# Green Human Resource Management (GHRM) and Environmental Performance in Pakistani Hotel Industry: The Role of Green Perceived Organizational Support (POS), Pro-Environmental Behavior and Green Innovative Work Behavior (GIWB)

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## ARTICLE INFO

## ABSTRACT

The aim of this research is to examine the effect of GHRM practices on hotel environmental performance in Pakistan. The study further analyse the effects of green POS, pro-environmental behaviour, or green innovative work behaviour (GIWB). The target area was belonging of five-star hotel workers in Pakistan. PLS-SEM was used to analyse data gathered by a survey questionnaire from 225 workers. According to the findings green POS, which leads to pro-environmental behaviour and GIWB, was establish to be a powerful predictor of GHRM practices (green recruitment or hiring, green training, green rewarding, or green performance assessment). The results also revealed that pro-environmental behaviour or GIWB had a momentous effect on hotel environmental performance. Moreover, Green HRM practices are considered to indirectly contribute to environmental performance via green POS, pro-environmental behaviour, and GIWB. This research is one of the unique efforts in the area of environmental management to incorporate GHRM practices with green POS, pro-environmental behaviours, and GIWB. It makes a clear contribution towards a new streamline of research to realize the critical function of GHRM exercise to modify the environmental performance in hotels. The research aggregation has suggested GHRM is an important indication for supporting green POS and encouraging pro-environmental behaviours, as well as GIWB. It can support hotel managers to promote the green POS among the employees by practicing the GHRM practices that enables pro-environmental behaviour and GIWB to solve the hotel industry's increasing environmental problems. Recent research suggests that managers should maintain and follow GHRM efforts and policies to improve environmental performance.

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## 1.    Introduction

In modern years, the service industry has play a portion in remarkably to the country's economic progress in Pakistan (Jalil & Ma, 2008). There has been an common rise of 5.55% during the past five years (2015–2018) (Nadeem, Riaz, Iftikhar, Ahmad, & Shamshad, 2019) . In Pakistan, the service sector has donated for 60.2% of the gross domestic product (GDP). Even so, among all service manufacture, the hotel industry is one of the most important in Pakistan, contributing less to the economic system than another service industry due to poor environmental production. The hotel industry in Pakistan is providing great possibility for employment or making more receipts but due to the enormous potential and plentiful infrastructure, it donates barely 3% of the country's GDP (Al Fardan & Morris, 2019; H. Chen, Chen, Bernard, & Rahman, 2019) (Wavei, 2023). In Pakistan, there are more than 10,000 hotels, still their effort to the GDP is less (Nadeem et al., 2019).

With the extensive rise of the hotel industry all over the time period, hotels are now under pushing to be more environmentally obligated by reward focus or acquire eco-friendly action that are not ruinous to the surroundings. Hotels are being more coerce to become environmentally defended since which is straightaway responsible for concerns like as water, waste material or energy. Hotels are also protective cover force to increase their biological science execution due to the waste they produced by them. Hotels consume more energy, water, and electricity for warming, chilling, and illumination (Abdou, Hassan, Dief, & Moustafa, 2020). Individually, hotels have no particular negative environmental impact. However, as collective, they may be quite wasteful and consume a lot of expedients. Seventy-five percent of hotel environmental impacts are considered to be directly relevant to immoderate use of natural resources and the manufacture of multiple wastes that harms the environment (Bohdanowicz, 2006). According to recent research, the hotel industry is economically military to the nation. However, if not properly controlled, the hotel industry's politics provides a hazard to the environment (Abdulaali et al., 2020).

The hotel industry had been forced to show biology concern as a result of many environmental challenges. As a result, the hotel sector is utilizing green human resource management techniques in order to contribute positively to the environment while also benefiting hotels and other stakeholders (Y. M. Yusoff, Nejati, Kee, & Amran, 2020). Furthermore, previous research has shown that GHRM exercise must be thoughtful as a forecaster of biological science execution because organic phenomenon an concern affects the entire supply chain, including manufacture, waste material, civilization, belief, scheme, or worker behavior (Benevene & Buonomo, 2020). Furthermore, GHRM exercise like green recruiting or hiring, green training, green performance appraisal, or green mortal make green policies and processes easier to utensil (Renwick, Redman, & Maguire, 2013). GHRM exercise change in the improvement of green perceived organizational support (POS). Workers comprehend which company takes satisfaction in their achievements regarding biological science property level or green management or cares regarding their welfare as a result of numerous GHRM initiatives (Pinzone, Guerci, Lettieri, & Huisingh, 2019). They are then anticipated to show pro-environmental concerns and green innovative work behaviors (GIWB), notably in the hotel industry, in order to give factual information that GHRM application improve environmental performance.

Further the study provides more research into GHRM exercise or how they impart to environmental performance, especially in the discourse of Pakistan's hotel business (Y. Yusoff, Nejati, Kee, & Amran, 2018). Earlier research in Pakistan had found that "the hotel industry's environmental performance reflects the level of devotion to environmental protection. Pollution repudiating, reduced environmental pollutants, recycling activities, and waste depletion are some of the measures used to access environmental performance (Lober, 1996). Therefore, more research on the connection among GHRM exercise and green POS is required. Furthermore, few research has focused at the association among GHRM practices or environmental performance using green POS and GIWB. As a result, the reach of GHRM literature must be widen by examining at green POS and GIWB, as well as their impact on environmental performance. As a consequence, the current research self-addressed the previous study space by scrutinized green POS and GIWB in the association among GHRM and pro-environmental behaviors that contribute to environmental execution.

