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***Impact of Green Human Resource Management Practices on Pro-
Environmental Behavior through the mediating role of; Green Self- Efficacy***



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Dedication

To My Mother

You are the superwoman who has been a continuous ray of light and hope in my life.

To My Father

You have taught me how to fly, despite the obstacles that come our way.

To My Supervisor

Your acknowledgement and constructive criticism have paved ways for me to think beyond and above. I am contented I have gained knowledge and skills under your supervision.

To My Siblings

Your guidance and love have encouraged me to achieve my goals. Your continuous words of encouragement have been a support throughout this journey.

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Abstract

The purpose of this research study was 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 was 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. This research paves a way for the policy makers to understand and identify the gap that is causing the waste mismanagement. Also, how carbon footprint can be reduced, and recycling can contribute towards achieving sustainability and environmental protection.

Keywords: Green Human Resource Management Practices, Green Performance Management and Compensation, Green Discipline Management, Pro- Environmental Behavior, Green Self- Efficacy.

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CHAPTER 1

INTRODUCTION

1.1 Background

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 billion) 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 nearly 1.6 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 and 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 and throughout the world. In 2019, tourism contributed nearly 7.1% to the GDP of Pakistan.

According to Mak and Chang (2019), the industry also confronts several difficulties due to the growing negative effects of its economic activities, which lead to environmental deterioration. Recent investigations (Lenzen et al, 2018) have identified the travel and tourism sector as a significant worldwide carbon footprint contributor. According to Han & Yoon (2015) one of this industry's most energy-intensive segments is hotels, which have received particular attention and criticism for this. Due to the nature of their operations, hotels use a lot of resources and produce a lot of waste, which results in an unwelcome carbon footprint. As a result, the development of green practices has been spearheaded by the entire tourism industry in general and hotels in particular. As a result, academics are now looking into various strategies for encouraging eco-friendly behavior and practices in the tourism sector (Okumus et al., 2019). An area of sustainable behavior and practices in the hotel industry, namely how employees may help advance the sustainability agenda and how hotels can encourage staff members to adopt green behaviors, has not received enough attention. For a service-oriented industry like the hotel sector, where employee conduct can significantly impact service delivery and customer happiness at the time of contact, understanding employees' responses and motivations is crucial.

Each year, restaurants generate 916,500 tons of waste, of which 198,200 tons are food waste (21 percent total food waste from the sector). The National wrote about the problem of food waste in Dubai, highlighting how hotels and restaurants waste supplies on oversized portions (The National News).

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, 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 (2017). Similarly, as per another study conducted in 2013, around 90 to 92kg of waste is generated in Vietnam (Otoma et al).

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.

1.2 Problem Statement

In Pakistan, few authors have attempted to study green human resource management practices (Ansari et al, 2021) and the impact of such practices on performance of an organization (Gilal et al, 2019) and hence on performance of the environment (Saeed et al, 2019). Majority of the research done in Pakistan focused on and considered manufacturing as compared to hospitality sector. As per data tourism in Pakistan is increasing at an exponential level, resulting in increased waste production and carbon footprint. In 2019, tourism contributed nearly 7.1% to the GDP of Pakistan. In 2020, the hotel and tourism market valued at \$21 billion in Pakistan, which is forecasted to grow a CAGR 4% by 2026.

Environmental performance is fundamentally influenced by employees' pro-environmental behaviors (Vicente-Molina et al., 2013). Tourists today are conscious and self-aware hence, choose to stay in hotels that have implemented green initiatives, or at the very least, these hotels put the environment first. Due to the frequency of their visitors, hotels in the three-star and lower category utilize more natural resources. The biggest issue is that their employees is completely unaware of the effects their actions have on the environment. Green self- efficacy will help to enhance the pro-environmental behaviors in employees by implementing and following green practices. Higher level of green self- efficacy will motivate an employee to believe in their capability to carry out tasks, roles and duties in a manner that will contribute positively towards the environment. The aim of the research is to investigate the relationship of green human resource management practices on pro environmental behavior, using green self- efficacy as a mediator in hotel industry of Pakistan.

1.3 Research Objectives

- 1) To examine the effect of green human resource management practices (green performance management and compensation & green discipline management) on pro- environmental behavior.
- 2) To investigate the impact of green self- efficacy on pro- environmental behavior.
- 3) To examine the mediating role of green self- efficacy between green human resource management practices and pro- environmental behavior.

