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RESEARCH PAPER

Impact of Green Human Resource Management Practices on Pro-Environmental Behavior, a Step towards Climate Action

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ABSTRACT

The purpose of this research study is to investigate the role of Green Human Resource Management Practices (Green performance management and compensation and green discipline management) on the Pro-Environmental Behaviors of employees in the Hospitality industry of Pakistan. Further, the mediation of Green Self- Efficacy between GHRM and PEB is examined. The hospitality industry in Pakistan is mostly having family business hotels where the lack of awareness about the green initiatives and less interest of the management in environmental management practices is a big challenge. Most of these hotels are not encouraging the pro-environmental behaviors of their employees and little appreciation and implementation of green human resource management practices can help the hotels both financially and environmentally. The data has been collected from hotels that are registered with the government of Pakistan under the 3–5-star categories with a sample size of 160 front- line employees. The results of the study tell that Green Performance Management and Compensation positively affect the Pro-Environmental Behavior of the hotel front- line employees and Green Self- Efficacy mediates this relationship. However, Green Self- Efficacy has shown no mediation between Green Discipline Management and Pro- Environmental Behavior.

Introduction

In 1950 only 25 million international tourist's arrival was observed and reported by UNWTO (United Nations World Tourism Organization). In 2018, this number increased to 1.4 billion per year (56-fold increase). Travel and tourism had created jobs in the world which constituted nearly 11% of all the associated jobs worldwide (US $333 million) and 10% Global GDP (US $9.8 trillion) (Economic Impact Report). It was reported in 2019, global tourism had marked a considerable increase from 497 billion USD to nearly1.6 trillion USD, which constituted for 7% of the exports. International arrivals in America 82.4 million, Asia Pacific 20.7 million, Middle East 18.5 million, Africa 18.4 million and Europe 286.8 million (United Nations World Tourism Organization, 2021).

In Pakistan, one of the important constituents of service sector is hotel industry. Human beings value food, accommodation ad dress as their essential requirements. Out of which, hotel industry alone offers food and accommodation. Like other service industries, hotel industries worldwide have realized the importance of training and development, how essential it is for the existence of any business in long run. The global hospitality sector contributions for the financial year 2016 are nearly USD 2.3 trillion that constitutes to 3.1% of the global Gross Domestic Product (GDP). While, overall contributions of hospitality industry remain USD 7.6 trillion, which is forecasted to grow at an exponential rate to 11 % that will make a sum of USD 11.5 trillion in 2027. Statistics also show that the hospitality

industry will be responsible directly for 138 million direct jobs. In 2020, the hotel and tourism market estimated at $21 billion in Pakistan, which is forecasted to grow a CAGR 4% by 2026. Due to the pandemic, Pakistan faced severe setbacks and losses in its hospitality industry, since people were not willing to take risk of traveling due to safety threats and lockdowns which were imposed in Pakistan ad throughout the world. In 2019, tourism contributed nearly 7.1% to the GDP of Pakistan.

Over the last few decades, hotel industry in Pakistan is growing at a phenomenal rate and so are the expectations of the customers to be environmentally responsible. According to Graci and Kuchnel (2011) hotels face huge pressure to include eco- friendly procedures and practices as they are directly liable for environmental sustainability issues as they have one of the highest consumptions of water and energy and among highest producers of waste.

Pressure on hotel industry to adapt eco-friendly practices is increasing day by day, with an increase in the level of awareness among the customers. Customers today understand sustainable activities and practices are the way to success and hence it is expected from the management of the hospitality industry to increase their social and eco-friendly practices as they are responsible for waste, which is generated in large quantities and exhibit poor management of waste. A study conducted by Hoang et al (2017), in Vietnam, reported that on average nearly 0.4kg per room, per day waste is produced which can vary to 5kg per room per day. Similarly, as per another study conducted in 2013, around 90 to 92kg of waste is generated in Vietnam (Otoma et al, 2013).

According to Abdou et al (2020) environmental degradation has also been a major problem associated with Hotel Industry, since they are among the highest consumers of resources such as energy and water.

