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**ROLE OF GREEN HUMAN RESOURCE MANAGEMENT
PRACTICES ON PRO-ENVIRONMENTAL BEHAVIOR OF
EMPLOYEES THROUGH MEDIATING ROLE OF TALENT
ENGAGEMENT IN HOTEL INDUSTRY OF ISLAMABAD,
PAKISTAN.**



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A thesis submitted in fulfillment of the requirements for the award of the degree
of Master of business administration.

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Dedication

To My Parents,

You have always encouraged me and supported me you are my superpower.

To My Siblings,

Your ultimate support and trust in my capabilities have encouraged me always and your consistent faith brought me here I will make you all proud with my efforts and achievements. I am blessed to have you all guys and special thanks to you the youngest star of our family.

To My Supervisor

Your trust in my work and encouraging remarks have always strengthened my abilities and I am very glad to be learning under your guidance.

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In preparing this thesis, I have contacted many people, researchers, academicians, and practitioners and learned a lot from them. They have contributed to my understanding and thoughts and groomed my research skills.

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I am also very thankful to my friends that they helped me with several articles and methods and their motivational advice. A special thanks to my fellows of Bahria business school and they should also be recognized for their support. Unfortunately, it is not possible to list all of them in this limited space. I am grateful to all my family members as, without their continued support and interest, this thesis would not have been the same as presented here.

Abstract

The purpose of this research study was to investigate the role of Green Human Resource Management Practices on the Pro-Environmental Behaviors of employees in the Hospitality industry of Pakistan. Further, the mediation role of talent engagement. This study investigated engagement in two dimensions organization engagement and job engagement. The hospitality industry in Pakistan is mostly having hotels where the lack of awareness about the green initiatives and less interest of the management in environmental management practices is a big challenge. The majority 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 Pakistan hotel association (government of Pakistan) under the 3–5-star categories where front line employees were approached and from them 169 have responded to this study. The results of the study tell that green human resource management practices positively affect the Pro-Environmental Behavior of the employees, organization engagement mediates this relationship between the GHRM and PEB and also job engagement mediates the relationship between the GHRM and PEB. The findings of this study is important for hotels management to implement these GHRM practices. Management of hotels should pay more attention to enhancing GHRM practices in order to protect the environment.

Keywords: (Environmental, Green Human resource, Hospitality, Pakistan, Pro-Environmental, Talent Engagement)

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1. INTRODUCTION

1.1 Background of the Study

Green human resource management is a new concept that has been emerging over the past few years. The idea behind this concept is to integrate green into the everyday practices of an organization (Dakhan et al., 2020). With green human resources, an organization can proactively reduce its environmental footprint. HR departments are an important part of the organization, so they can set the tone for the rest of the organization. HR departments can be a key source of employees who are willing to make the changes necessary to create a greener world (Ojo et al., 2020). Green HR, or green human resource, is the process of integrating environmentally-friendly practices in the human resource function.

This is a practice that has been gaining traction in recent years (Ari et al., 2020). Although it has been shown to have a positive impact on business, it is not always easy to implement. As a result, it has also been shown to have a positive impact on employees (Ojo & Raman, 2019). This research explores the impact of green HR on pro environmental behavior through talent engagement.

Green HRM is a term that has been coined to describe the way in which the business world is becoming more environmentally friendly. Companies are now trying to reduce their carbon footprint and make a positive impact on the environment. . It is important for management to create an environment where employees can express their concerns and take action towards making a difference and talent can be engaged. When talent will be engaged, they are more likely to take pro-environmental behavior and are more likely to be environmentally friendly (Saifulina et al., 2020).

Pro-environmental behavior is the concept that businesses should take a proactive role in creating and sustaining a positive, sustainable environment. Talent engagement involves all those HR practices which motivate, attract, retain, and motivate high performance employees. In order to successfully implement green HRM, organizations must take into account their employees' pro environmental behaviors and talent engagement. Employees who have pro environmental behaviors are less likely to be disengaged, which can lead to better organizational performance (Elshaer et al., 2021).

1.1.1 Green HRM, Talent Engagement and Pro Environmental Behavior in Pakistan

In Pakistan, the green HRM is a big step forward in the pro environmental behavior of the country. The green HRM is a new way of working that is not only environmentally friendly but also a way to improve the quality of life for the people of Pakistan (Naz et al., 2021). In Pakistan, the people still struggle with the consequences of climate change. However, the country is taking steps to reduce their carbon footprint and become a greener nation (Farrukh et al., 2022).

According to a recent study conducted by the Pakistan Institute of Development Economics, if Pakistan was to make all the changes required to meet the Paris Agreement, it would cost the country \$45 billion. The country has already made many changes to reduce their carbon footprint including installing solar panels on government buildings and providing transportation options for those living in remote areas (Saeed et al., 2019).

In Pakistan, the Green HRM is a new trend that has been around for a while now. It is a way to get your talent and other people involved in the environment and it is also a way to make them more aware of the environmental problems that are going on. The Green HRM is focusing on sustainability and environmental protection, which are both very important for the future of our planet (Ansari et al., 2021). The Green HRM is an easy way to get people involved in the environment and make them more aware of what is going on. There are many different aspects of human resource management that are important to consider when running a business. One such aspect is the green human resource management(Naz et al., 2021). by engaging the talent in hotel industry of Pakistan we can make better the impact of green HRM practices on pro environmental behavior .

1.1.2 Green HRM and hotel industry

Hotel industry in tourism sector has value of high energy intensive sector (et al Vanisree Katta 2021). If there is effective execution of Green HRM practices then it will be resulting in improved efficacies effective employee retention cost reduction, and better employee engagement and it will also help to decreases the carbon footprints of employees. The businesses now a days are getting forced to move towards green practices and policies. Being

a part of the society, Hotels are now more accountable towards the society and they adopt green practices such as water conservation, reprocessing clean air practices and energy efficacy. By embracing Green HRM practices in the hotel industry of Pakistan, hoteliers enjoyed numerous benefits like improved company image, reducing operational cost, and attracting customers.

1.2 Problem Statement

In 21st century, green HRM and pro environmental behavior have been considered as the vital issues for business managements, as it has been very costly for business firms not to pay attention to effective implication of green HRM and towards promoting pro environmental behavior (Darban et al., 2022). Business firms have faced a significant decrease within their customer base because of not paying sufficient attention to the aspect of pro environmental behavior (Pinzone et al., 2019). Despite of significant importance of green HRM towards influencing pro environmental behavior, business firms operating within Pakistan are unaware of the role of green HRM because of the lack of research work performed in the region (Ansari et al., 2021). Through this research, the emphasis is towards answering whether green HRM has an influence on pro environmental behavior with talent engagement playing the mediating role in hotel industry of Pakistan.

