

## RELATIONSHIP BETWEEN ENVIRONMENTAL PERFORMANCE OF CHAIN IN HOTELING INDUSTRY AND GREEN HRM

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### ABSTRACT

With COVID-19 limitations in place worldwide, the topic of "Relationship of Green Human Resources and Environmental Performance of chain in Hoteling industry" is still relatively fresh and unique. Using self-actualization, family-supportive behavior, and green human resources management, this study will improve the chain's environmental performance and green human resources in the hotel business. The results demonstrate "that eco-friendly behavior, GHRM practices, and environmental performance of chain in hoteling business are improved by green human resource management." The present study suggests that the use of GHRM techniques can improve the environmental performance of hotel chains.

**Keywords:** Green Human Resource Management (GHRM) practices, Self-actualization, Eco-friendly Behavior (ECB), family supportive behavior (FSB), Environmental Performance of chain in hoteling industry.

### 1. INTRODUCTION

Green HRM is a phrase that is well-known in the corporate world today and is becoming more and more advanced with time. Due to global efforts being made on ecological management and economic progress, the relevance of this is currently growing and becoming a hot topic. These days, the idea of GHRM practices elaborates awareness regarding ecological endeavors in addition to social justice representation. The two terms can be linked in a very plausible way. "Utilization of GHRM from HRM policies to advance the feasible resource utilization inside organizations and more generally advances the reasons for environment maintainability or sustainability" (Marhatta and Adhikari, 2015, pp. 27-34). In actuality, GHRM practices not only understand and recognize environmentally friendly behaviors, but they also enhance green activity and maintain their green terminuses of HRM procedure, such as the hiring, recruiting, redressing, creating, and boosting of the organization's human capital, or the chain's

environmental performance in the hotel industry (Ahmad, S. 2015). According to Opatha and Arulrajah (2016), it denotes the framework, procedures, and structure that allow employees to connect their personal and professional lives. There has been a global consensus in recent years on the necessity of a realistic environmental management campaign following COVID-19.

This effort was made in response to the damaging effects of several contaminants, the main offender being mechanical waste, which has been depleting and depleting our natural resources. Given the importance of Asian economic growth for environmental management, the majority of the Green HRM literature is western in origin. Future research studies should aim to close this gap (Renwick, Redman, and Maguire, 2016). Researchers studying CEOs worldwide are now examining various administrative methods that might support the achievement of GHRM goals and also have a major impact on the environmental significance of the firms.

Due to the hotel industry's significant influence on civilization, culture, economics, and environment, study on its effects on these areas has expanded globally (S Janković, D Krivačić, 2014). (Melissen et al. 2016). Almost all industries are aware of how the environment affects society. In terms of the service provider sectors, for instance, "hotels' green initiatives include waste removal, energy and water conservation in their operations, and client and representative education" (Bohdanowicz and al., 2015; Rahman et al., 2012). Jabbour, Santos, and Nagano (2008) go on to say that Green HRM activities, which include standards, training, coordination, considering natural goals, and non-monetary compensation systems, might help enhance the environmental performance of the business. Incentives can also encourage workers to practice environmental responsibility. For instance, the Hilton hotel chain has maintained its functional goals and strategies, green initiatives, and a progress monitoring system to ensure a green environment within the company in order to protect nature. It is clear that between 2009 and 2014, the world's total water and energy consumption remained between 14.1% and 14.5%. Furthermore, Kim et al. (2019) cite the Marriot chain of worldwide hotels as another illustration of how green initiatives are fostering a safe and environmentally friendly atmosphere.

In order to evaluate green chain hotels, Hsiao et al. (2014) "built up environmental management characteristics for the hotel business to use." Additionally, research has shifted to examine environmental issues from the perspectives of both employees and customers in the hotel industry. Nonetheless, the consumer's perspective on green marketing has been the primary focus of most research (Kim and Choi, 2014). For instance, (E Yarimoglu, T Gunay, 2020) looked into the attitudes and behaviors of guests in relation to hotels' eco-friendly policies. According to Kang et al. (2012), American hotel guests showed a larger spending premium for green hotels and expressed higher concerns about their health. The employee's perspective, which is the second stream, deals with problems pertaining to hotel staff mentalities or attentiveness (Marvellous Mangwiro, Nelson Zengeni, Kumbirai Mirimi, Gwerena Chamunorwa, 2018). Observational studies that use green human resource management (HRM) to identify green environment execution through

employees' commitment and behavior are lacking, despite the fact that workers' conduct plays a significant role in improving environmental results (Fernández et al., 2003; Paillé et al., 2014). Green HRM advances an organization's primary goal of being environmentally friendly. According to Lado and Wilson (1994), "the jobs of Green HR are to help employees fulfill the vision of the green organizations and to convey the key vision of corporate executives to their workers." According to (YJ Kim, WG Kim, HM Choi, 2019), implementing the organizational purpose and the primary green vision successfully is one of the direct results of green HRM."