Literature Review

Green Human Resource Management Practices

The beginning of 1990's marked the commencement of detailed studies conducted on GHRM and ever since have increased rapidly, as it is the need of time (Amrutha et al 2020). GHRM aims at protecting the environment while carrying out the HRM practices, which are essential for the growth of any organization (Rani and Mishra et al., 2014). GHRM provides an opportunity of achieving competitive advantage over other organizations functioning in the market. GHRM helps inculcate green creativity through green practices at both individual and team levels (Muisyo et al., 2021). The strategic mission of any organization towards sustainability reflected in GHRM, which urges top management to closely monitor organizational procedures and tactics that motivate staff to participate in green practices and activities that contribute towards environmental protection (Mishra et al, 2014). GHRM aimed at the protection and safety of the environment. In order to help minimize the damage in near future (Renwick et al, 2016; Kim et al, 2019). Green human resource management is the human resource management's take on an organization (Anwer at al, 2020, and Shafaei et al 2020) vital to promote practices an initiative that contribute towards the environmental protection (Renwick et al, 2013; Anwer et al 2020). Since, organizations are changing their business models from solely profit making to sustainability, the HR departments can deploy GHRM practices that are sustainable and green in the longer run for the organization and the environment (Renwick et al 2013, Kim et al, 2019).

Renwick et al (20213), like many other scholars have played their part by educating and creating awareness regarding the importance and need of GHRM practices at workplace. Similarly, different scholars focused on different GHRM practices as per their understanding as strong emphasis on training by (Stefanalli et al, 2019) and Tariq et al (2016) on training etc. Green performance management and compensation amplifies the environmental concern and environmental orientation among employees (Naz et al, 2022). Today, when everything is a competition and survival of fittest makes it difficult for management to

execute long-term organizational advantages (Yong and Mohd Yusoff, 2016). Green performance management and compensation links its advantages with environmental performance and with employees as well as the management as it creates a bridge between individuals and the management to understand their role in achieving the sustainable growth for their organization (Nisar et al, 2021). Green performance management systems help to provide a direction and path to the employees to adapt pro- environmental behavior that will play towards achieving the environmental performance. Hence, green performance management systems help in ensuring the achievement of green initiatives devised and implemented by any organization (Epstein and Roy, 1997).

An organization which maintains green discipline among its employees, is more likely to pave conscientious in its working capital. Green discipline management can be used by hotels, as one of means of improving their green Intellectual capital (Nisar et al, 2021).

Pro Environmental Behavior

Achieving sustainable competitive advantage can be made possible by indulging in pro environmental activities and practices. PEBs apply to any quantifiable responsible environmental practices that assist businesses in being environmentally friendly (Wesselink et al., 2017) or employees' intention to participate in sustainable, green, and environmental actions (Scherbaum et al., 2008). Pro environmental behaviors are additional behaviors that employees perform for the sole advantage of their organizations for which they do not receive any remuneration. For example, preferring stairs in office instead of lifts and keeping a check on the electrical appliances which are being used unnecessarily and turning them off. Green training leads to green knowledge, which helps to enhance the association between GHRM and Pro environmental behavior (Farrukh et al, 2022).

Paille and Boiral (2014) suggested pro environmental behaviors like using recyclable materials and taking green initiatives by employees, proofs that green training has inculcated pro environmental behaviors among them. According to (Rubel, Kee, Rimi, 2021) the GHRM programs should not be limited to creating awareness among the employees regarding PEB but also employees should be equipped by their HR Managers about the know- about of how to successfully exhibit green behaviors and fulfil their duty as a responsible citizen towards sustainability and pro-environmental behavior (Shafaei & Nejati, 2023). Organizations and businesses deteriorate the environment, they can also indulge in activities; an effort towards protecting and preserving the environment (Tariq, Yunis, Shoaib, Abdullah, & Khan, 2022). Organizations have GHRM practices in use through which employees have an injunctive norm of environmental sustainability without any ambiguity, hence they follow with confidence and motivation (Rubel, Kee, Rimi 2021).

Employees who believe in achieving sustainability through their actions and activities exhibit a strong relationship in conducting pro environmental activities (Wesselink, Blok and Ringersma, 2017). Findings from study conducted by Nisar et al (2021) suggests that managers should develop practices which will help to nurture the pro environmental behavior in organizations, which will help to successfully achieve environmental sustainability in organizations especially in hotel industry (Ahmad, Islam, Sadiq, & Kaleem, 2021).