1.3 Research objectives:

RO1: To explore the impact of green HRM and pro environmental behavior in Pakistan.

RO2: To examine the mediating role of job engagement between green HRM practices and pro environmental behavior.

RO3: To investigate the mediating role of organizational engagement between green HRM and pro environmental behavior.

1.4 Research questions:

RQ1: What is impact of green HRM on pro environmental behavior?

RQ2: Does job engagement mediate the relationship between green HRM and pro environmental behavior?

RQ3: Does organizational engagement mediate the relationship between green HRM and pro environmental behavior?

1.5 Research Gap

In recent past, many studies identify the importance of green HRM and its role in influencing pro environmental behavior. According to Rubel et al. (2021), to handle the major challenges of pro environmental behaviors, developing countries are still lacking effective implication of green HRM. Dakhan et al. (2020) proposed that pro environmental behaviors are influenced by the implication of green HRM. During the time from 2016 to 2019, researchers have performed surveys in developing countries to explore the aspects of green HRM and its role towards influencing pro environmental behavior. Ansari et al. (2021) have argued that green HRM is a major element which positively influences pro environmental behaviors. Meanwhile, limited empirical evidence concerning the relationship between green HRM and pro environmental behavior, and the lack of use of talent engagement as a mediator has been an important reason based on which this study is conducted. Previously, limited work has been done on this topic in Pakistan. So, it is very important to understand the relationship (Naz et al., 2021). Hence, this study aims to assess the relationship between green HRM, pro environmental behavior in hotel industry of Pakistan.

1.6 Significance of the Study

1.6.1 Theoretical Significance

The current study will be critical to create a framework that aids in understanding the impact of green HRM on pro environmental behavior with mediating effect of talent engagement. This research will be beneficial to research students because it helps them gain a better understanding of relationship between green HRM, job engagement, organizational engagement and pro environmental behavior. Furthermore, this research will aid HRM and research students in gaining a better knowledge of the link between variables of this study (Al-Adamat et al., 2020). This research will also add to the discipline of human resource management in terms of theory and operations.

1.6.2 Practical Significance

This study certainly will assist hotel industries all over the country in identifying how significantly pro environmental behavior is improved by the effective implication and handling of green HRM and talent engagement. In addition, this study will prove highly significant in helping hotel managers and business managements in understanding the literature and will certainly provide necessary information to them regarding major factors (such as green HRM and employee) that play a crucial role in impacting pro environmental behavior. HRM students, trade analysts, business researchers, and economists show high interest in studying about the influential role of green HRM and talent engagement in influencing pro environmental behavior.

2. LITERATURE REVIEW

2.1 Green HRM

Green HRM is a way of thinking about the human resource management process that has an environmental focus. The goal of green HRM is to create an organization that is sustainable and environmentally friendly. There are many ways in which green HRM can be implemented, including the use of renewable energy sources, waste reduction, and the reduction of carbon footprints (Elshaer et al., 2021). Green HRM is often associated with pro-environmental behavior and is typically practiced by organizations that have a strong commitment to a pro-environmental cause (Karatepe et al., 2022).

The focus of green HR is to help employees proactively adopt sustainable behaviors. It's important to focus on talent engagement. as this will help employees understand and be motivated to act in a sustainable way (Pinzone et al., 2019). In a recent study, it was found that the greenest companies are those that employ a strong environmental culture, and that employee engagement is a key to this. When employees are engaged, they are more likely to take the necessary steps to improve environmental performance (Rubel et al., 2021). Because employee engagement is a major factor of talent engagement therefore it is very necessary to engage the employees.

Green HRM is the practice of managing human resources to create a sustainable and environmentally friendly company. There are many small steps that employees can take to become more environmentally friendly, such as using a reusable water bottle or turning off their lights when they leave their desk (Dakhan et al., 2020).

Some companies have even gone as far as building in eco-friendly features into their buildings, such as solar panels and rainwater catchment systems. Environmentally friendly HRM can be implemented in many ways, such as using paperless documents and electronic submissions, recycling and composting, using sustainable products, and purchasing green products (Saeed et al., 2019). Companies can also make eco-friendly changes like using natural products, making a conscious effort to minimize waste, and incorporating recycling programs into the workplace. These changes can help a company save money on printing and postage costs while also taking care of the environment (Farrukh et al., 2022).

2.2 Pro Environmental Behavior

In order to be a pro environmentalist, one must first understand the definition of the word “environment.” An environment is defined as “the sum total of all living and nonliving things in a particular area, especially one considered as influencing the growth or behavior of living things.” This definition is important to note because it is what gives us a basis for how we should be behaving in an environment (Ari et al., 2020). Being an environmentalist means that we are aware of our impact on the environment, and how it can be detrimental to our personal health.

The act of being an environmentalist is not just about recycling and driving a Prius; it’s about being conscious of what we do and how we can make a difference (Saifulina et al., 2020). With the rise of technology and the growing pollution, it is becoming increasingly important to be conscious of our environment. For example, many people are now opting to ride their bikes to work instead of driving in a car, which helps reduce pollution and carbon emissions (Ababneh, 2021).

Another way to help the environment is by recycling, which reduces the amount of trash that needs to be collected and disposed of. Some people also opt to buy products that are made from recycled materials, such as clothes and electronics. By using less resources and recycling, we can reduce our impact on the environment (Ojo et al., 2020). Most people are aware of the importance of being environmentally conscious, but there are also many ways to be more environmentally conscious.

For example, you can reduce your carbon footprint by turning off the lights and the air conditioning when you leave a room. You can also reduce your use of paper by reusing your old paper to print out important documents (Dakhan et al., 2020). Another way to be more environmentally conscious is to use reusable grocery bags. Finally, you can avoid using plastic bags or Styrofoam cups by using a reusable bag or cup instead. All of these simple changes will have a huge impact on the environment and help to save our planet (Rubel et al., 2021). Protecting the environment is important for everyone, not just those who care about the earth. If you are concerned about the environment, you should take steps to protect it in your everyday life. You can start by recycling and reducing the amount of waste you produce (Farrukh et al., 2022).

2.3 Talent Engagement and Dimensions

In 1990, Kahn discussed the concept of employee engagement in his paper in the academy of management journal. In his academic literature Kahn gave the definition of engagement of work and disengagement of the work. During employee engagement people of the organization show and employ themselves with their physical activities, emotional activities, cognitively and with their minds while they are performing their roles into the organization. (Haider Shah et al., 2016).