The following are the goals of this study: "To examine the relationship between greenhouse gas emissions and workers' eco-friendly behavior (EEB)", "To examine the relationship between self-efficacy (SE) and GHRM", "To explore the role of EEB between GHRM and hotel environmental performance (HEP)", "To explore the relationship between GHRM and family supportive supervisor behavior (FSSB)"; and "To explore the relationship between employees' eco-friendly behavior and HEP" And "To examine the relationship between self-efficacy and HEP" and "to investigate the boundary effect of a non-green hotel in the relationships between GHRM, FSSB, EOC, SE, EEB, and HEP."

## **2. Literature Review**

"HRM exercises, which upgrade positive environmental outcomes" is what Green Human Resource Management (Green HRM) refers to as an emerging idea. Another new idea in HRM these days is green HRM. "Business companies now need to adopt environmental practices and initiatives due to growing global environmental concerns and the development of international standards and procedures for environmental management." "Green human resource management (GHRM)" or "environmental human resource management" are terms used by certain scholars to refer to the integration of HRM and environmental management (Renwick et al., 2020). The phrase "green human resource management (GHRM)" is used in the current investigation. According to Renwick et al. (2020), "GHRM relates to the executive's part of environmental management—human resource management." "Certain technologies that have been developed by

researchers are useful in implementing green HRM practices.

A four-stage environmental HRM model, for example, was proposed by Milliman and Clair (1996): “(1) provides an environmental vision as a guide; (2) train representatives to communicate their environmental vision and objectives; (3) evaluate worker environmental performance; and (4) perceive worker environmental exercises through payment schemes. In a similar vein, Daily and Huang (2001) put out a deliberate approach for actualizing human resource components within the framework of environmental management. The main components of environmental HR in the suggested model were (1) senior officials' assistance, (2) preparation, (3) strengthening, and (4) compensations.” The strategy, environmental policy, and other pertinent information are communicated to representatives by top management. Workers are exposed to new environmental practices as a result of preparation, and representatives are allowed to voluntarily participate in environmental exercises. “Rewards and evaluations can also encourage employees to practice environmental responsibility. Renwick et al. (2020) also organized the elements of the “HR perspective on environmental management.

### **2.1 Green HRM:**

The area of “GHRM that deals with creating a cordial working relationship between an employer and employee is called “employee relations.” The partnership boosts productivity while also assisting with staff morale and motivation. In essence, employee relations entails initiatives that empower and encourage employee participation. Additionally, it aids in the prevention and resolution of workplace issues that might interfere with employment. In actuality, good employee relations are a source of competitive advantage, an enduring intangible asset”, and they eventually mold the connection like a family within the firm. During the whole GHRM process of “finding, hiring, and training, as well as compensating, developing, and advancing the firm's human capital,” such a green endeavor may uphold its green goals (Dutta, 2021).

GHRM scholars have shown that representative viewpoints, such as commitment, are influenced by strategic GHRM practices (Domínguez-Falcón et al., 2021; Hur, H. (2020); Jung, Y., & Takeuchi, N.

(2018)). In particular, Gould-Williams and Davies (2005) said that strategic GHRM enhances workers' performance by helping them to establish and achieve the particular goals of a business. It's interesting to note that conventional GHRM emphasizes behavioral restrictions and outside enrollment of abilities (Bratton and Gold, 2017). For example, Guan, Y., Arthur, M. B., Khapova, S. N., Hall, R. J., & Lord, R. G. (2019) proposed that establishing a mental connection between an organization and its representatives through strategic GHRM practices influences workers' mentalities and behaviors. Moreover, Domínguez-Falcón et al. (2021) proposed that companies may use strategic GHRM to practice responsible delegation, and they empirically verified that strategic GHRM practice actually increases employees' organizational commitment.”

“Scholars have the ability to utilize the concept of strategic GHRM in the areas of environmental preservation and corporate social responsibility (CSR). Guo, H., Balaji, V., Benson, R., Zhao, M., Golaz, J. C., Held, I. M.,... & Xiang, B. (2018). urged that a crucial component of CSR initiatives be socially responsible human resource management (SRGHRM). Providing CSR training, monitoring employees' socially conscious conduct, and electing socially conscious representatives are all included in SRHRM. They demonstrated a clear correlation between SRHRM and representatives' organizational commitment. In a similar vein, GHRM is included under SRHRM but focuses on environmental problems in this research. Previous studies on environmental management and the hotel industry suggested incorporating elements of GHRM into environmental management, such as representative environmental training programs. Hsiao, I. H., and Lu, Y. (2017); Yen et al. (2013). According to Yen et al. (2013), the degree of organizational responsibility held by employees is significantly influenced by the environmental management of hotels.”

### **2.2 Family Supportive Supervisor Behavior:**

“According to Fan, L., Mahmood, M., & Uddin, M. A. (2019); Devine and Hunter (2017), supervisors “play a significant role in fostering employee creativity and innovation, similar to the role of managers in other settings.” In light of these factors, the current study looked at the connection between supervisor behaviors that support families