1.4 Research Questions

- 1) What is the impact of green human resource management practices (green performance management and compensation & green discipline management) on pro- environmental behavior?
- 2) What is the impact of the green self- efficacy on pro- environmental behavior?
- 3) Does green self- efficacy mediate the relationship between green human resource management practices and pro- environmental behavior?

1.5 Gap/ Rationale of The Study

Nasir et al (2022) suggested to study the pro- environmental behavior in industry other than pharmaceutical industry. Naz et al (2021) proposed that a study should be considered on service sector to examine the effect of ghrm practices on pro- environmental behavior. Similarly, Yusoff et al (2019) suggested that service sector should also be considered, so that eco-friendly practices can be adapted. Guerci et al (2016) and Shafaei et al (2020) also concluded in their studies that hospitality sector should be studied in context of green practices and positive behavior towards environment. According to Mishra (2017) various studies and research have been carried out on GHRM practices but in developing/ western countries, carrying out the study in Pakistan (developing country).

Farrukh et al (2022) also suggested that model constituting different and new mediators to analyze the association between ghrm practices and pro- environmental, as it will help analyze the relationship through another point of view.

Nisar et al (2021) proposed that green self- efficacy should be used as a mediator in future studies to analyze the effect of ghrm practices on pro- environmental behavior. Nisar et al (2021) also suggested that new ghrm practices should be added in the study, so that their impact can be studied aswell. Rubel, Kee and Rimi (2021) suggested that instead of green human resource management few practices should be studies in future so that intensity of the impact of each practice can be analyzed.

1.6 Research Contribution

Firstly, this study contributes towards the theoretical aspect of the domain by incorporating green self- efficacy as a mediator. Also, previous studies suggest work has been done on green human resource management practices such as training, hiring etc., this study includes green discipline management and green performance management & compensation to help understand their impact towards achieving pro- environmental behavior (Nisar et al, 2021). This model and study will help validate and verify in context of Pakistan.

Secondly, this study will aid validate and test scales with the help of the questionnaires, which in turns can support other researchers in future. This study has collected data from hotel industry of Pakistan as proposed by (Farrukh et al ,2022) as future agenda.

Thirdly, previous literature proposes that not much of the work has been done in context of developing countries. Thus, we are examining the impact of green human resource management practices on pro- environmental behavior through the mediating role of green self - efficacy in Pakistan's context.

Lastly, this study also provides population contribution by taking the data not only from the middle level managers but also from the employees working the hotel industry of Pakistan (Nasir et al, 2022)

1.7 Scope of the Study

Primary goal is to comprehend the environmental orientation of the employees and manager working in the hotel industry of Pakistan. Since, not much research has been done in this domain in Pakistan, this study helps to address the challenges in successful implementation of the green practices and how to bridge the gap in achieving and inculcating pro-

environmental behavior among the employees. In 2020, the hotel and tourism market valued at \$21 billion in Pakistan, which is forecasted to grow a CAGR 4% by 2026 hence, it is imperative to do something for our country and the most required action at this time is by giving attention to the environmental protection and green initiatives. This unique model will help the decision makers with policy adaptation that will play its role in pollution prevention through implementation of green initiatives in organization' operational processes.

CHAPTER 2

LITERATURE REVIEW

2.1 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 (Paul Kivinda Muisyo, 2021). GHRM helps inculcate green creativity through green practices at both individual and team levels (Paul Kivinda Muisyo, 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; Likhtikar and Verma, 2017; Kim et al, 2017). Green human resource management is the human resource management's take on an organization (Anwer et al, 2020, and Saifullina 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 hrm practices that are sustainable and green in the longer run for the organization and the environment (Renwick et al 2013, Kim et al, 2019).

Due to its considerable duty in managing human resources, HRM has evolved into one of the fundamental parts of operation (Ahmad, 2015). It encompasses a variety of procedures related to an employee's complete lifecycle inside a business, from hiring to retaining them. According to Comb et al (2006), It has been discovered that HRM previously prioritized behaviors. In this study, GHRM practices were seen as a collection that may enhance a company's sustainable performance.