According to Gilal et al (2022) green human resource management practices are significantly related with the sustainable pro- environmental behavior of the employees. When employees of the hotel industry are provided with sufficient training and green discipline management, there exists a significant relationship between green human resource management practices and pro- environmental behavior (Nasir et al. 2023). They further investigates how GHRM practices help develop and increase pro- environmental behavior among employees in health care sector and how it positively impacts towards the environment.

H1: Green performance management and compensation has positive association with Pro-environmental behavior.

H2:   Green discipline management has positive relationship with Pro- environmental behavior.

Green Self Efficacy (Mediator)

The term Self- efficacy was first coined by a Canadian American Psychologist in 1977 (Albert Bandura) at Stanford University. Self-efficacy is defined as belief of an individual in their capabilities to get the work done and achieve their determined goal. Self-efficacy is not perceived skill; it is what one believes that they can do with their skills and abilities. The most effective way to have information about self-efficacy is to our own attempts to influence our surroundings (Bandura, 1997). Hence, if an employee has acquired a better performance management and compensation due to greater levels of following GHRM practices, he/ she will have greater levels of self-efficacy to practice GHRM practices even more and efficiently. Self - efficacy has a stronger influence in achieving the goals and can be used in completion of sustainable goals and practices (Ahmed et al, 2021).

An individual exhibiting elevated amount of self-efficacy has more chances of increased commitment to the objectives assigned to him/ her and hence successful completion of the goals in comparison with someone with lower self-efficacy. Similarly, people with higher levels of self- efficacy are highly confident in their abilities and hence exert more effort in achievement of given task/ objective (Gist and Michelle, 1989). Similarly, an individual with low sense of self- efficacy will have negative thoughts and will take the task as a threat rather than challenging and hence set average objectives for themselves as per their belief in their ability. Self-efficacy has exhibited its influence in the study conducted by Locke et al (1984) on goal commitment and goal level. Also, self-efficacy influences employee's choice of activities and tasks I her efforts to achieve the assigned tasks. Hence, we can say that self- efficacy is an important motivational tool. As it influences an individual's choices, persistence and commitment to the assigned task/ goal. Self- efficacy can be changed and improved as a result of learning, experience, feedback and research (Graci & Kuehnel, 2011).

World has turned into a Global Village; hence the customers have knowledge which helps them into making a sustainable decision regarding any purchase or any product and to comply with the trend that emphasizes on green practices, new notion should be proposed Green Self Efficacy and in context to Bandura (1997). It is defined as one's belief of their abilities in achieving the set goal and sustainability and environmental goals (Saeed et al, 2019).

GHRM practices, inculcates the value of environmental conscientiousness and environmental sustainability. Organizations provide green training and development, which exhibits the culture to the employees. GHRM has a significant relation with Green self-efficacy refers to the belief of an individual that he/ she is able to carry out a desired goal adding to the mission of the organization. According to (Nisar et al. 2021) there exists a positive relationship between GHRM and Intellectual capital. When organization follows green management practices, its Intellectual capital will also strive towards achieving sustainable competitive advantage. With the increase emphasis and importance of sustainable practices, organizations have realized that green initiatives should be planned and executed with the help of the green behavioral traits of an employee (Rubel, Kee, & Rimi, 2021).

H3: Green performance management and compensation are positively associated to green self- efficacy.

H4: Green discipline management is positively associated with green self- efficacy.

H5: Green self - efficacy is significantly related to pro- environmental behavior.

H6: Green self- efficacy will mediate the relationship between GPMC and employees PEB.

H7: Green self- efficacy the relationship of GDM and employees PEB.

Social Exchange Theory

Social Exchange Theory (SET) supports the basis of this study. Blau (1964) stated "voluntary actions of individuals that are motivated by the returns they are expected to bring and typically do in fact bring from others." social exchange theory was developed by George Homans, a sociologist. According to Social exchange theory an individual tends to consider the advantages and disadvantages associated with an action or decision, with an aim to earn maximum output. Work is given and take, hence when employees follow and exhibit GHRM practices that cultivate their pro- environmental behavior the appreciation that they receive outweighs the negative aspects of the job. Similarly, for sustainability conscious employees' pro- environmental behavior is triggered by GHRM practices and the satisfaction that they are doing back for their environment, it significantly increases the trust of employees for their organization.