This investigation increase to the body of information by analyze the impact of green POS and GIWB on the association among GHRM exercise and environmental performance. The research's primary objective is to address the following questions: What is the effect of GHRM on environmental performance in service sector? What is the effect of green POS, Pro-environmental behavior and GIWB between the association of GHRM and environmental performance? For this purpose, a detailed conceptual model is provided and tested to provide the answers to all of these concerns. As a consequence, the actual research intends to analyze how GHRM practices can better environmental performance in Pakistan's hotel. Furthermore, the research can support director in associates or prevailing on particular practices that create pro-environmental behaviors between employees, with the aim of increasing hotel environmental performance. Hotels should also hire employees that are committed to environmental preservation. To deal with the growing biological problems in the hotel sector, the current research recommends that director hold and implement an appropriate GHRM system in order to improve environmental performance.

The following is how this article is organized: Section 2 offers a summary of research on the factors that impact environmental performance, with a focus on the SCT theory; Section 3 shows the method that was used in the creation of this research; Section 4 discusses what was found from the data gathered organized corresponding to the created goals; and Section 5 involves an overview of the research's findings, conclusions, and implications for practice. Section 6 concludes with limits and potential study areas.

## 2. Literature Review

The literature review examines the investigating methodology and how the Social Cognitive Theory (SCT) supports it. It also examines the hypothesis for each of the variables used in the study individually.

### 2.1. Theoretical Foundation

The recent research depends on Social Cognitive Theory (SCT) (Bandura, 1986). It consists of three primary elements: the person, the behaviour, and the environment. Positive behaviour is produced by the person's skills, mindset, and achievements. Furthermore, the positive relationship among the individual and their surroundings impacts an individual's behaviour. GHRM exercise like as green recruiting or hiring, green training or improvement, sustainable performance evaluation, as well as green incentives improve employees' abilities, attitudes, and experiences while also increasing positive behaviour towards green noticed organizational Support (POS). SCT also intends that a number of intimate, contextual, and behavioral elements boost an individual's pro-environmental behaviour or Green innovative work behavior (GIWB). This, in turn, enhances and improves environmental performance.

### 2.2. GHRM

Green human resource management (GHRM) is described as "the structured, organised position of standard human resource management measures (Green recruitment or hiring, Green training, Green rewarding, and Green performance appraisal) with the organization's ecological goals" (Jabbour, Santos, & Nagano, 2008).

### 2.3. Green Perceived Organizational Support (POS)

Green perceived organizational support (POS) is defined as "workers" unique value regarding how much the company recognizes their attempt to sustainability" (Lamm, Tosti-Kharas, & King, 2015a).

### 2.4. Pro-Environmental Behavior

Pro-environmental behaviors can be defined as workplace behaviors aimed at doing positive environmental measures such as conserving water and energy (Bissing-Olson, Iyer, Fielding, & Zacher, 2013).

### 2.5. Green Innovative Work Behavior

GIWB could improve employees' ability to innovate by combining four reticulate sets of behavioral action: (1) problem recognition, (2) idea production, (3) idea publicity, or (4) concept recognition (J. De Jong & Den Hartog, 2010).

### 2.6. Environmental Performance

Environmental performance (Y. Chen, Tang, Jin, Li, & Paillé, 2015) refers to organizational efforts that go beyond simple complying with laws and regulations to meet and achieve public suppositions as well as the natural environment (Chan, 2005). It considers the environmental effects of organizational activities, goods, and utilization of assets in accordance with regulatory environmental requirements (Dubey, Gunasekaran, & Ali, 2015).

### 2.7. GHRM and Green Perceived Organizational Support (POS)

Numerous researchers identify GHRM practice as green recruiting and employing staff members with environmental consciousness and information; green training to enhance staff green ability, capacity, or information; green performance evaluations with developed sustainable criteria for evaluating performance; and green bonus that offer inspiration that promote the effective execution of the administration green goals (Dumont, Shen, & Deng, 2017; Pham, Tučková, & Phan, 2019). Prominent firms, including Accor Hotels, encourage employee participation in the procedure in order to achieve successful sustainability and sustainability

objectives (Ari, Karatepe, Rezapouraghdam, & Avci, 2020). This is crucial since "the alliance of HR or biological science problems can have combination impacts" (Yong et al., 2020).

Green perception organizational support (POS) is a term used to describe "the particular opinions held among workers regarding what extent the organization respects its benefaction regarding sustainable" (Lamm, Tosti-Kharas, & King, 2015b). According the findings of the research, POS is vital for encouraging staff to engage in environmentally friendly behavior, and these workers may be Eco-innovators (Ramus, 2001). Furthermore, earlier research defined green behavior as worker behavior that enhance sustainability practice in the workplace (Dumont et al., 2017). Employee green behavior are seen as critical to the successful execution of green practice in the work environment. According to research, integrating workers into green practice is critical for sustainability activities (Jabbour et al., 2008; Mazzi, Toniolo, Mason, Aguiari, & Scipioni, 2016), since this could lead to improved environmental sustainability and company competitiveness (Kim, Kim, Choi, & Phetvaroon, 2019). Green human resources management (GHRM) practices have become recognized as a significant HRM strategy to increase employees' environmental awareness at work in order to support green employee behavior (Aboramadan & Karatepe, 2021b). According to the (SCT) theoretical viewpoint, GHRM practices focused on encouraging sustainability, which include hiring, instruction and growth, honor and performance evaluation processes, and so on, can have an effect on staff knowledge and behaviors as well as structure results.