and workers' organizational commitment in the domains of organizational consulting and human resources. The most typical way to think about an employee's dedication is as their vitality. According to Karyotaki, E. et al. (2021), supervisees anticipate that their supervisors will be well-versed in pertinent fields, amiable, helpful, critical thinkers, and adequately active in theoretical development projects. Supervisors that exhibit flexible behavior to accommodate employees' family obligations are known as flexible supervisory support behaviors (FSSBs) (Hammer, L. B., Wan, W. H., Brockwood, K. J., Bodner, T., & Mohr, C. D. (2019). As with FSOP's classification as a subset of POS, FSSB may be seen as a component of generalized perceived supervisor support. The results showed that the best way to understand how perceptions of family-supportive organizations affect family-supportive supervisor behaviors, which in turn affect subordinates' perceptions of their supervisors' work effort, their sense of self-efficacy, and their affective commitment to the organization. Additionally, it was discovered that the association between family-supportive supervisor actions and self-rated performance is independently mediated by subordinate self-efficacy and emotional commitment. Studies have indicated that a variety of favorable "work-related outcomes, such as employee job performance (Carlson, D. S., Thompson, M. J., Crawford, W. S., & Kacmar, K. M. (2019) and retention (Eisenberger, Stinglhamber, Vandenberghe, Sucharski and Rhoades 2002) are associated with generalized supervisor support. According to Vandenberghe, C., Bentein, K., & Panaccio, A. (2017), workers' perceptions of organizational support—whether through supportive supervisors or organizational policies—amount to their employer's acknowledgement that they value their contributions to the company's success and are, therefore, willing to support and assist them.

### **2.3 Employee's Organizational Commitment:**

"Workers' desire to go above and beyond what is required of them is increased by their "organizational commitment" (Stoverink, A. C., Chiaburu, D. S., Li, N., & Zheng, X. (2018)). "Employee eco-friendly conduct is essential to the success of a company's environmental management since it enhances the company's

overall environmental performance (Daily et al., 2019). In order for a business to achieve ecological manageability, it is essential to comprehend how GHRM impacts employees' environmentally conscious behavior, which in turn impacts the environmental performance of the firm. The social character hypothesis provides a theoretical framework for employees' perceptions of a company's green initiatives." Organizational responsibility functions as a go-between for GHRM and environmentally conscious conduct. Previous studies have demonstrated a notably beneficial association between organizational commitment and OC. Research by Massoudi, A. H., Jameel, A. S., & Ahmad, A. R. (2020) shown a strong correlation between organizational commitment and OCB. According to Bishop et al. (2017), front-line representatives' organizational engagement has a significant impact on their OCB. Additionally, Carmeli, A., Brammer, S., Gomes, E., & Tarba, S. Y. (2017) stated that employees who have a strong bond with their organizations are likely to construct charitable open-ended contracts (OCB) since they must be valuable members of society in excellent enterprises. Ansari, N. Y., Siddiqui, S. H., & Farrukh, M. (2018) "discovered a positive connection between affective organizational responsibility and OCB using a meta-analytical methodology." Based on previous studies and the social identity theory, the authors anticipate that a high degree of environmentally conscious conduct will be sparked by representatives' strong organizational commitment."

### **2.4 Self-Efficacy:**

"A person's perceived capacity to act in a way that gives them control over circumstances that impact their life is known as self-efficacy (Stajkovic, A. D., Bandura, A., Locke, E. A., Lee, D., & Sergent, K. (2018). Higher self-efficacy people are more assured of their capacity to succeed and get beyond challenges (Bandura, A. (2019). Human cognitive, motivational, emotional, and decisional processes are all regulated by self-efficacy (Sergent, K. et al., 2018). Social cognitive theory states that mastery experiences, observational learning, social persuasion, and emotional arousal are the four primary sources of self-efficacy. (2019; Lyons, P., & Bandura, R. "This implies that the desire of workers to work together will be crucial to

achieving green outcomes (Grubor, A., Berber, N., Aleksić, M., & Bjekić, R., 2020). After all, workers in a certain field frequently have the finest ideas (Hossen, M. M., Begum, M., & Sultana, F. (2018)). Research on the connection between self-efficacy and organizational commitment lends credence to the idea that self-efficacy exerts a major influence on organizational commitment. Relevant material suggests specific personal characteristics as significant markers of organizational commitment. For instance, Hurter, T. (2020) and Amitha, W. A. K., & Attanayake, A. M. J. (2017) found self-efficacy to be a positive correlate of organizational commitment, while Salles, F. L. P., & d'Angelo, M. J. (2020) found a clear relationship between organizational commitment and expectation, confidence, and flexibility. Psychological capital, which includes the mental boundaries of self-efficacy, idealism, flexibility, and expectancy, was examined by Tran, T., Nguyen, T., & Ngo, D. (2021) as a measure of organizational commitment between public and private part association. The findings showed that none of the two types of organizations' expectations regarding hierarchical obligation was predicted by any psychological trait, including self-efficacy, good faith, adaptability, or expectancy.

### **2.5 Employee's Eco-Friendly Behavior:**

"HRM procedures increase employees' voluntary efforts (Collings, D. G., McMackin, J., Nyberg, A. J., & Wright, P. M., 2021) van Knippenberg, D., & van Ginkel, W. P. (2021) suggested that workers are likely to put in more effort for the company when they observe the excellent nature of the exchange connection with their supervisors or organization. For example, Tsaur, S. H., Hsu, F. S., & Lin, H. (2019) found that front-line representatives' administration conduct increased with their perception of GHRM procedures. They demonstrated how administrative employees who had a positive attitude about HRM procedures (such as hiring and training) went above and beyond the call of duty to provide hotel guests with exceptional levels of help."