In the paper they discussed that employees of the organizations are the backbone for any organization. If organizations want to get the competitive edge over their competitors then their employees should be motivated and engaged. In this study two dimensions of engagement were discussed and investigated. (Haider Shah et al., 2016)

Dimensions of talent engagement are:

1. Job engagement
2. Organization engagement.

Discussion made above concludes that employee will perform much better if they will be engaged in a good way and they will make their performance better. And there is need to understand that we have to understand employee engagement in two perspectives, job engagement and organizational engagement. (Haider Shah et al., 2016)

Talent engagement is that how much employees are committed to their organization and how much efforts they made at the workplace in term of time and energy. When the talent is engaged, the engaged talent will be bound to the organization intellectually, mentally and emotionally. And the employees will be more committed towards their work and feel passionate about the goals and values of the organization. It will align employees maximum job satisfaction with the minimum job contribution (Marrybeth et al., 2019). In our studies we have used descriptive technique as well as they have used statistical technique to analyze their data which they have collected from the respondents. The primary data have collected from such employees categories like strategic level employees, tactical level employees, and operational level employees (Marrybeth et al., 2019). There are numerous variables of employees like their goals, role clarity, process clarity and work life balance influence talent engagement (Marrybeth et al., 2019). There is a very good impact on the employees job satisfaction level in three star hotels (Marrybeth et al., 2019).

2.4 Relationship among all variables

The relationship between green HRM, pro environmental behavior, and talent engagement has been studied extensively in the past few years. Research has shown that if talent is engaged in pro environmental behaviors, such as recycling and using public transportation, are more likely to be engaged in their work. The study also found that the relationship is not causal, meaning that employees who engage in pro environmental behaviors are not necessarily more engaged (Elshaer et al., 2021). The green movement is growing and has been a huge impact on pro environmental behavior. Green HRM has many advantages, but one of the biggest advantages is the cost savings (Ojo & Raman, 2019).

Companies who have implemented green HRM can save money by cutting back on carbon emissions, waste, and energy costs. There are many things that companies can do to make their company more environmentally friendly such as, recycling, using recycled materials, using eco-friendly products, and taking public transportation (Dakhan et al., 2020). Green HRM is impacting pro environmental behavior through the use of technology (Ari et al., 2020). Green HRM has been able to measure the impact of employees' pro environmental behavior by using a system called proximity (Saifulina et al., 2020).

The system is able to track how much time an employee spends in proximity to their work space, and how much time they spend away from it. This information is then used to create a score for each employee that shows how well they are performing environmentally. This score can be used to give employees feedback on how well they are performing, and also help identify areas for improvement (Ojo et al., 2020). The green HRM movement is starting to have a significant impact on the professional environment. More and more organizations are realizing that they can positively impact their employees by implementing environmentally-friendly policies, such as recycling and reusing, reducing waste, and conserving energy. These environmental initiatives are not only good for the company's bottom line, but also good for the planet (Ansari et al., 2021).

Green HRM refers to the practices and policies that are used to support and sustain the environment. In order to sustain the environment, it is important for businesses to engage talent in pro-environmental behavior. This includes implementing sustainable practices and policies, as well as offering incentives for pro-environmental behavior. This literature review explores the relationship between the talent engagement and pro environmental behavior. It

focuses on the fact that pro environmental behavior is the result of talent engagement. This study hypothesizes that talent engagement can be a predictor of pro environmental behavior. The literature review also looks at the relationship between green HRM and pro environmental behavior (Dakhan et al., 2020). Green HRM is a new form of HRM that focuses on employees and their environment. Green HRM has been shown to increase talent engagement and pro-environmental behavior. This literature review explores the current research on green HRM, talent engagement, and pro-environmental behavior.

HRM is a huge part of our everyday lives, and it's what makes our lives run so smoothly. But how green is it? Well, the answer is not very. It is estimated that about 90% of the trash in the world is made from paper and plastic, which are two of the most common materials used in HRM (Saeed et al., 2019). Paper and plastic take a long time to decompose, which means that the waste will remain for many years to come. What can be done to make HRM more environmentally friendly? One solution would be to use paperless systems like electronic payments, electronic invoicing, electronic signatures, and electronic receipts. This would reduce the amount of paper used in HRM, which would have a positive impact on the environment (Ojo & Raman, 2019).

The greenest place to live is the one that you would be proud to call home. As a result, there are many ways in which we can improve our own personal green behavior to make a difference (Karatepe et al., 2022). The current global population is expected to reach 9.7 billion by 2050. This is causing a large strain on the Earth's resources and environment. If we want to reduce the effects of this, then we need to start with the individual (Pinzone et al., 2019). There are many ways that an individual can be a part of the solution to help improve the environmental impacts of their day-to-day activities. One example is switching to an eco-friendly car. Another way is to change the way you shop for groceries, or how you cook your food. By taking these simple steps, you will be helping to reduce the environmental effects that you have on the Earth. Green HRM is the new trend for all types of organizations (Darban et al., 2022). The future of green HRM is that organizations will be environmentally friendly and more efficient. This is the future of HRM because it will allow for better quality of life and more productive work (Dakhan et al., 2020).

Organizations are becoming more aware of the importance of employee engagement in promoting pro environmental behavior. Many companies have realized that engaging talent is a win-win situation because it helps improve morale, productivity, and overall organizational health. Some organizations have started to take the next step and implement eco-friendly initiatives that encourage their employees to be more environmentally conscious. For

example, a company in Toronto has implemented a recycling program where employees can recycle any materials they want to help reduce the company's environmental impact. The role of employee engagement in promoting pro environmental behavior has been studied by many different people (Elshaer et al., 2021). In one study, a group of employees in a manufacturing plant were given a questionnaire about their attitudes towards their work. The employees were then asked to participate in a recycling program, and the results showed that the more engaged employees were more likely to recycle. It is estimated that the average employee spends 40% of their time at work (Foster et al., 2022). Employers can use this time to promote pro environmental behavior by taking advantage of the fact that employees are typically in a place where they are free to express themselves and work on things that are important to them (Rubel et al., 2021).

2.5 Theory

The theory that we will use in this study is social exchange theory because the most prominent conceptual perspectives in management is social exchange theory.

This theory suggests that people measure the costs and rewards of any action or relationship to make decisions consciously or unconsciously and then they seek to increase their rewards. People weigh their potential gains and social relationship risks if the risk overweighs their gains or benefits they terminate the relationship. Most of the relationships are based on the give and take. People seek towards the rewards and always avoid the punishments. And every individual is concerned with their own gains and benefits. The simple cost benefit model of social exchange theory is used in businesses but it is most complex than it. It also suggests that people tend to build any opinion about the relationship which may be positive or negative as well. we can use rewards to compensate employees and making their interest towards making their organization green and it will motivate them to adopt GHRM practices that were made by the organization.