Theoretical Framework
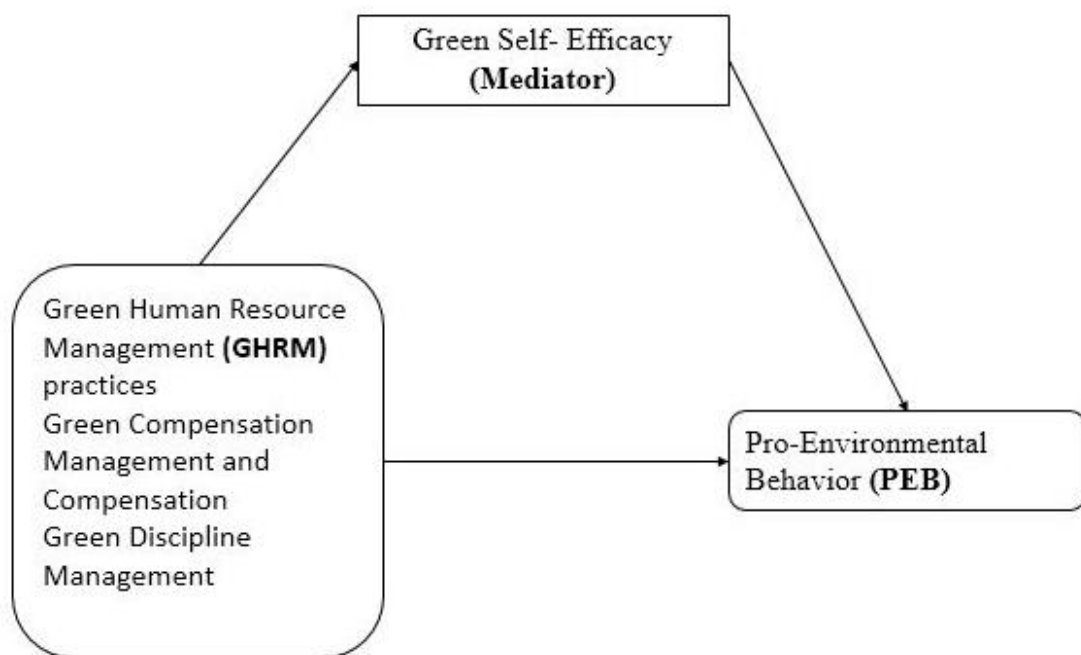
Material and Methods

Table 1
Methodology

Deductive Approach	Quantitative Data
Questionnaires	Al Mamun (2019), Uddin (2020), Nagarajen (2021) Roberson and Carleton (2017).
Target population	Employees in Hotel industry
Sampling	Purposive methods
Sample size	169
Unit of analysis	Groups of employees working in hotel.

Measurement Instrument

SPSS is used in this research for measurement. Correlation, linear regression and mediation analysis have been conducted to conclude the findings of the study. Correlation analysis helped to understand the magnitude of significance and association between the variables selected for the study. Linear regression analysis is another important step that brings us closer towards identifying the significance between the IV and DV selected for the study. Lastly, mediation analysis supports that the variable selected as mediator, whether it will mediate the relationship between the chosen variables.

Table 2
Sources of Instruments

Variables	Sources	No of Scales
Green Performance Management and Compensation (GPMC)	Tang et al	04
Green Discipline Management (GDM)	Al Mamun (2019), Uddin (2020), Nagarajen (2020)	08
Green Self- Efficacy (GSE)	Chen et al (2001)	06
Pro- Environmental Behavior (PEB)	Roberson and Carleton (2017)	12

This table shows that for all the variables, scales have been adapted from original sources. For GPMC number of scales used are four, for GDM number of scales used are 08, for GSE 06 and lastly, for pro- environmental behavior the number of scales used are 12.