Thus, this study can be termed as an inspiration to the study conducted by Renwick et al. (2013) that necessitates further research into the connection between organizational performance and multiple GHRM practices rather than individual practices. Shikha and Shikha (2015) reflect that this supports the efforts of an organization to inculcate sustainable practices in their corporate strategies and improve environmental conditions. Additionally, GHRM procedures are thought to be useful instruments for preserving a company's viability. Although the importance of greening HRM from a sustainability standpoint has been well recognized, few studies have looked at GHRM in the context of hotels.

Because hotels are crucial to society, it is required to handle environmental challenges and adopt various ecologically friendly techniques. Today, the stakeholders are aware of PEB the ongoing issues and problems faced by humanity and according to Haddock and Millar (2016) it is because of which the businesses have been scrutinized by stakeholders to ensure social sustainability and environmental in company operations. Service sector businesses should make sure that there is alignment between the corporate strategy and the Green HRM practices as well as alignment among the various HRM practices itself, as opposed to adopting specific trendy Green HRM practices independently from other HRM activities (Tanova and Bayighomog, 2022).

Rapidly evolving surroundings strongly necessitate the use of green practices in all facets of businesses, but if human resources are developed using green methods, this will ultimately have an impact on all divisions of the organization (Zaid and Jaroon, 2023). Farooq et al (2022) also suggested that their study demonstrates that involving staff through smart green HR practices is a successful strategy for the tourist sector to not only operate in an environmentally conscientious manner but also to incorporate this attitude into staff members' daily work lives.

Promotion, evaluation, and rewards are used in green PM, a process that encourages staff to participate in environmentally friendly activities. In terms of both financial and nonfinancial rewarding systems, green compensation management (CM) attempts to retain and inspire employees to support environmental goals (Ercantan and Eyupoglu, 2022).

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, 2021). 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 (Nasir et al, 2022). 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 (Ahmad, 2021). 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).

2.2 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 (Ramus and Killmer, 2007). 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).

According to Loureiro and Guerreiro (2022) customers who travel expect that businesses adjust their practices to reduce waste, lessen pollution, and take a more environmentally friendly and sustainable approach to tourism. Although the tourism sector benefits locations by fostering new

business opportunities and protecting historic structures and cultural places, it also has drawbacks, including pollution, greenhouse gas emissions, and harm to the environment (Loureiro et al, 2019).

As per WEF (2020) while the global pandemic scenario of 2020 and the ensuing lockdown measures adopted by several countries helped to reduce air pollution, the gradual lifting of the lockdown has exacerbated pollution and increased the need of disposable items, such as masks and gloves. The findings at the destination and hotel levels show that management must disseminate information to increase tourists' and guests' understanding of pro-environmental actions, which can include staff and citizens for the same aim Loureiro and Guerreiro (2022). As per findings of Yusriev et al (2018) managers frequently disregard behaviors that are not listed in formal records, which does not help inculcating PEB among employees.

Scholars (Norton et al, 2015) have realized the importance of employees' pro-environmental behaviors as various studies have started to surface. Roscoe et al (2019) employees' pro-environmental behaviors have been used to examine the environmental performance of the organizations. In their study, concluded that green HR strategies in the hospitality industry assisted the staff members improve their eco-friendly behavior (Kim et al, 2019).

Because green practices lead to green organizations, the effect of green HRM on the pro-environmental behavior of employees is investigated with the aid of underlying processes. The findings of the study conducted by Iftikhar et al (2022) confirmed that green HRM significantly improves employees' pro-environmental behavior. Similarly, Omarova and Sung (2022) through their study showed that positive association between GHRM practices and PEB exists.

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. Organizations and businesses deteriorate the environment, they can also indulge in activities; an effort towards protecting and preserving the environment (Farrukh et al, 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.

According to Shoaib 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 (Nisar et al ,2021). According to Mateen, Nisar and Nasir (2022) 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.

2.3 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, 2019).

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, 1992). 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 (Muhammad Yusuf, 2017). Self-efficacy has exhibited its influence in the study conducted by Locke et al (1984) and Taylor 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.

Carter et al (2018) suggests that employees with higher levels of self-efficacy are more likely to engage in desired behavior. According to Huang (2018) GSE, in the context of going green, stands for people's convictions that they can make changes for the better in terms of sustainability and environmental quality.