According to the prior research, POS would boost workers' felt commitment to assisting the organization in reaching its goals, their emotional engagement to the organization, and their belief that greater performance would be rewarded. According to the findings, GHRM improves green POS. As a result, it was discovered that GHRM is highly associated to green POS. As a result, since there are not many studies on this topic, authors in the present research find value in examining the association among GHRM practices and green POS of hotel workers. As a result, the below is suggested:

H$_1$:    GHRM is importantly connected to the employees' green POS.

## 2.8.    Green Perceived Organizational Support (POS) and Pro-Environmental Behavior
Green POS requires green human resource management practices in an organization. Employees who participate in environmental sustainability training programs are recognized as key partners in achieving environmental goals. Employees that are rewarded for their pro-environmental behavior believe that their attempt to the surroundings are valuable by the organization (Aboramadan & Karatepe, 2021a). This establishes GHRM as the foundation for green POS (Pinzone et al., 2019).

Employees' action regarding the surroundings demonstrates their "Disposition to participate in pro-environmental action" (Scherbaum, Popovich, & Finlinson, 2008). Worker pro-environmental behaviour is classified into two types: related to the task and voluntary. In addition, if an employee possesses non-physical resources related to environmental attempts, such as expertise, abilities, and skills, he or she performs in line with environmental efforts (Bandura, 1986). Whenever workers feels obligated and attempt to make up for such treatment with great work and enhanced efficiency, the idea of reciprocate occurs and staff members feel compelled and will attempt to make up for this attention with hard effort and better results (C. Li, Naz, Khan, Kusi, & Murad, 2019). According to past research, green POS is vital for encouraging staff members to demonstrate environmentally friendly behaviors, and these workers may be Eco-innovators (Ramus, 2001). Green POS implies positive behavioral results, and workers demonstrate excellent levels of productivity at work as they understand the company's engagement in their abilities, expertise, and skills (Aryee, Walumbwa, Seidu, & Otaye, 2012). Furthermore, the achievement of a company's efforts to improve long-term sustainability is dependent on staff pro-environmental behaviors (Saeed et al., 2019). Workers think that the organization takes pleasure in its achievements in sustainable development and environmental leadership and cares for their happiness as a result of many GHRM activities (Pinzone et al., 2019). They are then supposed to exhibit behaviour that is environmentally friendly.

According to the present investigation,  GHRM is one of the  primary pillars of green POS due to  employees perceive GHRM  practices as a financial finance in the growth of their abilities,

expertise, or information regarding sustainability in the environment and environmental management, and green POS provides powerful signals to staff members that the organization principles their dedication to the environment and environmentally conscious operations and is concerned about their health (Pinzone et al., 2019). In addition, scientific research confirms the contention that green POS is strongly associated with pro-environmental behaviors (Pinzone et al., 2019). As a result, this research suggests to.

H$_2$:     Green POS is strongly associated with employees' pro-environmental behaviors

## 2.9.   Green Perceived Organizational Support (POS) and Green Innovative Work Behavior (GIWB)

Workers' broad sense of the amount of how the organization appreciates how they contribute and cares for their health is referred to as ''perceived organizational supports.'' (1986, Eisenberger et al.). Green Employee behavior that is unique is defined as concept invention, advancement, or realization (Scott & Bruce, 1994). In general, IWB is regarded as a captious element in holding the agonistic edge of a company (West & Farr, 1989). POS emerges as a worker encounters multiple concrete and emotional effects as a result of the everyday interchange activity with the governance (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001). Whenever these action outcomes in advantageous consequence, the worker's extra-role actions are also reactive. Reported to the research, staff members believe that their governance cares about them, provides compassionate, constructive unfavorable judgment about what they do, and advance what they do, which leads to them starting imaginative concepts, examining potential possibilities, resolving present and potential problems, and transforming their imaginative thoughts into behaviors, resulting in increased creative results (J. De Jong & Den Hartog, 2010). In accordance with (J. P. De Jong & Den Hartog, 2007), IWB is an ongoing procedure in where staff produce novel concepts and then apply their own concepts in addition to others' concepts through being an element of the team as a whole that has to carry out the ideas; thus, IWB is not an only once different movement.

POS is a measure of the manner in which an employee perceives how the firm treats them (Zagenczyk, Scott, Gibney, Murrell, & Thatcher, 2010). Workers must have powerful opinions of leadership and their supervisors in the shape of autonomy at job and accessibility to resources for them to demonstrate GIWBs (Sambajee & Scholarios, 2023), collaborative role behaviors at work that communicate concepts and develop promote (J. De Jong & Den Hartog, 2010), and private role actions clarifying personal fulfillment, adaptability, taking chances, and courage (Lee, Lovelace, & Manz, 2014). Furthermore, earlier research demonstrated that a connection among green POS and green IWB can be created in the setting of social cognition theory (Afsar & Badir, 2015). Workers engage in green creative behavior when they feel strong organizational backing. As a result, the present research concentrated on how green POS combines key psychological qualities that may boost employee IWB. Furthermore, the present investigation's paradigm, which depends on SCT and underpins POS, implies that these views induce emotions of duty, which help to improve behavior which promote sustainable development goals, of which GIWB is one. POS could result in extra-role behavior such as creative job behavior due to the sense of responsibility.