Results and Discussion

Demographic Analysis

Table 3
Demographic Characteristics of the sample

Sr. No	Variables	Categories	f	(%)
1	Age	20-30 years	80	47.9
		31-40 years	62	35.6
		41-50 years	24	14.1
		Above 50 years	4	2.4
2	Gender	Male	154	90.6
		Female	16	9.4
3	Education	Matric	8	4.6
		Intermediate	91	53.7
		Bachelor	65	38.2
		Master	6	3.5
4	Experience	Below 1 year	6	3.5
		2-3 years	35	20.6
		4 years	77	45.3
		5 years and above	52	30.6

Note. f= frequency

The above table (Demographic characteristics of the sample) depicts that female front-line employees are less as compared to male (90.6 %). Whereas most of front-line employees aged between 20- 30 years (47.9%), in these hotels most of front-line employees have completed intermediate (53.7%) and majority having 4 years of experience.

Table 4
Descriptive statistics and Correlation of variables

Variable	PEB	GPMC	GDM	GSE

PEB	1	0.46**	0.53**	0.71**
GPMC	0.48**	1	0.76**	0.63**
GDM	0.52**	0.76**	1	0.59**
GSE	0.71**	0.61**	0.58**	1

Note. M= Mean, SD= Standard Deviation, PEB= Pro-Environmental Behavior, GPMC= Green Performance Management and Compensation, GDM- Green Discipline Management, GSE= Green Self Efficacy.

**. Correlation is significant at the 0.01 level (2-tailed).

If we look at the above given Table 4, Pro- environmental behavior is found to be moderately significantly related with green performance management and compensation (r= 0.46, p<0.000), green discipline management (r= 0.53, p<0.000) and strongly significantly related with green self- efficacy (r=0.71, p<0.000) and its subscales. Similarly, green performance management and compensation is significantly related to pro-environmental behavior (r= 0.48, p<0.000), green discipline management (r= 0.76, p<0.000) and green self-efficacy (r= 0.63, p<0.000). Furthermore, green discipline management is significantly related with pro- environmental behavior (r= 0.52, p<0.000), green performance management and compensation (r= 0.76, p<0.000) and green self- efficacy (r= 0.59, p<0.000). Lastly, we can see that green self- efficacy is significantly related with pro-environmental behavior (r= 0.71, p<0.000), green performance management and compensation (r= 0.61, p<0.000) and green discipline management (r= 0.58, p<0.000) along with its subscales.

Table 5
Multiple linear regression for green performance management and compensation and green discipline management.

Variables	β	R Square	F	P- Value
GHRM practices	0.72	0.538	114.43	0.000

Note. B is Standardized Regression Coefficient, R square= Variance percentage

Table 5 shows the multiple linear regression analysis and findings of this research where GHRM practices (green performance management and compensation and green discipline management) are significantly predicting pro- environmental behavior. $R2 = 0.538$, p= 0.000, β= 0.72), where R square value of 0.538 indicates 53% variance in pro-environmental behavior

Mediation Analysis

Table 6
Standardizes path coefficient for the direct and indirect effect of green human resource management practice on pro environmental behavior through green self-efficacy

Paths	Relationships	Coeff	p-value	t-value	LLCI	ULCI	Decision
a	GPMC→GSE	0.5712	0.042	6.8	0.387	0.458	Supported
b	GPMC→PEB	0.689	0.000	4.01	0.5174	0.6250	Supported
c	GSE→PEB	0.421	0.000	5.65	0.6871	0.9918	Supported
e	GDM→GSE	0.237	0.063	0.586	-0.046	0.028	Not supported
f	GDM→PEB	0.501	0.000	3.87	0.4087	0.5449	Supported
Paths	**Relationships**	**Coeff**			**LLCI**	**ULCI**	**Decision**
d	GPMC→GSE→PEB	0.5013			0.2163	0.7286	Supported

| g | GDM→GSE→PEB | 0.1132 | | -0.024 | 0.054 | Not Supported |

Since, the value of p<0.000 is significant, LLCI and ULCI signs are positive, and value of coefficient is also positive. Therefore, H2 is accepted.

Since, the value of p< 0.000 is significant (0.000), LLCI and ULCI signs are also positive, and value of coefficient is also positive. Therefore, H2 is accepted.

Since, the value of p< 0.000 is significant (0.042), LLCI and ULCI signs are positive, and value of coefficient is also positive. Therefore, H3 is accepted.

Since, the value of p>0.000 is not significant (0.063), LLCI and ULCI signs are different, only value of coefficient is positive. Hence, H4 is rejected.