Abraham et al (2015) suggested that GSE plays a significant influence in promoting active problem-solving and positive behavioral intentions, such as pro-environmental behavior, according to earlier studies on climate change and sustainability. Additionally, in the particular context of the hotel sector, people with high GSE are more driven to pursue eco-friendly goals as part of their activities to reduce contamination and environmental risks (Carter et al, 2018). Highly motivated staff members engage in green behavior when they are motivated, which improves the hotel industry's environmental performance (Nisar et al, 2022). Farooq et al (2022) positive association of GHRM and GSE.

Bandura (1997) suggested that mastery, experience, verbal persuasion, and psychological feedback forms the foundations of an employee's confidence in their efficacy. Study conducted by Mughal et al (2022) exhibit a positive association between GSE and PEB. From the above discussion we can devise the following hypothesis for our study.

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 (Shahmir et al, 1997).

Green human resource management practices create an environment of green vision in the organization. GHRM practices, inculcates the value of environmental conscientiousness and environmental sustainability. Organizations provide green training and development, which exhibits the culture to the employees. Green discipline management is another success factor that motivates employees towards sustainable thinking process. GHRM has a significant relation with Green self-efficacy refers to the belief of an individual that he/ she can 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 et al, 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.

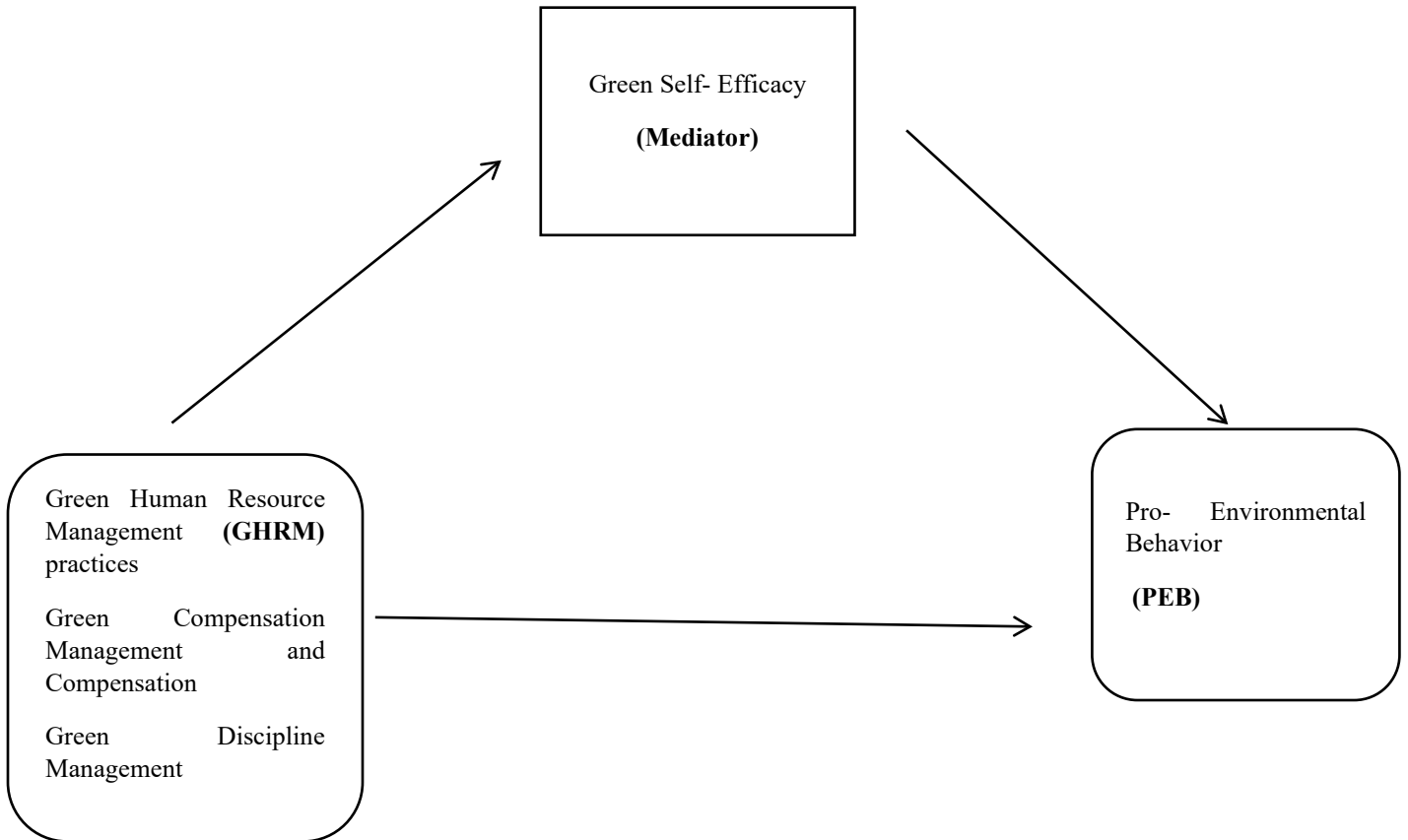
H6: Green self-efficacy will mediate the relationship between GPMC and employees PEB.