Furthermore, Green creative work behavior (GIWB) can be formed as workers' behaviors committed to the production, advancement, and realization of environmentally friendly concepts through integrating the notion of managing the environment to creative job behavior. As a result, according to the SCT, when workers sense the company's dedication to environmental leadership, they are inclined to respond with higher levels of voluntary activities such as GIWB. Lastly, studies show that GHRM practices have a favorable impact on green innovation at the organizational scale (Song, Yu, & Xu, 2021). As a result, it may be stated that workers' perceptions of GHRM regarding the environment have a significant impact on their green creative behavior. Past study has found that green POS is highly associated with worker GIWB. As a result, the research suggests to.

H$_3$:     Green POS is significantly related to employees' GIWB.

## 2.10.   Pro-Environmental Behavior and Environmental Performance

Workers' pro-environmental behaviors have the greatest influence on the performance of the environment (Vicente-Molina, Fernández-Sáinz, & Izagirre-Olaizola, 2013). Environmental

behavior is one of the many kinds of preparation that organizations address in order to accomplish environmental sustainability and encourage ecological avoiding (DuBois & Dubois, 2012). This encompasses all good efforts taken by workers to conserve resources from nature or the environment while decreasing negative environmental effect (Chaudhary, 2020). According to previous investigations, scientists are concerned about the impact of environmental leadership on organizational effectiveness instead of the impacts of pro-environmental behavior on organizational performance regarding the environment (Suganthi, 2019). In addition, environmental leadership in the tourism industry has revealed that environmentally friendly behavior among hotel personnel has a favorable, important, and immediate effect on sustainability (Kim et al., 2019). Eco-friendly behavior is synonymous with environmentally conscious conduct, such as preserving energy, saving substances, saving water, minimizing waste, and promoting green projects (Kim et al., 2019).

According to the study, by using green human resource management techniques improves employees' knowledge about the environment. When a group is aware of the environment, they will take environmentally conscious actions, which will improve the performance of the environment (Y.-S. Chen & Chang, 2013). Moreover, recent research has present that green behaviors among workers improve their green performance (Guerci, Longoni, & Luzzini, 2016). Therefore, an investigation found that organizations that integrate environmental management using GHRM practices, notably through retraining their personnel in environmental protection, add value to their ecological performance (Sawitri, Hadiyanto, & Hadi, 2015) . Because there have been few studies in this field, the investigators are interested in exploring the connection between environmental behavior and structural eco-friendly outcomes in the Hotel business context. As a result, it is hypothesized;

H₄:    Pro-environmental behaviors of employees are significantly accompanying to the environmental performance of hotels.

## 2.11. Green Innovative Work Behavior and Environmental Performance
Workers' green behavior indicates a person's environmental sensitivity (Norton, Parker, Zacher, & Ashkanasy, 2015). Green creative work behavior (GIWB) can be characterized as employees' behavior committed to green concept production, advancement, and realization by integrating the notion of managing the environment to creative work behavior (Aboramadan & Karatepe, 2021b). According to prior research, organizations rely on their staff for existence and competitiveness in an atmosphere of competition (Tajeddini & Trueman, 2008). Workers who produce, suggest, execute, and uphold new concepts within the organization are sources of avoiding (Hafiza et al., 2022; Karin, Matthijs, Nicole, Sandra, & Claudia, 2010; Y. Khan, 2022; D. Li et al., 2022).

Environmental success relates to a company's capacity to satisfy and exceed the standards of society as well as the natural world (Chan, 2005) in ways that go above simply adhering to regulations and laws (Y. Chen et al., 2015). It considers the impact on the environment of organizational activities, goods, and utilization of resources in accordance with legislative environmental standards (Dubey et al., 2015).Past study indicates that ecological success is dependent on the efficacy of environmentally conscious merchandise, green manufacturing processes and invention, or the internalization of environmentally friendly sustainability issues into business transaction and product improvement  (Y. Chen et al., 2015; Darnall, Jolley, & Handfield, 2008; Dawood, ur Rehman, Majeed, & Idress, 2023; Dubey et al., 2015; Hafiza et al., 2022; Oliva et al., 2018; A. U. Shahid et al., 2022; Shahid, Muhammed, Abbasi, Gurmani, & ur Rahman, 2022).

Ecological leadership in the tourism sector entails implementing determined and inspiring green outcomes, Recycling is one example of a green behavior. Other examples include installing energy-efficient appliances, upgrading shower fixtures, and minimizing trash and power consumption (Singh, Del Giudice, Chierici, & Graziano, 2020). The greening of the staff is a difficulty linked with efficiently implementing environmentally friendly practices as employees are at the vanguard of coming up beneficial concepts that promote organization environmental goals (Ren & Jackson, 2020; Ren, Tang, & E Jackson, 2018; Wiesner, Chadee, & Best, 2018). Employee green creative behaviors refers to the creation and execution of new and helpful ideas that have an ecologically friendly influence on the goods, offerings, operations, and practices (Y.-S. Chen

& Chang, 2013). Furthermore, an earlier investigation stated that "green HRM utilizes human resources in the manner of implementing creativity to accomplish sustainability, a decrease in waste, ethical behaviors, and an edge over competitors via ongoing education and training and by recognizing ecological objectives and strategies." (Saeed et al., 2019). The investigators have problems with studying the relationship among employees GIWB or environmental performance in the Hotel Industry for the time being, as there are not many research studies in this regard. As a result, it is hypothesized:

$H_5$:     Employee GIWB is strongly associated with hotel environmental performance.