"According to Siegel, L., Cutter-Mackenzie-Knowles, A., & Bellert, A. (2018), "this research proposes the eco-friendly behavior concept to enhance the shortcomings of OC since it defines eco-friendly behavior as just an individual activity for decreasing one's destructive influence on the

environment." The core principles of eco-friendly conduct are reduced waste, reduced water consumption, and reduced energy use—all of which make sense in a hotel setting. Rather unlike OCBE, which is limited to deliberate and discretionary actions alone, the eco-friendly behavior notion makes sense since it is not constrained by those same rules."

A series of actions that promote environmental security are referred to as "green behavior," also known as "environmentally friendly behavior" (Robison, M. K., & Unsworth, N. (2017). According to Huszczo, G., & Endres, M. L. (2017), "self-efficacy assumes a positive job in significant job and task execution," according to the findings of precise searches. A few scholars introduced self-efficacy into the field of environment and proposed the concept of green self-efficacy, which forms the basis of green development worldwide Chiou, C. S., et al., (2019). The assessment and judgment are alluded to by green self-efficacy (Chen, J., et al., 2020). of the individual's ability to organize and carry out the ability to achieve the environmental goals. Many scholars have used the theory of green self-efficacy to shed light on many environmental challenges in the workplace since it was first suggested. Previous research has found a positive predictive relationship between green self-efficacy and green execution, green creativity, and green behavior (Huang, et al., 2016). When it comes to their job or responsibilities, people's mental images of themselves inspire them in predictable ways. In other words, choosing behaviors that enhance and mold one's mental image is easier (Cuifang, L., & Rui, W. (2019). People who had a high level of green self-efficacy were therefore more likely to really engage in green activity (Cuadrado, E., et al., 2021).

### **2.6 Hotel Environmental Performance:**

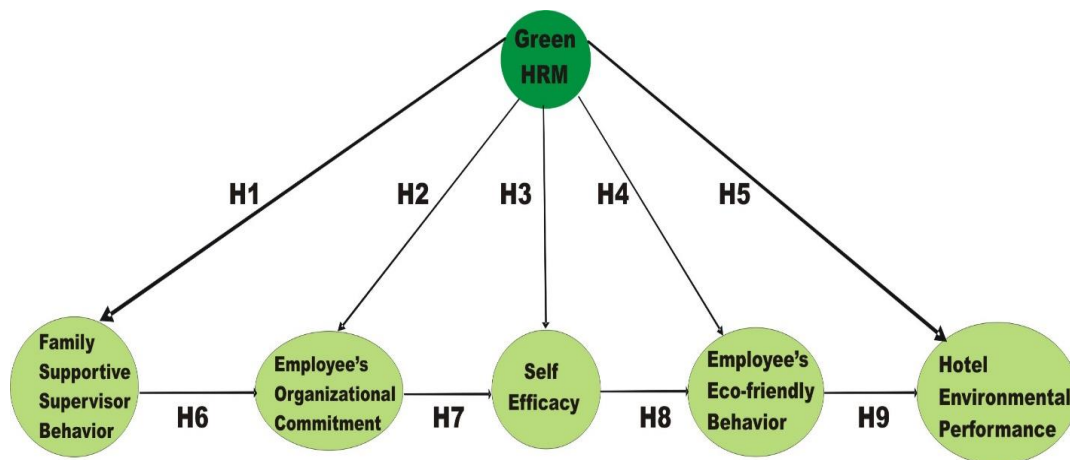
"The authors Yildiz, Y., & Amin, H. H. H. (2020) summarized the arguments for their proposal that representatives' OCBs enhance organizational performance. Representatives can assist one another with work-related problems, for instance. Employees who acquire new skills can enhance the company's ability to adapt to changes in its surroundings, and representatives who actively participate in meetings can aid in the dissemination of information across the business. They discovered that the OCB of employees has a

significant impact on the quality execution, customer happiness, and financial execution of restaurants. Through a time series study, Kessler, S. R., et al. (2020) discovered that the OCB of restaurant staff affects business profitability.” They came to the conclusion that OCB and business performance are inextricably linked. With the exception of the study by Paillé, P., Valéau, P., & Renwick, D. W. (2020), not many experimental studies have established a connection between representatives’ OCBE and environmental performance. Their findings showed that the OCBE of the representatives directly influences environmental performance. Govindarajulu, N., Bishop, J. W., and Daily, B. (2017). Suggested that employee environmental initiatives, such waste reduction, should support businesses in achieving their environmental goals and improving overall environmental performance. Furthermore, it was required by Ramasamy Ramamurthy, S., & Roy, N. (2018) that improving environmental management frameworks can increase environmental performance through the immediate adoption of eco-friendly behaviors.

