

***Majors: HRM  
Major/No.: H11***

***“The Role of GHRM towards employee Retention in hotel industry of Pakistan through mediating role of Green Human Capital: A moderation analysis of Organizational Citizenship Attitude”***



**By:**  
***Raima Nasir 01-221212-025***

***MBA 1.5***

**Supervisor:**  
**Zahra Saleem**

**Department of Business Studies**

**Bahria University Islamabad**

**Spring-2023**

**Topic of Research:** *“The Role of GHRM towards employee Retention in hotel industryof Pakistan through mediating role of Green Human Capital: Amoderation analysis of Organizational Citizenship Attitude”*

**Names of Student(s):**

Enroll #

- Raima Nasir

01-221212-025

**Class:** MBA 1.5 yrs

**Approved by:**

---

**(Zahra Saleem)**

Supervisor

---

**(Talat Rehman)**

Internal Examiner

---

**(Dr. Naeem)**

External Examiner

---

**Dr.Syed Haider Ali Shah**

Research Coordinator

---

**Dr.Khalil Ullah Mohammad**

Head of Department

Business Studies

## **ABSTRACT**

In today's fast-paced and ever-changing business world, the business environment has become more dynamic and complex than ever before. The role of human resource management (HRM) is crucial for organizations to enhance their performance. One emerging concept in management is Green HRM, where organizations seek innovative ways to improve their environmental practices, which in turn can positively impact their workforce productivity.

This study aims to examine the effects of Green HRM on employee retention policies in the hotel industry of Pakistan, with a specific focus on the twin cities of Rawalpindi and Islamabad. Through a comprehensive analysis of relevant literature and empirical research, the study establishes a positive correlation between Green HRM practices and employee retention. It demonstrates that organizations adopting Green HRM policies are more likely to experience higher employee retention rates.

Based on the findings, it is recommended that organizations in the hotel industry invest significantly in environmental management. This includes implementing Green HRM practices in key areas such as selection and recruitment, employee development and training, compensation, and performance appraisal management. These investments will contribute to enhancing employee retention rates and ultimately lead to improved organizational performance.

**Keywords:** Green human Resource management, Green human Capital, Employee Retention, Organizational Citizenship Attitude

## Table of Contents

<b>INTRODUCTION</b> .....	6
1.1 Background.....	6
1.2 Contextual Analysis: .....	8
1.3 Gap Analysis.....	9
1.4 Problem Statement .....	9
1.5 Research Questions .....	9
1.5 Research Objectives .....	10
1.6 Significance of Research .....	10
1.7 Operational Definitions: .....	10
<b>LITERATURE REVIEW</b> .....	12
2.1 Employee Retention.....	12
2.2 Green HRM.....	13
2.3 Dimensions of GHRM .....	16
2.3.1 Green Human resource management planning .....	16
2.3.2 Green Job Analysis: .....	16
2.3.3 Green Recruitment .....	17
2.3.4 Green Selection.....	17
2.3.5 Green Training and Development .....	18
2.3.6 Green Reward and compensation.....	19
2.3.7 Green Performance Appraisal.....	20
2.4 GHRM and Employee Retention.....	21
2.5 Green Human Capital.....	22
2.6 Relationship Between Green Human Capital, GHRM and Employee Retention .....	23
2.7 Organizational citizenship Attitude .....	25
2.8 Relationship between Organizational Citizenship Attitude, GHRM and Green Human capital	26
2.9 Theory: Ability-Motivation-Opportunity (AMO).....	27
<b>METHODOLOGY</b> .....	28
3.1- Research Design .....	28
3.2- Population .....	28
3.3- Sampling Technique .....	28
3.4-Sample Design .....	28
3.5-Unit of Analysis: .....	28

3.6-Data Collection.....	28
3.7- Analytical Tools: .....	29
<b>RESULTS AND ANALYSIS.....</b>	<b>30</b>
4.1 Frequency:.....	30
4.2 Reliability.....	30
4.3 Correlation .....	32
4.4 Regression.....	33
<b>DISCUSSION .....</b>	<b>35</b>
5.1 Conclusion .....	37
5.2 Limitations and Future Research.....	37
<b>References: .....</b>	<b>38</b>
<b>Appendix: .....</b>	<b>42</b>

## INTRODUCTION

### **1.1 Background:**

Human resource management (HRM) policies play a crucial role in organizational development. Many organizations are now adopting "going green" initiatives and implementing policies aimed at protecting the environment and maintaining ecological balance. HRM policies encompass various areas such as recruitment and selection, employee performance management, and employee development, which need to be implemented systematically to achieve green management practices (Sudin, Saad, & Kamaluddin, 2018). Furthermore, organizations that demonstrate strong environmental performance can enhance their positive reputation, which in turn can attract high-performing employees (Paillé, Chen, Boiral, & Jin, 2014).

Organizations with green HR policies usually get benefit through brand image and increased sales (Yang, Hong, & Modi, 2011) and preferred employee's outcomes (Osma, 2012). Employees serve as the ambassadors of an organization's green strategy and policies. Therefore, it is the responsibility of companies to retain and educate these employees to effectively achieve their green goals (Dilchert, 2012). Among the various vital functions of management, human resource management (HRM) plays a crucial role as it deals with valuable resources such as human capital. HRM is recognized as essential in the context of sustainability worldwide (Ahmad, 2015). Organizations are increasingly transitioning from traditional HRM to Green HRM (GHRM), which encompasses activities aimed at improving environmental outcomes (Kramar, 2014). Furthermore, the implementation of Green HRM policies and practices in organizations contributes to the efficient utilization of resources while fostering environmental consciousness. This, in turn, enhances employee morale and satisfaction levels.