**Figure: 1 Theoretical Framework**
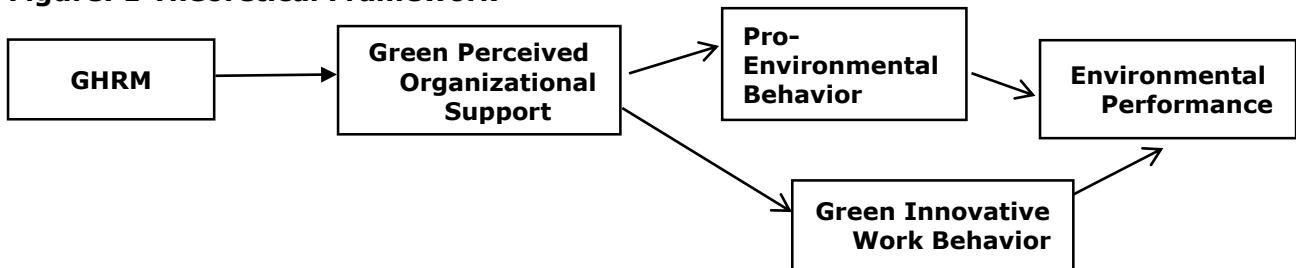


## 3.     Methodology

The methodological component of an investigation is one of the most significant. This study's technique provides information on previous studies' questionnaires, questionnaire comprehension, aggregation, selection, or data gathering processes.

### 3.1.    Questionnaire and Pre-Test

All of the instrumentation used to assess the primary components is derived from earlier research. They were all multi-item tests. Five-point Likert scale from 1 to 5 was used to measure the GHRM or environmental performance in Pakistani Hotel industry by using 5= strongly agree, 4 = agree,3= neutral,2=Disagree,1=Strongly disagree. A scale of GHRM, Green perceived organizational support (POS), Pro-environmental behavior; Green innovative work behavior and environmental performance were composed of six, seven, six, six and seven items correspondingly. The section-1 of the questionnaire deals with the profile of respondents like gender, age, education, nature of service, and length of services. The second segment of the questionnaire contracts with the ope-rationalization of the constructs. GHRM was calculated using the six-items scale developed by (Dumont et al., 2017). Green perceived organizational support scale with seven-items was embrace from the study of (Eisenberger, Huntington, Hutchison, & Sowa, 1986). Pro-environmental behavior was assessed using a six-item scale developed by (Robertson & Carleton, 2018). Green innovative work behavior with six-items scale was assumed from the study of (Scott & Bruce, 1994). Lastly to measure the Environmental performance seven-items scale was designed from the study of (Kim et al., 2019).

To guarantee the content validity measurement tool was sent to five professionals, consider two hotel human resource managers and three senior prof with a specialized background in hospitality management. A pre-test of the target population was conducted earlier to data collection. Before collecting final data, small changes were made based on their comments to improve the questionnaire's validity and reliability.

### 3.2.    Sample Design and Data Collection

The survey questionnaire technique was used in this research, which took a deductive approach. The mark populace of this research is the workers of the hotel industry in Pakistan. The study focused on the five-star hotels in Lahore, which is the biggest city of Pakistan. For data collection, surveyors were hired. According to the assessors' instructions, they conversant all defendants about the objective of the study and then received approval to complete the questionnaire. Workers who were actively involved in the adoption of Green human resource management practices supplied information which leads to the biological execution of hotels by consuming convenient sample survey method. Data was obtained through the management of chosen hotels. Questionnaire acclimatize from previous studies distributed among the employees of selected hotels, who were following the GHRM performs that facilitates the ecological concert of the hotels. A request letter was delivered to the human resources departments of selected hotels prior to official gathering of data for referral to the genuine respondent. Following

clearance, staff were given the questionnaire to complete. Data were collected through E questionnaire and through printed questionnaire. Total 300 questionnaire distributed among employees out of which 75 were returned not complete questionnaire. Subsequently judiciously showing 225 defendants were considered for data scrutiny.

## 4.    Findings

The present research adopted PLS-SEM with Smart PLS 3 to evaluate the hypothesis that was suggested since it is commonly utilized and regarded as a contemporary method for assessing in every industry, notably in tourism and hospitality industries (Ali, ur Rahman, & Anser, 2020). The persistence of this empiric research was to foresee and clarify the analyzed hidden variables using current theory. PLS-SEM has been revolutionized as an efficient tool for testing topics for the goals of both structural modelling explication and build estimate (Hair Jr et al., 2021). Furthermore, it is expected to be an adaptable method for model evaluation (Ringle, Wende, & Will, 2005). The following justification for using PLS-SEM is that it has rarer constraints for the number of samples as well as data homogeneity than Amos (Hair Jr et al., 2021).  As a result,  PLS-SEM was utilized in this study to minimize normality of the data concerns and the number of samples. In addition, the PLS method and bootstrapping approach are used to determine the loading of factors for assessing validity of constructs or  internal consistency reliability  (Ali et al., 2020), path values, or the appropriate equal of significance to evaluate hypotheses. The measurement model was calculated first, after the review was discovered by structural model assessment.