2.6 Theoretical framework

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behavior is the result of talent engagement. This study hypothesizes that employee engagement can be a predictor of pro environmental behavior. The literature review also looks at the relationship between green HRM and pro environmental behavior (Dakhan et al., 2020). Green HRM is a new form of HRM that focuses on employees and their environment. Green HRM has been shown to increase employee engagement and pro-environmental behavior (Ojo et al., 2020). This literature review explores the current research on green HRM, talent engagement, and pro-environmental behavior.

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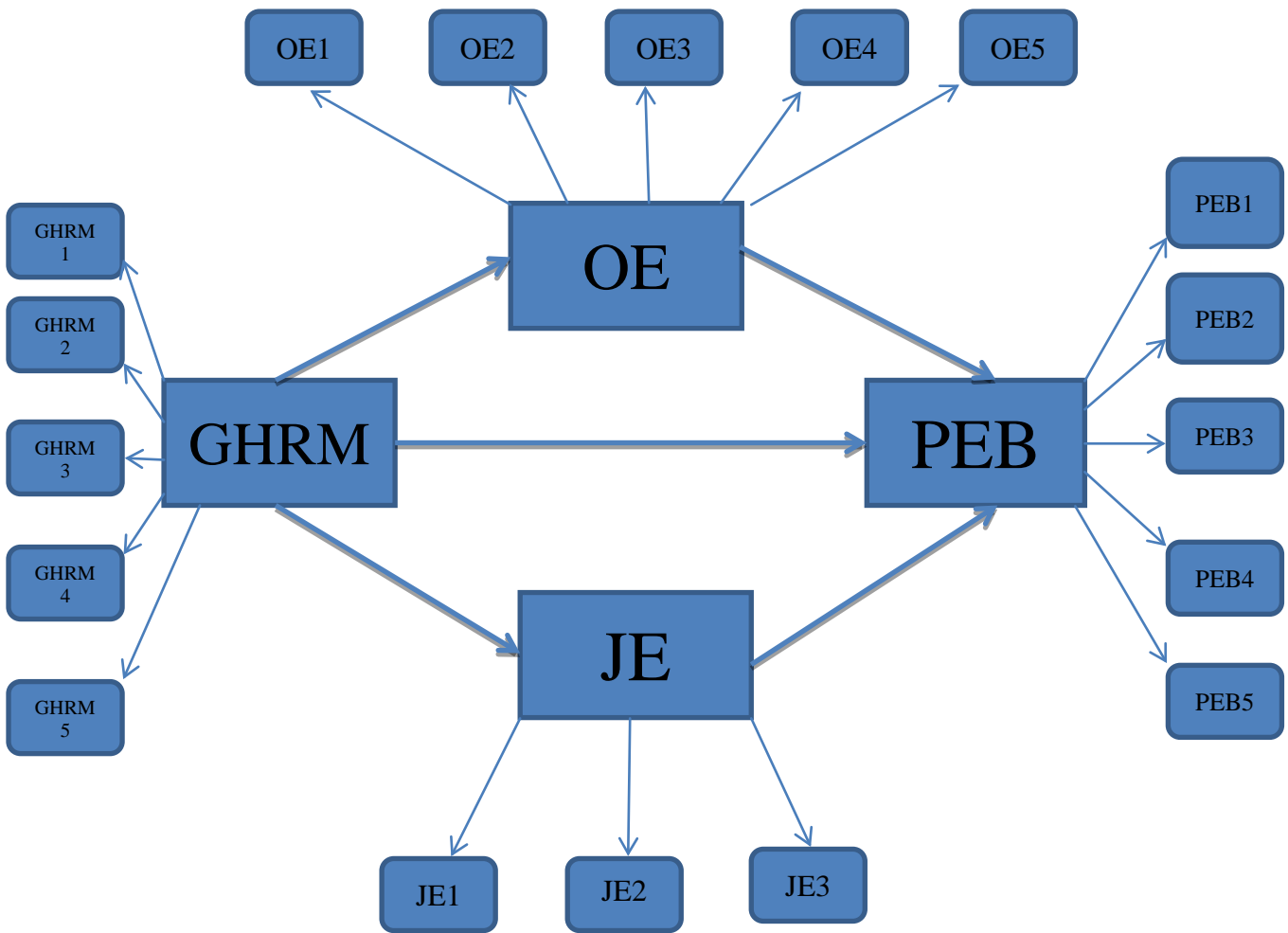
There are many ways that an individual can be a part of the solution to help improve the environmental impacts of their day-to-day activities. One example is switching to an eco-friendly car. Another way is to change the way you shop for groceries, or how you cook your food. By taking these simple steps, you will be helping to reduce the environmental effects that you have on the Earth. Green HRM is the new trend for all types of organizations (Darban et al., 2022). The future of green HRM is that organizations will be environmentally friendly and more efficient. This is the future of HRM because it will allow for better quality of life and more productive work (Dakhan et al., 2020).

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It is estimated that the average employee spends 40% of their time at work (Foster et al., 2022). Employers can use this time to promote pro environmental behavior by taking advantage of the fact that employees are typically in a place where they are free to express themselves and work on things that are important to them (Rubel et al., 2021).



3. RESEARCH METHODOLOGY

3.1 Research Design

A research design is a method that a researcher uses to collect data, analyze it, draw findings, and offer recommendations (Mackey & Gass, 2015). There are numerous sorts of approaches that may be employed in a research project: qualitative, quantitative, and mixed methods (Kumar, 2019). Primary data will be utilized to analyze the statistical link between green HRM, talent engagement and pro environmental behaviour.

3.1.1 Research Philosophy

Research philosophy is the method through which a researcher converts his or her thoughts into knowledge in the context of a study (Mackey & Gass, 2015). The research philosophy used in this study will be positivism philosophy.

3.1.2 Research type

This research study will be based on quantitative research method.

3.1.3 Research Approach

The current research take a deductive method, beginning with the formation of hypotheses based on the literature. The stated assumptions will then be put to the test via research techniques (Flick, 2015).

3.1.4 Unit of Analysis

In present research, individuals comprised of front line employees working in hotels of Islamabad is the unit of analysis.

3.2 Population and Sampling

3.2.1 Population

For this study, researcher consider front line employees working in hotels of Islamabad as targeted population area. It is nearly hard for a study to collect data from every single person in the population. As a result, a sample will be chosen to represent the total population.