The largest obstacle to promoting environmental performance programs in the hotel business, according to Okumus, F., et al. (2019), is

persuading staff members to alter their behavior and contribute their ideas to the programs’ implementation. An important area of research for the hotel sector is how staff attitudes and behavior affect attaining optimal environmental performance (Okumus, F., et al., 2019). Participation by employees in environmental performance initiatives is crucial, and as Harvey et al. (2017) pointed out, workers are more drawn to companies that care about environmental concerns. Additionally, this improves their level of job satisfaction (Okumus, F., et al., 2019). The number of organizations incorporating the concept of environmental performance into their business strategies is therefore increasing (Hahn, T., Figge, F., Aragón-Correa, J. A., & Sharma, S. (2017)), along with the increased social demand for environmental performance. Organizations using strategic environmental management practices to be more competitive (Cui, Y., et al., 2020). Additionally, businesses are progressively utilizing employee behavior modification engagement to address environmental problems including cutting down on energy and water consumption, cutting greenhouse gas emissions, stepping up recycling efforts, and utilizing public transportation more frequently (Pacifci, M. et al., 2015).

**2.7 Framework:**



**2.8 Hypotheses:**

- H 1:** Green HRM has a positive impact on family supportive supervisor behavior
- H 2:** Green HRM has a positive impact on employees’ organizational commitment

- H 3:** Green HRM has a positive impact on self-efficacy
- H 4:** Green HRM has a positive impact on employees’ eco-friendly behavior
- H 5:** Green HRM has a positive impact on environmental performance

**H 6:** Family Supportive Supervisor Behavior has a positive effect on employees' organizational commitment

**H 7:** Employees' organizational commitment has a positive effect on self-efficacy

**H 8:** Self efficacy has a positive effect on employees' eco-friendly behavior

**H 9:** Employees' eco-friendly behavior has a positive impact on environmental performance.

### **3. Methodology**

This research is a major examination that items to look at the causal impact of Green HRM Practices on Hotel Environmental performance in hospitality industry of Pakistan. It likewise looks at interceding job of self-efficacy and family supportive boss conduct's impact on hotel environmental performance on the grounds that these qualities in the representatives are gainful for the association and the climate. In the impediments of the time, cross-sectional review is completed and information is accumulated at one time of the point. The investigation which is done depends on this information. The surveys were coordinated to the staff working in various establishments situated in significant urban areas of territory Punjab. Also, they were mentioned to fill the polls with no power by the researcher. This study is utilized to feature the effect of Green HRM practices on Hotel Environmental performance, for that co-social review has been utilized in this research. For this reason, staff from establishments of Pizza Hovel and KFC has been designated to get the expected information expected to come by the legitimate outcomes.

"This study utilized "the six-thing green HRM scale from the CSR HRM scale by Shen, J., and Benson, J. (2016) and the staff instruction component of environmental management framework (EMS) scale from Hsiao et al. (2014). The example items were "My hotel gives sufficient training to promote environmental management as a core hierarchical worth" and "My hotel relates workers' eco-accommodating way of behaving to prizes and remuneration". This study the eleven-thing scale for FSSB from Mallet et al. (2009). The example items were "The point at which I meet my boss, I feel cheerful." and "I feel happy when I cooperate with my manager"." This study utilized the eight-thing EOC scale embraced from Mowday

et al. (1979). The example items were "I observe that my values and the company's values are practically the same;" and "I'm pleased to let others know that I am a piece of this firm". This study utilized eight-thing SE scales from (Chen, Chasm, and Eden 2001). The example items were "I can accomplish most objectives that I normally set for myself." and "I can accomplish what is critical to me and the association I'm essential for". "This study utilized the seven-thing EEB scale from Chou (2014); Hsiao et al. (2014); Scherbaum et al. (2008); and Tudor et al. (2007). The example items were "I sort and reuse trash in the working environment;" and "When I leave a room that is vacant, I switch off the light"." This study utilized the seven-thing scale for HEP in light of contribution from Paillé et al. (2014); Melnyk et al. (2003); and Ilinitch et al. (1998). "The example items were "Environmental management inside our hotel has diminished acquisition of non-inexhaustible materials, synthetic substances, and parts;" and "Environmental management inside our hotel has moderated water use"."

This review "used a partial least squares structural equation modeling (PLS-SEM) that considered a little estimated test in the structural model examination and utilized SmartPLS form 3.2 to dissect the legitimate information and SPSS Rendition 25.0 programming group was used to conduct every one of the mandatory quantifiable layouts. After the assortment of the information that is pertinent to the review from 354 respondents, the information was then broke down on SPSS programming rendition 25. This study had gone through various systems while dissecting the information, such techniques are as following: Most importantly, just the questionnaires which were filled suitably were chosen for the investigation." Every variable of the survey was coded and each coded variable was utilized for information examination. Recurrence tables were utilized as to make sense of the example qualities. "This study calculated the Average Variance Extracted (AVE), Composite Reliability (CR), and Cronbach's alpha coefficients for each build to analyze the develop legitimacy (joined and discriminant legitimacy) and scale unwavering quality. In the last stage, this study completed a PLS-SEM to check the speculations set in this review.