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

2.4 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.

2.5 THEORETICAL FRAMEWORK



CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research Philosophy

Positivism is the research philosophy.

3.2 Research Type

The research type is quantitative.

3.3 Research Approach

After gathering the numerical data from the research variables and statistically testing the hypotheses, the problems are solved using a deductive technique.

3.4 Sample and Population

The unit of analysis was the front-line staff, and the population chosen was the Pakistani hospitality industry. 169 front-line personnel made up the sample ($N = 295$; $S = 169$).

3.5 Sampling Technique

The goal of this study was to explore the adoption of GHRM practices and their effects on the PEB of the employees, so we utilized the purposive sampling technique. Multistage sampling technique was applied. In first stage 3 strata were made (3,4 and 5 start hotels) and in second stage out of these three strata employees were selected through proportionate sampling (26% 3 start hotel employees, 58% employees of 4 start hotels, 15% employees from 5 start hotels) and questionnaire were distributed randomly.

3.6 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.

3.7 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)	Robertson and Barling (2013)	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.

CHAPTER 4

DATA ANALYSIS/ RESULTS FINDING

4.1 Demographic Analysis

Table 4.1

Demographic Characteristics of the sample

Sr No	Variables	Categories	<i>f</i>	(%)
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.

4.2 Correlation and Descriptive Analysis

Table 4. 2

Descriptive statistics and Correlation of variables

Variable	PEB	GPMC	GDM	GSE
PEB	1	0.46**	0.52**	0.63**
GPMC	0.47**	1	0.57**	0.61**
GDM	0.52**	0.57**	1	0.32**
GSE	0.63**	0.61**	0.32**	1

Note: 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 2 which exhibits M and SD along with the correlation analysis of the variables. Pro- environmental behavior is found to be significantly related with green performance management and compensation ($r= 0.46$, $p<0.000$), green discipline management ($r= 0.52$, $p<0.000$) and significantly related with green self- efficacy ($r=0.63$, $p<0.000$) and its subscales. Similarly, green performance management and compensation is significantly related to pro- environmental behavior ($r= 0.47$, $p<0.000$), green discipline management ($r= 0.57$, $p<0.000$) and green self-efficacy ($r= 0.61$, $p<0.000$). Furthermore, green discipline management is significantly related with pro- environmental behavior ($r= 0.52$, $p<0.000$), green performance management and compensation ($r= 0.57$, $p<0.000$) and green self- efficacy ($r= 0.32$, $p<0.000$). Lastly, we can see that green self- efficacy is significantly related with pro- environmental behavior ($r= 0.63$, $p<0.000$), green performance management and compensation ($r= 0.61$, $p<0.000$) and green discipline management ($r= 0.32$, $p<0.000$) along with its subscales.

4.3 Linear Regression

Table 4.3

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 3 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. $R^2 = 0.538$, $p = 0.000$, $\beta = 0.72$), where R square value of 0.538 indicates 53% variance in pro- environmental behavior,

4.4 Regression Analysis (Direct and Indirect effect)

Table 4.4:

Standardizes path coefficient for the 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

Table 4 provides the basis for the acceptance/ rejection of the hypothesis constructed in chapter 2.

H1: Green performance management and compensation has a positive impact on pre-environmental behavior.

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.

H2: Green discipline management has a positive impact on pro- environmental behavior.

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.

H3: Green performance management is positively associated with green self- efficacy.

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.

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

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.

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

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.

H6: Green self efficacy positively mediates the relationship between green performance management and compensation and pro- environmental behavior.