3.2.2 Sample Size

Morgan's Table is utilized for finalizing a sample of 169 respondents (Pakistani employees) for this investigation.

As our study is on the hotel industry of Islamabad so we have selected those 3 star, 4 star and 5 star hotels which are associated with the Pakistan Hotels Association (PHA). Population was 300 employees which were working as front line employees in those hotels from which 205 employees were approached and got response of 169 employees and their data is being utilized to make the results.

3.3 Sampling Technique

The purpose of our study is to investigate the adoption of green human resource management practices and their impact on pro environmental behavior of the employees and the sampling technique we have adopted is type of nonprobability sampling. The purposive sampling technique is being used in the study.

Multi stages technique applied in which 3 stages were made. In second stage out of these three stages employees were selected through proportionate sampling and questionnaires were distributed to the employees

3.4 Measurement instruments

The measurement instrument or the method for the data collection and the process is used through the questionnaires so that we can collect our data for the variables of our study so we have distributed questionnaires to the front line employees of the hotels of Islamabad that we have targeted. To avoid any misleading information all the data is collected personally by distributing questionnaires. No any online platform is used to collect the data.

A questionnaire adopted from previous research studies used for data collection. The adopted questionnaire include based on five-point Likert scale (1 represents “Strongly Disagree”, 2 represents “Disagree”, 3 represents “Neutral”, 4 represents “Agree” and 5 represents “Strongly Agree”).

The questions of GHRM was adopted which has 5 items and the author of GHRM questionnaire is (Amitnpatel1). Questionnaire of Pro environmental behaviour was adopted from an article which was written by the (Florian Lange & Siegfried Dewitte) in 2019 also has 5 items. And the questionnaire of job engagement and organizational engagement was adopted by the study of (Saks) which was conducted in 2006. Organizational engagement has 5 items but job engagement has 3 items.

3.4.1 Research ethics

Before collecting the data permission from the hotels senior management was taken for the confidentiality. And for collecting the data consent of the front line employees was also obtained to maintain the discipline and the research ethics.

3.5 Data Analysis Techniques

Data collection followed by data analysis, which involve utilizing of statistical tests, Reliability Analysis of All variables, Frequency Tables and Demographics, Descriptive Statistics, Skewness and Kurtosis, correlation and regression analysis to assess data collected from respondents. The link between green HRM (independent variable), talent engagement (mediator), and pro environmental behavior (dependent variable) investigated using PLS software.

04. RESULTS AND DISCUSSIONS

4.1 Frequency table and demographics

(Table 01)

Sr no	variables	categories	<i>f</i>	(%)
01	Gender	Male	126	74.55%
		Female	43	25.44%
02	Age	20-30	105	62.13%
		31-40	45	26.62%
		41-50	11	6.50%
		51-60 and above	08	4.73%
03	Qualification	10 years	17	10.05%
		12 years	40	23.66%
		14 years	60	35.50%
		16 years and above	52	30.76%
04	Experience	1-3 years	88	52.07%
		4-6years	50	29.58%
		7-9 years	17	10.05%
		10-12 or above	14	8.28%
05	Position	Front line employees	169	100%

Table 01 which clearly shows the frequencies and the percentages of demographics characteristics of the study. The above table shows that there are more men as compared to the women. Men are (74.55%) as compared to women which are (25.44%).

If we see at the age level of employees we can see that those employees whose ages are between 20 to 30 years they are greater in numbers as compared to others which are 105 and (62.13%), those employees who has ages between 31 to 40 are 45 and (26.62%), those who has ages of 41 to 50 are 11 and (6.50%), and those employees who are senior than all of these and contains ages between 51 to 60 are 08 and (4.73%).

If we see at the qualification level of front line employees then those front line employees which have 10 years of education are 17 which is (10.05%), those who have 12 years of education are 40 which are (23.66%), those who have 14 years of education are 60 which have more percentage than others (35.50)%, and those who have 16 years of education and above are 52 which are (30.76%). and if we talk about the experiences of front line employees.

Then the table indicate that those employees who have 1 to 3 years of working experience in hotel industry are greater in numbers than the others which are 88 and (52.07%), those who have 4 to 6 years of experience are 50 and (29.58%), those who have 7 to 9 years of experience are 17 and (10.05%), and those employees who has 10 to 12 years or above experience are 14 and (8.28%).

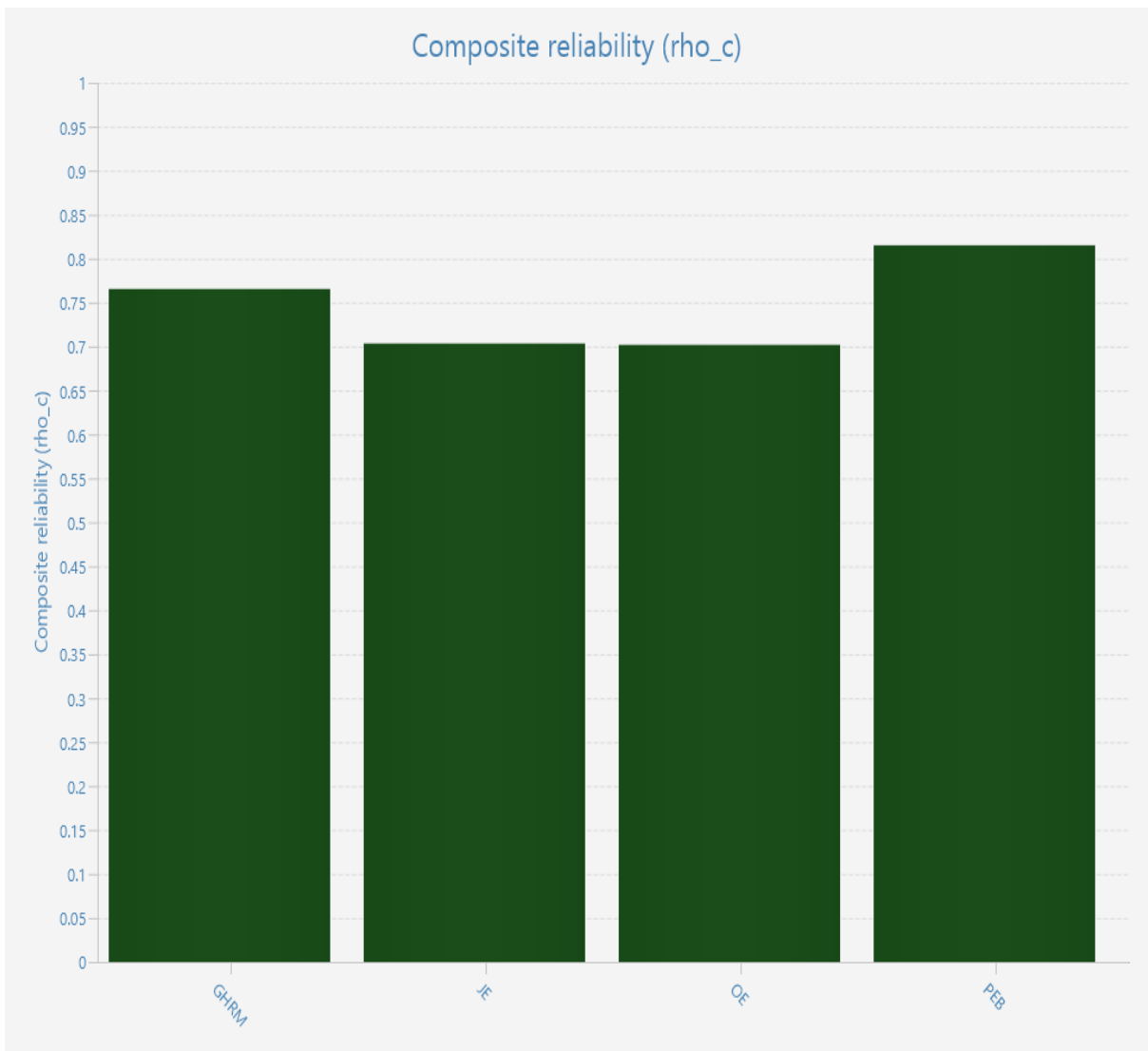
4.2 Reliability Analysis of All variables