### 4.1.    Data Normality

While PLS-SEM is a non-parametric analysis tool and does not need the existence of data normalcy as indicated in the preceding parity, the data normality distributions should not be overlooked already using any deductive metrics (Hair, Money, Samouel, & Page, 2007). Thus, this study examined the normality of the data using the Skewness, Kurtosis, and histogram plots, as recommended by Munro (2005). The findings showed that all hidden parameters were within the limited boundary (for example, skewness and kurtosis range of value should be between -2 and +2), implying that the information had a normal distribution. Because the results indicate there is no matter with data irregularity, further investigation might perform using PLS-SEM.

### 4.2.    Common Method Bias

Because the results of the present research were collected from one source, namely hotel management, it was more probable that common method bias (CMB) would be associated with our findings. Previous study has shown that an entire mutual dependence test might be used to determine if data was affected by common method bias though applying structural equation modelling (SEM) in partial least squares (PLS-SEM) (Kock, 2015).  According to Kock (2015), previous research sought to evaluate common technique bias by using variance inflation factors (VIF) derived over a comprehensive collinearity test. The VIF results indicate that a threshold greater than 3.3 suggests the calculated model may be affected by CMB, however if the values are less than 3.3, the tested model may be deemed free of CMB. Luckily, results showed that all VIF scores for all analyzed hidden variables stayed lesser than the expurgated off value, implying that data in existing study was not polluted by the CMB mistake. In the end, CMV was not a concern in this research and can be moved forward for additional empirical investigation.

### 4.3.    Measurement Model Assessment

Convergent validity has been investigated utilizing loadings, average variance extract, or competitive reliability after obtaining the measurement model. Table I shows that, with the exception of certain numbers, factor loadings above the suggested value of 0.60. In a similar vein all composite dependability (CR) values were more than the required value of 0.70. For all under-study constructs, the average variance extract (AVE) values above the suggested value of 0.50 (Hair Jr et al., 2021). Entries with the lowest factor loadings (0.50) was eliminated. Ringle et al. (2005) suggested a new and developed standards (HTMT ratio) to assess discriminant validity and accepted which the Fornell-Larcker criterion was one of the effective methods to evaluate discriminant validity, but this approach was unable to identify a lack of discriminant validity in different study circumstances. As a result, the HTMT ratio was utilised to evaluate construct discriminant validity. As indicated in Table II, all HTMT ratio data for green and non-green hotels were provided. Because all of the values are less than 0.90, as indicated by (Gold, Malhotra, & Segars, 2001), discriminant validity for all concepts has been demonstrated

**Table 1: Convergent Validity**

| Constructs | Items | Loadings | Alpha | CR | AVE |
|---|---|---|---|---|---|
| Environmental Performance | EP1 | 0.723 | 0.893 | 0.905 | 0.582 |
| | EP2 | 0.492 | | | |
| | EP3 | 0.768 | | | |
| | EP4 | 0.885 | | | |
| | EP5 | 0.772 | | | |
| | EP6 | 0.775 | | | |
| | EP7 | 0.861 | | | |
| GHRM | GHRM2 | 0.847 | 0.723 | 0.819 | 0.547 |
| | GHRM3 | 0.904 | | | |
| | GHRM4 | 0.433 | | | |
| | GHRM5 | 0.682 | | | |
| | GHRM6 | | | | |
| | GHRM7 | | | | |
| Green Innovative Work Behavior | GIWB1 | 0.656 | 0.853 | 0.888 | 0.573 |
| | GIWB2 | 0.665 | | | |
| | GIWB3 | 0.763 | | | |
| | GIWB4 | 0.88 | | | |
| | GIWB5 | 0.759 | | | |
| | GIWB6 | 0.795 | | | |
| Green Perceived Organizational Support | GPOS1 | 0.585 | 0.870 | 0.890 | 0.547 |
| | GPOS2 | 0.469 | | | |
| | GPOS3 | 0.634 | | | |
| | GPOS4 | 0.687 | | | |
| | GPOS5 | 0.909 | | | |
| | GPOS6 | 0.895 | | | |
| | GPOS7 | 0.875 | | | |
| Pro-environmental Behavior | PEB1 | 0.975 | 0.798 | 0.837 | 0.560 |
| | PEB2 | 0.852 | | | |
| | PEB3 | 0.847 | | | |
| | PEB4 | -0.209 | | | |
| | PEB5 | 0.298 | | | |
| | PEB6 | 0.915 | | | |