4. Results:

Table 1  
 Convergent Validity

Constructs	Items	Loadings	CR	AVE
Green HRM	GHRM1	0.726	0.858	0.504
	GHRM2	0.743		
	GHRM3	0.759		
	GHRM4	0.645		
	GHRM5	0.647		
	GHRM6	0.730		
Family Supportive Supervisor Behavior	FSSB1	0.747	0.918	0.506
	FSSB2	0.747		
	FSSB3	0.761		
	FSSB4	0.683		
	FSSB5	0.726		
	FSSB6	0.721		
	FSSB7	0.735		
	FSSB8	0.679		
	FSSB9	0.703		
	FSSB10	0.640		
	FSSB11	0.673		
Employee's Organizational Commitment	EOC1	0.605	0.872	0.462
	EOC2	0.667		
	EOC3	0.748		
	EOC4	0.677		
	EOC5	0.697		
	EOC6	0.691		
	EOC7	0.685		
	EOC8	0.656		
Self Efficacy	SE1	0.695	0.888	0.498
	SE2	0.704		
	SE3	0.686		
	SE4	0.754		
	SE5	0.598		
	SE6	0.691		
	SE7	0.760		
	SE8	0.744		
Employee's Eco-friendly Behavior	EEB1	0.684	0.879	0.509
	EEB2	0.714		
	EEB3	0.734		
	EEB4	0.758		
	EEB5	0.661		
	EEB6	0.706		



Environmental Performance	EEB7	0.731	0.885	0.524
	EP1	0.676		
	EP2	0.721		
	EP3	0.764		
	EP4	0.718		
	EP5	0.768		
	EP6	0.765		
	EP7	0.648		

Table 1 "explains the factor loadings, composite reliability (CR) and Average Change Extracted (AVE) that were utilized to really take a look at the convergent validity of the develops. The validity of the builds is supposed to be convergent when items load profoundly (>0.50) on their develops (Hair et al., 2011), and the outcome uncovers that the values of the factor loadings were more prominent than 0.50. The convergent validity of the develops

was estimated by utilizing the Average Difference Extracted (AVE) and the Composite Reliability (CR). The values of the AVE for the builds were all more than 0.50 aside from Self Efficacy and Worker's organizational Commitment, and the composite reliability of the multitude of factors was more prominent than 0.70, demonstrating that the convergent validity of the whole develop had been laid out.

Table 2  
 Discriminant Validity (HTMT Ratio)

	EFB	EOC	EP	FSPB	GHRM	SE
EFB						
EOC	0.791					
EP	0.843	0.715				
FSPB	0.749	0.860	0.649			
GHRM	0.672	0.859	0.646	0.931		
SE	0.833	0.934	0.801	0.769	0.817	

Table 2 "shows the HTMT ratio, which is a successful way to deal with access Discriminant Validity. Kline (2011) characterized that the HTMT ratio ought to be under 0.85 to guarantee

the Discriminant Validity and as indicated by this rule, the ratio values were all sufficient, which was the proof of the Discriminant Validity.

Table 3  
 Path Analysis

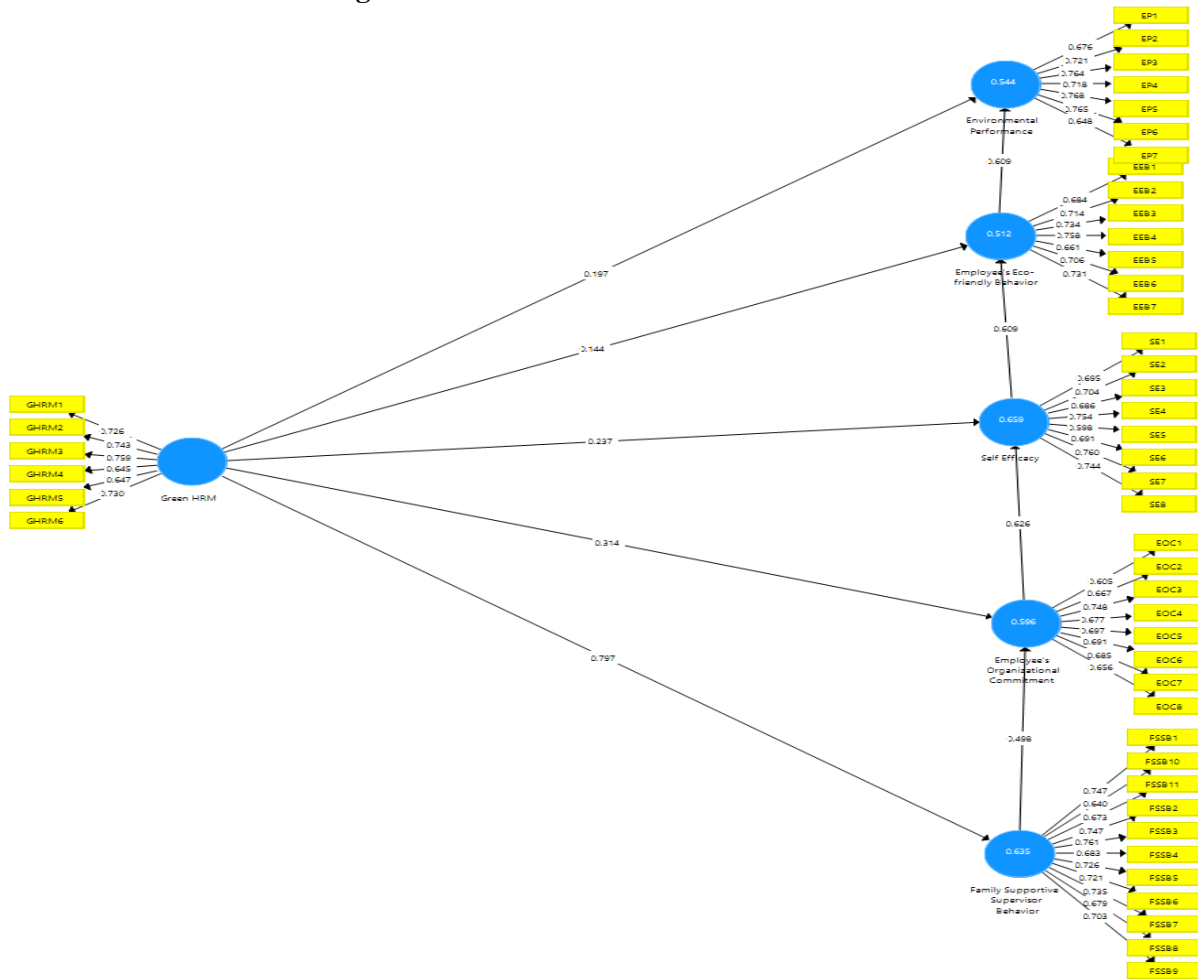
	Relationships	Beta	S.D	t-value	p-value	Decisions
<b>H1</b>	Green HRM -> Family Supportive Supervisor Behavior	0.609	0.023	34.047	0	Supported
	Green HRM -> Employees'					
<b>H2</b>	Organizational Commitment	0.314	0.064	4.941	0	Supported
<b>H3</b>	Green HRM -> Self Efficacy	0.237051	0.0069	3.413	0	Supported
	Green HRM -> Employees'					
<b>H4</b>	Eco-friendly Behavior	0.144	0.063	2.295	0.011	Supported