(Table 02)

Variables	Composite reliability
GHRM	0.765
JE	0.703
OE	0.702
PEB	0.815

In table 02 we have the reliability analysis measures of all the variables of the study. For testing reliability of construct study used the composite reliability. If we see reliability of the GHRM it is 0.765, JE is 0.703, OE is 0.702 and PEB has the reliability of 0.815 which are greater than the threshold value 0.6.

The reliability of variables was measured by the different items , GHRM was measured through the 5 items, OE and PEB was also measured by the 5 items each but JE was measured by the 3 items because 2 items were deleted due to the low factor loading (<0.600).



4.3 Discriminant validity

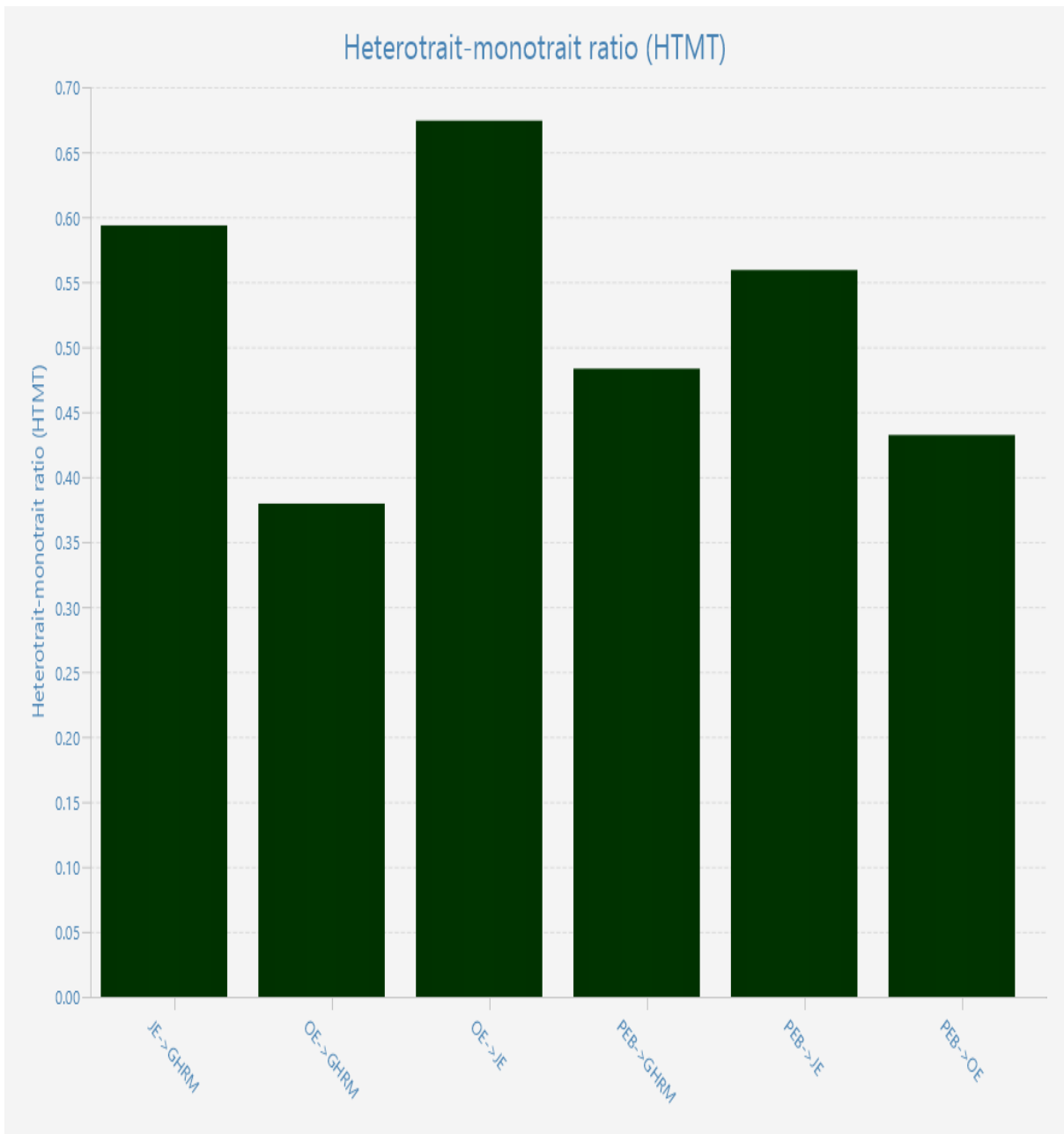
(Table 03)

	GHRM	JE	OE	PEB
GHRM				
JE	0.594			
OE	0.379	0.674		
PEB	0.483	0.559	0.432	

Table 03 shows the discriminant validity of the all variables.