**Figure 2: Structural Model Assessment**
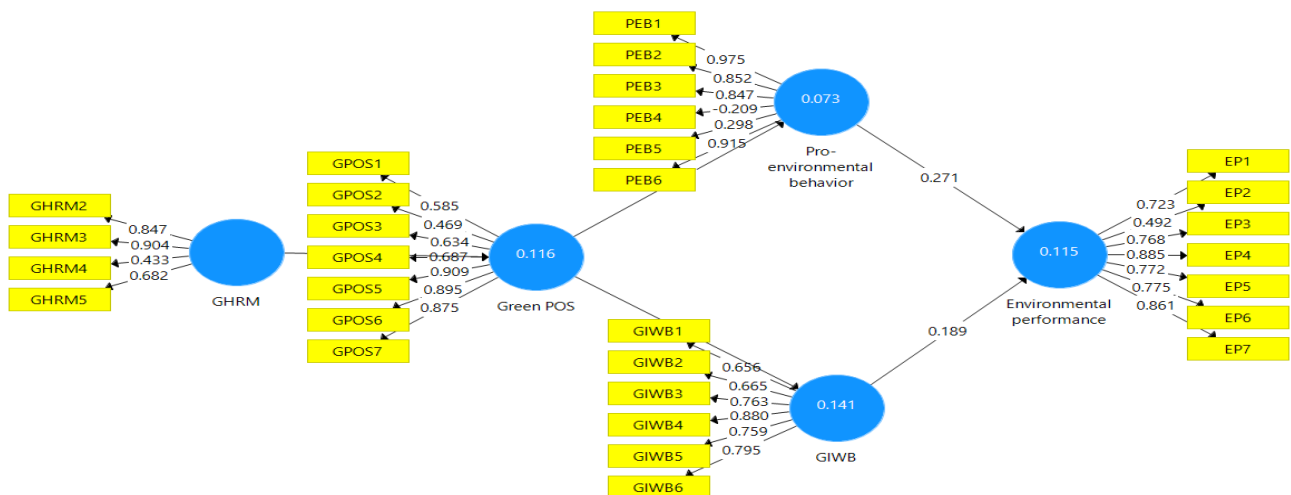


**Table 2: HTMT Ratio**

| | Environmental Performance | GHRM | GIWB | Green POS | Pro-environmental Behavior |
|---|---|---|---|---|---|
| Environmental performance | | | | | |
| GHRM | 0.635 | | | | |
| GIWB | 0.253 | 0.419 | | | |
| Green POS | 0.349 | 0.384 | 0.381 | | |
| Pro-environmental Behavior | 0.234 | 0.25 | 0.262 | 0.266 | |

**Table 3**

**Direct Effect**

| | Original Sample (O) | Standard Deviation (STDEV) | T Statistics (|O/STDEV|) | P Values |
|---|---|---|---|---|
| GHRM -> Green POS | 0.341 | 0.101 | 3.381 | 0.001 |
| GIWB -> Environmental performance | 0.189 | 0.087 | 2.557 | 0.133 |
| Green POS -> GIWB | 0.376 | 0.103 | 3.632 | 0.000 |
| Green POS -> Pro-environmental behavior | 0.271 | 0.133 | 2.03 | 0.067 |
| Pro-environmental behavior -> Environmental performance | 0.271 | 0.1323 | 2.361 | 0.192 |

**Indirect Effect**

| | Original Sample (O) | Standard Deviation (STDEV) | T Statistics (|O/STDEV|) | P Values |
|---|---|---|---|---|
| GHRM -> Green POS -> GIWB -> Environmental performance | 0.044 | 0.019 | 2.315789 | 0.012 |
| Green POS -> GIWB -> Environmental performance | 0.171 | 0.046 | 3.717391 | 0.021 |
| GHRM -> Green POS -> Pro-environmental behavior -> Environmental performance | 0.125 | 0.023 | 5.434783 | 0.003 |
| Green POS -> Pro-environmental behavior -> Environmental performance | 0.073 | 0.016 | 4.5625 | 0.019 |
| GHRM -> Green POS -> Pro-environmental behavior | 0.092 | 0.027 | 3.407407 | 0.010 |
| GHRM -> Green POS -> GIWB | 0.128 | 0.063 | 2.031746 | 0.044 |

## 5. Conclusions and Recommendations

The aim of the research is to look at link among GRHM practices and hotel eco-friendly performance. This study looked at how GHRM exercise affect biological performance in the hotel industry of Pakistan, taking into account the importance of green POS, Pro-environmental behavior and GIWB. The current research's findings are given and evaluated in the context of the research hypothesis. Concerning the hypothesis between GHRM and green POS, the outcomes of the research have proven the association among GHRM and green POS. Further the present study GHRM may be a precursor to workers' impressions of green POS. Organization may provide several GHRM performs like green recruitment or hiring, green training, rewards, green performance appraisals to employees in order to increase employees ideas about green POS (Dawood et al., 2023; Hafiza et al., 2022; Y. Khan, 2022; Luu, 2018; Rahman, Chaudhry, Meo, Sheikh, & Idrees, 2022; A. U. Shahid et al., 2022). The presence of GHRM practices indicates that management engages in the expansion of workers' environmental sustainability and green management information, skills, or capacities, or so establishes the base for green POS (Chowdhury & Shamsher, 2023). As a consequence, these GHRM performs determine that the company recognizes and cares about its workers' contributions to ecological challenges and green management (Pinzone et al., 2019).

