field of general human resource management and research on GHRM in the hospitality industry. The current study's results are important because they place a strong focus on the environment and environmental conservation, especially in industries like tourism and hospitality that have a direct impact on and interaction with the environment. Furthermore, in keeping with the most recent experimental research on employees environmental (for instance; Alzubaidi et al., 2021; Li et al., 2019), the present study evaluates the employee's environmental commitment in detail by taking into account the climate of environmental consciousness and taking GHRM practices into account.

In order to further investigate how GHRM affects employee environmental commitment through environmental awareness, the model of the current research was viewed through the lens of social exchange theory. (Bandura, 2001). It further supports the ideas of social exchange theory through the intervention (mediation) of environmental awareness within the impact of GHRM on employee environmental commitment. The management makes an effort to foster and advance an atmosphere of environmental awareness through GHRM practices. This can be viewed as positive actions from management anticipating positive

reciprocating reactions during such transactions from the viewpoint of social exchange theory (interaction). Employee awareness of the group and individual benefits linked to such transactions consequently tends to encourage good environmental commitment (reciprocation).

The present research critically analysed the knowledge deficit in earlier studies about the "mediating mechanisms" between employees' environmental commitment, a key manifestation of employees' green behaviour, and GHRM. (Tian et al., 2020). To summarize, the current study offers factual evidence for prospering employee's environmental commitment in hospitality sector by examining and evaluating the function of green-oriented human resource management practices to promote workers green and to highlight the roles of organisations and individuals in forming environmental commitment. Our knowledge of the importance of each team member accomplishing organizational goals is expanded by the investigation and understanding of the causal relationships between the organization and its workforce.

5.2. Practical Contributions

Our study offers insightful information that is relevant to decision-makers, experts, scholars, and organizations. The researcher advises decision-makers to create laws and rules to encourage and support environmentally friendly activities as well as to include assessments with a focus on the environment in the tourism and hospitality industries. The study makes the case that industry accountability for environmental sustainability is far more important than personal responsibility. In other words, at a larger size, environmentally friendly practices and policies may have a greater impact on creating a project that is truly sustainable. If an organization employs a green culture with green consumption and green utilization and creates opportunities where workers can freely exchange information

and knowledge about environmental activities, it will promote personal accountability to put more effort into protecting the environment.

Green standards must be carefully incorporated into hiring practices, performance reviews, incentive systems, and training programs. The importance of environmental dedication and awareness may be emphasized in job descriptions and during the hiring and selection processes for staff members. During the recruiting and selection process, employers may favor candidates who share their beliefs and goals for environmental protection. By using the hiring and selection criteria and the job description to convey to potential employees the significance of environmental preservation, organizations can create "an ecologically conscious fit." Both intrinsic and extrinsic advantages may be used to promote and reward pro-environmental behaviour. An external motivator that could be used to directly encourage desired behaviour is a cash bonus. One example of an intrinsic incentive is the designation of an employee as the "green employee of the month" for demonstrating "excellent environmental commitment."

Regular formal and informal training sessions can also be used to emphasize and support the importance of environmental commitment among employees. The primary objectives of green training should be the development of employees' green competencies, environmental understanding, and environmental protection. To benefit the community, society, country, and planet, leadership must set a distinct "green orientation" and support employees in achieving green organizational goals. Leaders should continuously challenge the status quo in order to move their organizations toward adopting positive environmental consciousness and environmental commitment.

5.3. Limitations and Future Research

The present study has a number of limitations that can be addressed in subsequent research. This

study first concentrated on fundamental human resource management procedures in order to provide context for environmental commitment, and it yielded some interesting findings. Further research might, however, focus on a specific green management technique, like staff hiring criteria, green training, or green leadership. In order to further investigate the implications of GHRM, future research may also examine additional possible GHRM outcomes, such as green consumer behaviour, green innovation, and green creativity. Second, the current research could be extended to explain the mediation process using additional organizational and psychological factors, such as green mind-set and empowerment. It is also advised to conduct more study to examine other moderating options, such as intrinsic incentives and managers' personality traits, that may strengthen the relationship between GHRM and employee environmental commitment. Third, future studies may use cross-sectional surveys to gather data instead of the current study's use of a single quantitative method, which is obviously suspect. Additionally, mixed-method research may be more suitable. Future studies may decide to investigate the current study's results in various contextual settings because it is obvious that they cannot be applied to other industries or geographical regions.

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