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

H7: Green self-efficacy mediates the relationship between green discipline management and pro- environmental behavior.

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.

CHAPTER 5

DISCUSSIONS and CONCLUSIONS

5.1 Discussions and Conclusion

This research focused 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.

Environmental challenges have drawn the attention of policy makers, practitioners, and academics due to their importance and urgency. We recognize that human habits are crucial for the success of sustainability efforts in addition to the regulatory changes required to lessen our negative environmental impact. 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.

5.2 Practical Implications

The current research offers valuable insights for organizational development by adopting green human resource management practices. For organization's long- term survival and viability, leadership should guarantee that GHRM practices are included in strategic initiatives. These findings suggest the importance of encouraging top management in hotel industry to exercise GHRM practices to boost employees' PEB. Not only that the quality of green self- efficacy is also imperative to enhance employees' PEB.

Knowing the need to exhibit GHRM practices especially green performance management and compensation and green discipline management which will help the hotel industry to achieve sustainability and be a part of bigger vision. Policies of green discipline management and green performance management and compensation can underline green garments' environmental posture for attracting candidates having an environmental mindset and care for green jobs and thus becoming green employees of pro- environmental behavior.

In this line, the present study highlights how in sustainable hotels, the normative role of employees climate perceptions contributes to the influence of green human resource management practices and pro- environmental behavior.

5.3 Theoretical Contributions

As discussed above, environmental performance has become a significant are due to the ever-increasing concern to protect the environment. Current study bridge the gap, current study theoretically contributes by testing relationships amongst the study constructs under the integrated theoretical paradigms of GHRM and green hotel industry.

Secondly, this study aim to bridge the gap and get in- depth knowledge of the exceptional phenomenon of pro- environmental behavior of the employees and how it is related to inculcating green self- efficacy among the employees.

The research consensus that green self- efficacy is one of the most important components which improves the pro- environmental behavior of the employees and how it adds up to achieve the sustainability of the environment and achieving competitive advantage by supporting green practices and policies.

5.4 Limitations and Recommendation

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.

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Appendix A

Pro- Environmental Scale

Pro- Environmental Behavior Scale	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
At work, I take part in environmentally friendly programs.					
I suggest new practices that could improve the environmental performance of my organization.					
At work, I question practices that are likely to hurt the environment.					
In my work, I weigh the consequences of my actions before doing something that could affect the environment.					
At work, I perform environmental tasks that are not required by my organization.					
At work, I avoid wasting resources such as electricity or water.					
At work, I take stairs instead of elevators to save energy.					
At work, I turn off lights when out of office.					
I print double sided whenever possible.					
At work, I recycle (e.g., paper, cans, batteries, and oil).					

I adequately complete assigned duties in environmentally friendly ways.					
I perform tasks that are expected of me in environmentally friendly ways.					

Appendix B

Green Performance Management and Compensation Scale

Green Performance Management and Compensation Scale	Strongly Disagree	Disagree	Neutral	Agree	Strongly Disagree
We use green performance indicators in our performance management system and appraisals					
In our hotel, managers set objectives on achieving green outcomes included in appraisals					
Our hotel sets green targets, goals and responsibilities for managers and employees					
In our hotel, there are disincentives in the performance management system for non-compliance or not meeting environment management goals					

Appendix C

Green Discipline Management Scale

Green- Discipline Management Scale	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Setting penalties or dismissal for environmental management breaches					
Developing a progressive disciplinary system to punish employees who violate the rules of green conduct					
Implementing 'discipline management' as a tool to self-regulate employees in environmental protection activities of the organization.					
Our hotel maintains green employee discipline management					
We set penalties for noncompliance on targets in environmental management. We formulate and publish rules of conduct relating to greening.					
We establish a clear set of rules and regulations which impose or regulate employees to be concerned with environmental protection					

We set penalties or dismissal for environmental management breaches.					
We formulate and publish rules of conduct relating to greening					

Appendix D

Green Self- Efficacy Scale

Green- Self Efficacy Scale	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
We feel we can succeed in accomplishing environmental ideas					
We can achieve most of environmental goals					
We feel competent to deal effectively with environmental tasks					
We can perform effectively on environmental missions					
We can overcome environmental problems					
We could find out creative solutions to environmental problems					