(Table 04)

	Heterotrait-monotrait ratio(HTMT)
JE <-> GHRM	0.594
OE <-> GHRM	0.379
OE <-> JE	0.674
PEB <-> GHRM	0.483
PEB <-> JE	0.559
PEB <-> OE	0.432



4.4 Descriptive Statistics

(Table 05)

Variables	Mean	Median	Mode	Standard deviation	Minimum	Maximum
GHRM	4.0686	04	04	0.5237	01	05
PEB	4.0792	04	04	0.5048	01	05
JE	4.142012	04	04	0.4336	01	05
OE	4.319527	04	04	0.3737	01	05

Table 05 shows the descriptive statistics of the variables which includes mean of all the variables mean of OE is more high than the all other variables. Then there is median of variable which is 4 and mode of all variables is also 4. If we see the standard deviation of variables there is 0.5237 value of the GHRM which is more among all variables.

If we see the minimum response that was get is 01 which is same of the all variables and the maximum value that we get was 05 which is also same of all variables.

4.5 Skewness and kurtosis

(Table 06)

	GHRM	PEB	JE	OE
Skewness	-0.64033	-1.03094	-0.32177	-0.47898
Kurtosis	0.454304	1.804471	0.759117	0.337653

Table 06 shows the skewness and kurtosis of the variables. If we see the skewness of the variables then it is showed that skewness of all the variables is negative which means data is negatively skewed the curve in the graph will be high on the right side of the graph and it will skewed towards the left side.

Kurtosis measures the degree of Peakness of an frequency distribution if we see the kurtosis of variables then GHRM has 0.454304, PEB has 1.804471, JE has 0.759117, and OE has 0.337653 values of kurtosis.

4.6 Correlation

(Table 08)

Variables	GHRM	PEB	JE	OE
GHRM	-	.333**	.238**	.228**
PEB		-	.290**	.273**
JE			-	.231**
OE				-

The correlation between the variables is measured.

The problem

To investigate the relationship between the GHRM and PEB.

H1: there is significant relationship between green HRM and PEB.

Reporting pearson correlation

pearson correlation between the green HRM and PEB is found positive statistically significant ($r = .333, p < .001$). hence H1, supported which means increase in green HRM practices will lead to the positive pro environmental behaviour.

H2: job engagement mediate the relationship between green HRM and pro environmental behavior

And according to the results job engagement is also has significant role between the green hrm and pro environmental behaviour and positively related with the green HRM and PEB which is ($r = .290, p < .001$)

H3: organizational engagement mediate the relationship between green HRM and pro environmental behaviour.

4.7 Regression Analysis

(Table 09)

Hypothesis	Regression weights	Beta coefficient	R ²	F	P value
H1	GHRM→PEB	.321	.111	20.854	0.001

GHRM has significant impact on the pro environmental behaviour $F(1, 167) = 20.854$, $P < 0.001$ which indicates that green HRM can play significant role in shaping the pro environmental behaviour ($B = .321, p < 0.001$). the results clearly shows the positive effect of GHRM. Moreover R square value $R^2 = .111$ depicts that model explains 11.1 % of variance in pro environmental behaviour.

4.8 Mediation analysis

(Direct and indirect effects)

(Table 10)

Paths	Relationship	Co eff	P-value	T-value	LLCI	ULCI	Decision
A	GHRM→JE	0.1604	0.0046	2.8746	0.0502	0.2705	Supported
B	GHRM→PEB	0.2831	0.0001	3.9885	0.1429	0.4232	Supported
C	JE→PEB	0.2376	0.0144	2.4727	0.0479	0.4273	Supported
D	GHRM→OE	0.1626	0.0029	3.0243	0.0565	0.2688	Supported
E	OE→PEB	0.2801	0.0053	2.8246	0.0843	0.4759	Supported
Paths	Relationship				LLCI	ULCI	Decision
F	GHRM→JE→PEB				0.0015	0.1103	Supported
G	GHRM→OE→PEB				0.0036	0.1097	Supported

The table above shows the direct and indirect effects of the variables of the study in which relationships GHRM with JE, GHRM with PEB, JE with PEB, GHRM with OE and OE with PEB all are supported because p value of all variables is less than 0.05, T value of all relationships is positive and signs of LLCI and ULCI are the same.

If we see the mediation analysis then it is seen that effect of JE as and mediator is 0.512 on GHRM and PEB. And effect of OE as an mediator is 0.450 on GHRM and PEB.

5. DISCUSSIONS AND CONCLUSION

5.1 Discussion of the Findings

The study was conducted that aimed to research on 1) To explore the impact of green HRM and pro environmental behaviour in Pakistan, 2) To examine the mediating role of job engagement between green HRM practices and pro environmental behaviour, 3) To investigate the mediating role of organizational engagement between green HRM and pro environmental behaviour. These were the objectives that were made for the study and these objectives were studied deeply and then hypothesis were made. After that literature were studied to support the hypothesis and all the possible and available literature regarding these objectives were studied.

The industry we have selected for the study was the hotel industry and area we have selected for the was Islamabad and the unit of analysis for this study was the front line employees. The data was collected from the front line employees of 3star, 4star, and 5star hotels of Islamabad and the data was collected physically by distributing questionnaires among the employees .

After the collection of raw data the first step were taken to check the validity and reliability of the data so that we can go for the regression and correlation. After the reliability and validity of data reliability of GHRM was 0.765, reliability of PEB was 0.8150, reliability of JE was 0.703, reliability of OE was 0.702 all these values was above the 0.6 which is the threshold And the validity of the data was also measured to check whether data is valid or not. After that we have performed further more analysis.

And it is to be found that GHRM has positive association with the Pro environmental behaviour, Job engagement also has positive association with the GHRM and the pro environmental behaviour and the organizational engagement has the positive relationship with the both GHRM and pro environmental behaviour as well. The significant variance between the GHRM and PEB indicates that if there will be green human resource management practices there will be more chances that employees will be engaged pro environmental behaviour and their attitude towards the environment will be positive and their motivation will also be enhanced. If we talk about the social cognitive theory so it describes that engagement in dynamic and reciprocal interactions between the environment in a social context there are more chances of learning effectively (Niven, & Lamorte, 2016). So when the management will be more concerned with respect to the environment and they make

green human resource management practices employees of the organizations will be impressed and it will create good impact on employees and their pro environmental behaviour will be improved. . The individuals learn more effectively when we engage them in a mutual relationship and dynamic interactions in the environment (Niven, & Lamorte, 2016).

Further if we see the talent engagement contribution in results it is to be seen that employees job engagement has its vital role in GHRM practices and shaping pro environmental behaviour it significantly mediates the relationship between the both variables of study and also organizational engagement also significantly mediates the relationship between the GHRM and Pro environmental behaviour and has very important contribution in making the pro environmental behaviour through the GHRM practices. GHRM practices were found prompting the PEB (Ansari et al, 2020).