H5	Green HRM -> Environmental Performance	0.197	0.057	3.452	0	Supported
H6	Family Supportive Supervisor Behavior -> Employees' Organizational Commitment	0.498	0.062	7.998	0	Supported
H7	Commitment -> Self Efficacy	0.626	0.063	9.96	0	Supported
H8	Eco-friendly Behavior -> Employees' Eco-friendly Behavior	0.609	0.056	10.788	0	Supported
H9	Employees' Eco-friendly Behavior -> Environmental Performance	0.609	0.045	13.585	0	Supported

To comprehend the primary relationship effects inside the develops, the SEM PLS Structural model examination was led. The review utilized a bootstrapping strategy to evaluate the meaning of the way coefficients. As per the tests applied and

determined results, it is expressed that all the hypothesis are "Supported" as the values of p and t are sufficient subsequently the p-worth ought to be under 0.05 and the t-worth ought to be more noteworthy than 1.645.

Figure 1: Measurement Model Assessment



**5. Discussion, Implications & Recommendations, Limitations and Conclusion:**

**5.1 Discussion**

“Through an examination of ‘employees’ organizational commitment, self-efficacy, and environmentally conscious behavior, this study ‘investigates the relationship between hotels’ GHRM and environmental performance.’” The findings of this study were obtained using the PLS-SEM technique in compliance with hotel settings. The sample’s results showed that, as anticipated, employees’ perceptions of GHRM in their properties generally improved their supervisors’ support, their self-efficacy, their eco-friendly behavior, and the environmental performance of their properties—all of which increased their commitment to their organizations.”

“Applying the positive effects of GHRM to FSSB, EOC, SE, EEB, and EP, the results were consistent with those of earlier studies (López-Gamero et al., 2009; Paillé et al., 2013). For example, Paillé et al. (2013) discovered that ‘organizational commitment was positively impacted by environmental management exercises. They thoroughly evaluated environmental management techniques (such as releasing annual environmental reports and policies) in their study. Since HRM is generally a crucial resource to achieve organisational objectives through representatives’ interest, the focus of the current study is on GHRM, one aspect of environmental management (Meier, O., Naccache, P., & Schier, G. (2019); Domínguez-Falcón, C., et al., 2021).”

“Through an examination of the impact of GHRM on representatives’ self-efficacy and the support they received from their supervisors, this study ‘expands the environmental management literature.’” The results confirm that using GHRM is a viable option. On the other hand, Tarí, J. J., et al. (2021) found that environmental performance is enhanced by proactive environmental management. The eco-friendly behaviours of the employees were taken out of the estimated model in their investigation. Nonetheless, a number of scholars have suggested looking into the environmentally conscious actions of employees within companies (Bishop, J. W., Govindarajulu, N., & Daily, B. (2017); Billio, M., Getmansky, M., Lo, A. W., & Pelizzon, L. (2012)).”

“The present study thus sheds insight on the psychological mechanism by which workers integrate themselves into the environmental initiatives of their companies. We suggest that a key component in workers’ pro-environmental behavior is the psychological relationship between the organization (GHRM) and the person (the worker), coordinating the examinations of hierarchical and individual elements.”

“In particular, ‘this study expands the literature by examining the ‘role of self-efficacy as a mediating factor between employees’ organisational commitment and their eco-friendly behavior towards environmental performance, as well as the role of family-supportive supervisor behavior among GHRM and employees’ organisational commitment.’” Organisational commitment has been studied in a limited number of studies in the environmental literature as a potential mediator between HRM practices and employee behavior.”