Furthermore, the research's results indicated a link among green POS and pro-environmental behaviors. Staffs had positive insights regarding green POS when the company organisms the GHRM practices to raise employee knowledge of environmental sustainability and green activities, as well as to encourage them to follow instructions or guidelines regarding ecologically answerable conduct (García-Chas, Neira-Fontela, & Varela-Neira, 2016). The outcomes also imply because the green POS nurtures employee's green workplace behaviors. Further, the research conclusions well indicate and established the association among green POS or GIWB. The results presented that GHRM practices has optimistic impact on hotel environmental performance or to enhance workers' green behaviors at work place. To motivate workers in resolving environmental issues and concerns, hotels must implement sustainable green practices which leads to the higher POS and creativity. Further green POS was found positively effect GIWB. Thus, the study suggests that workers with sophisticated POS are additional likely to have reliable and high-quality interactions with their organizations, which will inspire them to show positive results like green consequences. This research supports the theory that hotel ecological presentation can be improved by changing employee performance or attitudes. Based on the previous research, it is concluded that GHRM performs help an institution to foster greener brains and an optimistic mentality attitude toward the atmosphere, that leads

to environmentally conscious behaviors. In the end, it improves ecological recital. The conclusions of the study also show that GHRM activities help hotels to achieve their environmental goals indirectly by increasing green POS, Pro-environmental behavior and encouraging GIWB among employees.

## 5.1. Theoretical Implications

This study has substantial theoretical contributions to the GHRM works. Initial, because our accumulation show that GHRM performs had not direct impact on Environmental execution, scholarly attention is drawn to the necessity to establish a fundamental method that demonstrates how GHRM practices affect the environment is transmitted to an organization's environmental outcomes. In addressing the impact of GHRM techniques on hotel eco-friendly performance, we contribute by presenting two fundamental underlying mechanisms of green POS and GIWB. Specifically, this research reveals that when employees trust their organizations taking care about their psychological well-being and reward their efforts and contributions, they become more environmentally conscious, are more likely to engage in green behavior, or donate to environmental protection and performance (Umrani et al., 2020).

Furthermore, this study's findings were based on the SCT theory, demonstrate a link among GHRM and environmental performance. As a result, the present research makes a contribution. to the expansion of the idea of SCT or proposes that greening the HRM can enhance hotel environmental performance. Based on the conclusions of our research, we believe that green POS not only completely influence Ecofriendly performance. But also enlighten how GHRM's positive impact is transferred to better Environmental performance. The study has revealed that GHRM practices provide a positive work atmosphere in the workplace. We suggest that if hotel industry management encourages its employees, they will feel enforced to reciprocate by supporting Pro-environmental behavior and green innovative work behaviors (GIWB), which will lead towards Environmental performance (Bhatti, Saleem, Murtaza, & Haq, 2022; Ilyas, Banaras, Javaid, & Rahman, 2023; S. M. Khan & Saif-ur-Rehman; Ullah, ur Rahman, & Rehman, 2023; Usman, Rahman, Shafique, Sadiq, & Idrees, 2023). Third, the current study adds substantial influence to the current literature by addressing the subject of environmental performance in the services sector, specifically in the hotel industry, which is confronting several issues. There are limited studies on how GHRM practices affect organization green POS. Thus, this study not only looked at green POS from an environmental management perspective, but also improved our understanding of how it helps to generate/foster employee Pro-environment behavior and GIWB towards environment rather than directly affecting environmental performance.

## 5.2. Practical Implications

Our study offers the various practical suggestions for the managerial practices of the service sector. The current study findings suggest that hotels should adopt and encourage green behaviors across their whole operating line in order to deal with environmental challenges. Employees may feel a feeling of pride in how their organization protects the environment because of this. Thus, the hotels should implement the GHRM practices if they want to fulfill the green goals. This research recommends that hotels and tourist should seek out new hires who are enthusiastic about protecting the environment and advancing green concepts. Thus, hotels must give training on environmental policies and initiatives to their employees and must create opportunities for them to put what they learned during training into practice. As a result of these chances, they will increase their eco-friendly skills, knowledge, and capabilities, as well as their intellectual and develop pro-environmental attitudes, consequent in improved hotel biological execution.

The study has identified the importance of GRHM practices predicting the Ecological performance. Hence, the hotel industry must focus on GHRM in order to effectively adopt green policies, which can enhance the hotel Environmental performance. GHRM practices must involve green recruiting and hiring, green training & development, a process of green performance appraisals, and successful green rewarding policies. These policies provide the foundation for developing employees' green POS and encouraging pro-environmental behavior and GIWB of employees at work. This study clearly suggests that while defining GHRM practices in order to achieve Environmental performance, HR professionals then top management in the hotel industry develop core organizational concepts and ideas.

## 5.3. Limitations and Future Directions

Despite significant contributions, there are some boundary in the present investigation work which supply opportunities for more work. First, according to the current study, the sample was selected from the service sector, and information was gathered using by a single source. Coming research might look at the construct industry to see how it compares to the existing research framework, or they could look at other service sectors to see how they compare. Second, it is possible to conclude that GHRM practices will differ between companies, facet, and nation, as well as between underdeveloped or formulated countries. The current study just looked at a small number of different GHRM practices. Future research might focus into other GHRM practices that can help to develop green POS, and because it is a multi-dimensional construct, it is suggested that forthcoming research look into the measurements' influence on employee's green behavior and environmental performance. Furthermore, the current study's findings have limited generalization because it focused on the hotel industry sector in a single geographic region (i.e., Pakistan). Future research might look at evaluating the current study's findings in cultural settings and multiple sectors such as higher education, NGOs, healthcare and hospitality. Moreover, among the explored relationships, the study has examined green POS, Pro-environmental behavior, and GIWB. Other mediating variables such as green psychological climate, green engagement climate, green intellectual capital, green creativity, and organizational identification may be considered in future studies, which will add contribution to the literature of GHRM practices and environmental performance.

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