From the beginning and till all operations of the hotels where the hotels management can use all renewable resources and eco friendly resources so that they can get the benefits of from the environment like less wastage and reduction in pollution or other benefits which also includes the economic benefits like cost reduction savings. Therefore management of the hotels and environmental management practices can play major role in the management of environment. If we see the earlier studies, most of the components of GHRM practice expressively impact environmental performance at an organizational level (Nisar et al., 2021).

This study will provide assistance to better understand the extreme need for the GHRM practices in hotel industry of Pakistan which is an developing country and it will be also helpful for the other developing countries and it will also help to the management so that they can move towards the sustainability. It is very important to use of the renewable resources and prevent excess water loss. CO2 reduction is one of the most important thing to be done for them. In world green hotels implement a positive GHRM strategies to train, recruit, maintain green workforces to improve the innovation and performance of the organizations in the green framework to retain a competitive edge in the market (Chung, 2020). These actions can be taken by providing assistance, guidelines and making them aware about it to the staff

members of hotels so that there should be initiation of the GHRM practices throughout the management.

5.2 Conclusion of the study

The purpose of this study was to find out the role of GHRM practices on pro environmental behaviour of the employees of the hotel industry. Further aim was to explore the mediation role of talent engagement between the GHRM and pro environmental behaviour of employees in which two dimensions of talent engagement were discussed organizational engagement and the job engagement. Purpose of studying these dimensions was clearly that how organizational engagement mediates the relationship between both GHRM and pro environmental behaviour and how the job engagement plays role as a mediator between both variables. Results of the study conclude that adaptation of GHRM practices in hotel industry will enhance the pro environmental behaviour of the employees. Pro environmental behaviour will have significant role in job engagement and organizational engagement. Job engagement and organizational engagement mediates the relationship between GHRM and pro environmental behaviour significantly.

5.3 Limitations of The study

In this study the sample which was selected doesn't cover the whole hospitality industry it just covers limited hotels. it was conducted only to the 3s, 4s, 5s hotels of Islamabad and only those hotels which were associated by the Pakistan hotels association was selected. In hotels only front line employees were targeted and their responses were collected other employees were not included in the study. The method was used to collect the data was distributing questionnaires personally no other methods or sources were used to collect the data. This study was conducted in Pakistan's city Islamabad as we know that Pakistan is a developing nation where there is less focus on hotel industries as compared to other industries.

5.4 Future Recommendations

after the completion of study there are numerous further future recommendations for the other researchers. Our sample was limited as it is discussed above so other sample size can be selected. This study was targeted only hotels in islamabad this study can be conducted in other areas of pakistan like multan, lahore, karachi, and other big cities of pakistan. also areas where tourism takes very good place like in hotels of northern areas of pakistan because there hospitality industry takes vital place. This study can be done in any other developed and underdeveloped countries where it will give some different results. This study can be done on other level of employment like top level, middle level and upper level of management and other employees can be targeted. There can be change in collecting the data through other mediums. Despite of all these this study can be conducted in some other industry despite of hotel industry like construction industries and etc. By using other mediators between GHRM and pro environmental behaviour will give different results.

5.5 Implications for Practice

5.5.1 Theoretical Implications

Hotel industry is one of those industries which are expanding and growing day by day in Pakistan. we discussed impact of GHRM practices implication would give a greater impact on the pro environmental behaviour of employees and talent engagement will mediate the relationship between GHRM and PEB. An important insight of this is that as employees are major part for any organization when talent will be engaged in a right manner the employees of organization will be fully focused on the work and they will be attached to the work mentally, emotionally, and physically. Their interest will be enhanced towards the work. The other insight in which this study sheds the light is association between the dimensions of the talent engagement and the GHRM practices. Job engagement of the employees will make

employees responsible towards their jobs and working with dedication and committed towards the work in term of implication of GHRM practices. Organizational engagement of employees will also improved and loyalty of employees will be improved towards the organization. Pro environmental behaviour of employees will be beneficial for the overall organization and will enhanced effectiveness of the organizations.

5.5.2 Practical Implications

As we know that hotel industry is one those industries which are growing day by day in Pakistan and it is the fact that hotel industry is one of those industries which are causing pollution the major responsibility of the hotels are that before taking more and more advanced functions there is need to take green actions and making GHRM practices and providing guidance to the employees of the industry because employees are the main stakeholders of the organizations by implementing GHRM practices employee's perception is changed towards the organization and they become more responsible once they will be able to understand and perceiving that how much GHRM practices are beneficial they will get motivated strongly to adopt the GHRM practice. Their pro environmental behaviour will definitely effect the organization's prestige and overall effectiveness as well. When there will be the system of compensating and rewarding employees on the basis of their environmental performances their engagement in the organization and their engagement in the job both will be improved. organizations should focus on making their operations efficient and environment friendly.

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APPENDIX-A
GREEN HUMAN RESOURCE MANAGEMENT SCALE

	1 Strongly disagree	2 disagree	3 neutral	4 agree	5 Strongly agree
Green HRM					
Your company uses Green HRM practices ?					
Are you interested in making your organization Green?					
Do you think the concept of Green HRM affect or can influence organization prestige					
Does the organization recruits employee that has environmental awareness					
What is your opinion about GHRM influencing job seekers to purse job application					

APPENDIX-B

Pro environmental behavior

	1 Strongly disagree	2 disagree	3 neutral	4 agree	5 Strongly agree
Pro environmental behaviour					
I voluntarily carry out environmental actions and initiatives in my daily work activities					
I undertake environmental actions that contribute positively to the image of my organization.					
I encourage my colleagues to adopt more environmentally conscious behaviour					
I help my co-workers be environmentally friendly at work					
I persuade my organization to purchase environmentally friendly products					

APPENDIX-C

Talent engagement (Job Engagement)

	1 Strongly disagree	2 disagree	3 neutral	4 agree	5 Strongly agree
Talent engagement (Job Engagement)					
I really “throw” myself into my job.					
I am highly engaged in this job.					

APPENDIX-D

Talent engagement (Organization Engagement)

	1 Strongly disagree	2 disagree	3 neutral	4 agree	5 Strongly agree
Talent engagement (Organization Engagement)					
Being a member of this organization is very captivating.					
One of the most exciting things for me is getting involved with things happening in this organization.					
Being a member of this organization is exciting for me.					
Being a member of this organization make me come “alive.”					
I am highly engaged in this organization.					