“The impact of environmental management methods on employees’ organisational commitment was found by Stites and Michael (2011). Meija-Morelos, J. H., and Paillé, P. (2019) provided evidence of the positive effects of environmental management on organisational commitment. According to the current study, an employee’s behavior should be determined by their level of self-efficacy. The results show that the self-efficacy of hotel employees leads to dynamic eco-friendly behavior, which enhances the achievement of the properties’ environmental performance.”

“Overall, this study demonstrates that self-efficacy and family-supportive supervisor behavior have a significant impact on workers’ environmentally conscious behavior and environmental performance. Workers who feel that their work aligns with the organization’s environmental goal are more likely to take action to achieve it. Furthermore, this study provides precise evidence in support of the hypothesis that the environmental activities of individual employees improve the overall environmental performance of their organization (Bishop, J. W., Govindarajulu, N., & Daily, B. (2017). The study’s results show that there are strong overall effects between GHRM and EP. Because hotels are far less interested in green facilities to conserve energy and water and reduce waste than other organizations, their participation

in GHRM's improvement of EP is therefore much more fundamental.”

### **5.2 Conclusion**

“Examining the connection between green HRM practices and hotel employees' environmental performances was the goal of the current study. Additionally, it looked into the mediating effects of employees' ec-friendly behavior, self-efficacy, and organisational commitment. Additionally, the current investigation prompted a conversation with the segregated staff members employed by Pakistani KFC and Pizza Hut outlets. This study demonstrates the beneficial relationships that exist between employees and their workplace. The results further showed that the association between work environment environmental performance and passionate self-efficacy is directed. Based on previous research, the findings regarding work environment segregation and Green HRM practices were deemed reliable. According to the analysis, when workers adopt green habits, they value the environment more, which eventually leads to organisational growth. Working in a scenario where others avoid you will increase their counter profitability in this way.”

### **5.3 Implications and Recommendations**

“The study's conclusions "contribute significantly to the body of literature." First, the findings show that employees might view the implementation of GHRM policies as a constructive organisational action that reflects genuine environmental concerns. In general, hotel staff members that have a positive perception of GHRM will show a higher degree of hierarchical responsibility to the association. The second major responsibility is to identify different trends in how GHRM affects EP for hotels. Many studies have focused on recognizing “environmental management Standards to obtain green or eco-friendly affirmations because environmental protection and sustainability management have received a lot of attention from academics in the hospitality industry (e.g., Hsiao et al., 2014; Sakaguchi, Choi, Y. et al., (2020, April). Researchers in the past, however, have often not given much thought to what initiatives might be taken to encourage workers' cooperation in environmental preservation” when they are unlikely to have the funding to cover the cost of a green certificate.”

“The third essential commitment relates to the “integrated GHRM scale, which upcoming analysts can use to think about GHRM in the hotel industry. Although some researchers provided the Social Responsibility HRM (Shen and Benson, 2016), the Strategic HRM (Bohdanowicz et al., 2011) and staff training regarding the Environmental Management System (Hsiao et al., 2014) scales, none of the writing sources provided a perfect GHRM scale to the hotel business. This study focused on how employees felt about how their companies used GHRM and how hotels tried to encourage staff to support environmental protection. After examining the pertinent literature mentioned above, this study created the GHRM scale results and certified the acceptable levels of construct validity and scale reliability in three distinct data sets.” The researchers acknowledge that this scale may serve as a first step in supporting future GHRM research by hospitality scholars.”

“Finally, “managers should develop a variety of GHRM tactics, as evidenced by the various structural patterns of GHRM on EP in hotels. In order to enhance environmental performance, hotels should develop educational and training programs that emphasize encouraging staff members to make significant investments in living in environmentally friendly spaces and to increase their level of commitment.” This will enable staff members to engage in eco-friendly behavior with the support of their own self-efficacy. In conclusion, hotel managers could employ additional, specially planned help or monetary prizes for their staff members to encourage workers to participate in specified family-supportive supervisor behavior, self-efficaciousness, and eco-friendly behaviours.”

“Although the current study has certain limitations, these restrictions can serve as pathways for further investigation. First, the fact that the standard variable (EFB) and indicator (GHRM) were self-evaluated by respondents who were comparable to each other has an impact on the study's findings. BouLluser et al. (2016) advise that in order to limit the risk of fundamental strategy inclination, researchers should obtain predictor and basic elements from a variety of raters or sources. Future research should think about gathering data from colleagues or managers to assess representatives' eco-friendly behavior and self-efficacy. Second, data for this study came from Pakistan, a country

in the Middle East. As such, alarms should be used by researchers when summarizing their findings. Because social differences are not explored in this study, it will be up to future research conducted in different cultures to determine whether the findings are culturally explicit.”

“Different factors must be included as predictors of eco-friendly behavior in the workplace for future research to be broadly instructive. Environmentally conscious behavior, for example, is probably determined by the Economic Performance of the

Services Sector (EPSS). Therefore, future study should continue looking for appropriate individual criteria, such as the Sustainable Process Index (SPI) and the services sector's economic performance. Furthermore, as supervisors can help lone employees comprehend the goal of long-term, cost-effective natural administration, the authors suggest that future study include additional authoritative variables, such as supervisory helpful behaviours (Egri and Herman, 2000).”

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