Since, the value of p< 0.000 is significant (0.000), LLCI and ULCI signs are same, and value of coefficient is also positive. Therefore, h5 is accepted.

Since, the value of coefficient is positive, value of p< 0.000 and LLCI and ULCI signs are also positive. Hence, H6 is accepted. GSE mediates the relationship between GPMC and PEB

Since, the value of coefficient is positive, but LLCI and ULCI signs are different. Therefore, H7 is rejected. GSE does not mediate the relationship between GDM and PEB.

Discussion

This research focused on three major objectives, 1) to investigate the impact of GHRM Practices on PEB of the front- line employees of hotel industry in Pakistan. 2) To investigate the mediating effect of Green self- efficacy between GHRM practices on PEB. 3) To investigate the impact of GSE on PEB of the front-line employees in hotel industry in Pakistan. These objectives formed the basis of this study and hence formed 7 hypotheses supported by literature review. The initial data was gathered from the front- line workers (3- 5 star) with the help of Google forms and printed questionnaires. Various measurement analysis techniques were applied for authentication. Reliability analysis, descriptive and frequencies analysis, correlation analysis, linear regression and mediation analysis SPSS which helped in getting a better understanding and in-depth knowledge and dependence of the variables selected for this study. Furthermore, five hypotheses were supported by the data and measurement analysis while remaining two hypotheses were not supported, which also helped us into analyzing the variables which do not impact on each other and hence can replace with other variables in future studies. Hotel industry (among service industry) is the largest contributor towards waste production and usage of natural resources such as electricity, water and gas.

Hence, similar studies play a pivotal role in helping the hospitality industry to understand and pay emphasis on sustainability and green practices. World is facing various pandemics simultaneously, primarily due to the climate change (result of the unsustainable practices and poor management of waste and lack of accountability of using natural resources). Hospitality sector and other sectors should come forward to pay their role in corporate social responsibility and return to the environment and the society so that a bright future can be given to the coming generations. Businesses need to be aware of their actions and hence the consequences that the society faces. Elimination of the waste in a proper manner and recycling resources can be a step forward towards making this world a better place. Renewable resources should be prime focus of the organizations and businesses so that green practices and sustainability would prevail in society, and everyone would hold themselves accountable when they opt for an unsustainable option and choice.

Conclusion

The prime objective of the study was to understand the impact of GHRM practices on PEB. Similarly, this study focused to determine the impact of green self- efficacy among front line employees on the PEB and how GSE mediates between GHRM and PEB. The findings of the study support that when any organization or business develops and implements green human resource practices in their culture than the employees will exhibit greater pro- environmental behavior which benefits not only the organization but also the society and environment. Similarly, analysis also concluded that employees exhibiting self-efficacy take the green practices more seriously and hence contribute to achieving higher pro- environmental behavior. Lastly, study also supports that green self- efficacy mediates the relationship between GHRM practices and PEB.

Recommendations

Firstly, this study drew the sample size from the hotels of Islamabad (3 to 5 star) and hence the sample doesn't cover the majority of hospitality sector of Pakistan. Secondly, due to limitation of time frame, cross- sectional study was study for future longitudinal study can also be considered. Thirdly, this study was based on hospitality industry, for future research education sector and public sectors can also be targeted (as green practices are limited in public sectors of Pakistan). Also, moderation analysis can also be included in this study which will help to conclude how model can be strengthened. Similarly, different mediator variable can also be used in future studies. Also, this study only focused on the front- line employees, future study can conduct the comparative study by selecting different level of employees working in the organization. Lastly, future research can use e- recruitment or e-training variables and analyze how these variables can help develop PEB of employees.

It is recommended not only to the hotel industry in city of Islamabad, but also to all the organizations in the other cities to provide adequate training to their staffs members to be more concern when it comes to environmental issues. These may include damaging the environment in terms of not disposing their waste such as chemical waste from leather industries, oil refineries, cement factories, beverage factories and many other organizations. The thick black smoke coming out of the factories pollute the air, causing asthma and skin problems in the people living in the vicinity of these organizations. Waste from the chemical industries thrown into land making it infertile, damaging sea life and developing overall threat to the environment. The best way to take care of these environmental issues to have treatment plant of these organizations that can make toxic chemical into less harmful and then thrown into rivers or sea.

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