In the recruitment of well-suited employees, employers invest and put much efforts in their training and development so that these employees can be retained in the organization for longer periods. According to Cardy & Lengnick-hall (2011), efforts should be taken in a way to retained employees and in making organizational environment so that the recruited employees could be retained easily. Sinha & Shukla (2013) said that Retention could be illustrated as the efforts drew by employers to create a setting that inspires workers through

well-functioning activities and well-constructed policies through which firms' representatives' needs can be fulfilled.

In the past few years organization are paying more attention to environmentally friendly practices that leads to reduced costs, profit maximization and that results favorable for their workers. Hence the Green HRM policies and going green initiatives are becoming subject of interest for the H.R managers of the organizations and many researchers. Green human resource is elaborated as “involvement of employees in all human resource practices of a firm that leads in achieving optimal resource utilization and sustainable development (Likhitkar & Verma, 2017). According to Pallavi & Bhannu (2016) Green Human Resource is all about involving organizational workforce towards the sustainability and involving them in taking environmentally friendly activities to achieve substantial efficiency, notably focus on sustainable green practices and reduced paperwork.

Green HRM includes those guidelines and activities that initiates green behaviour among personnel and the effective utilization of organizational resources (Opatha ,2014). Despite the fact that studies on Green HRM are gaining popularity around the world, the majority of those studies are limited to its growing trend and are theoretical in nature (Dumont & Deng, 2017; Renwick & Jabbour, 2016). Green human resource Management is about those HRM practices that focuses on efficient usage of resources to promote environment and organization related sustainability (Jyoti, 2019). Green HRM is a phenomenon that is based on movements and green initiative that try to safeguard the land and ecology from further disasters caused by unsuitable human activities and natural calamities.

Green HRM practices assist companies to search for possibilities that would bring about extra efficiencies in strength control and constructing higher relations with diverse environmental stakeholders. Green HRM highlight that personnel ought to be inspired to satisfy their responsibilities related to environment. A higher combination of environmental control packages with human resource activities is crucial for companies to benefit green image. Green HRM practices, including making plans, company environmental control initiatives/packages/ activities, putting green targets, responsibilities, desires, concern, motivating personnel to expose commitment, and participation in inexperienced activities, encouraging them to have interaction in inexperienced interpersonal citizenship behaviour, making new personnel acquainted with greening efforts of the organization, imparting everyday comments to the personnel or groups to acquire environmental desires or enhance



their environment related performance, and developing possibilities to the worker to contain and take part in inexperienced concept schemes, are in all likelihood to boom worker inexperienced initiatives (Saeed et al., 2019).

## **1.2 Contextual Analysis:**

There has been detected an increase interest and awareness among organizations and enterprises on the importance of going green and embrace several techniques related to environment management. Those organizations where human resource department actively take initiatives in going green at office, Green (HRM) has become key operational strategy for those organization (Ahmad, 2015).

The global hospitality industry is experiencing rapid expansion and is recognized as a significant contributor to economic development in many countries (Henderson, Avis, & Tsui, 2018). However, along with this growth, new opportunities and challenges arise, particularly in the service sector (Narayanan & Rajaratnam, 2004). In Pakistan, the hospitality sector has emerged as a vital part of the economy, with Euromonitor reporting its significance in 2018. In accordance with the World Travel and Tourism Council, Pakistan's travel, as well as the hospitality sector, generated 19.4 USD billion in income in 2017, accounting for 7% of Pakistan's GDP (Manzoor & Rehamn, 2019). Consequently, the substantial growth has led to a surge in hotel room supply, resulting in intensified competition among hotels in Pakistan (Saleem, Yaseen, & Wasaya, 2018).

According to Idoko & Kasim (2019), the hotel industry has a responsibility to safeguard and preserve the aesthetic value of a country's environment. This is because the beauty of the environment is a significant factor in attracting tourists to the country. Therefore, hotels must strive to establish a mutually beneficial relationship between their operations and the natural environment, ensuring that their activities do not negatively impact biodiversity and resources like land, air, water, and energy. Sustainable development practices can prove to be challenging due to increasing population numbers and urban congestion, which can lead to significant demands for infrastructure projects. However, it is crucial to acknowledge the importance of sustainable development practices in preserving the diversity of all life forms. Maintaining healthy biodiversity is integral to the ecosystem that humans rely on for their basic needs such as food, shelter, clothing, medicine, and other essential aspects of life.

### **1.3 Gap Analysis:**

The concept of Green HRM is recently evolved as emerging trend among academic scholars and researchers entangled in human resource management (Shahriari, & Hassanpoor, 2019). Some of the researchers like Shen, Dumont, & Deng (2016) said that Green HRM is essential strategy for creating awareness, developing green skills in employees and to drive them to participate in important initiatives related to green management. Green HRM involves many functions such as green recruitment and selection, green developments and training, green pay and reward system, and benefits green employees' motivation (Shahriari & Hassanpoor, 2019).

There are enormous benefits of Green HRM such as it helps in increasing employee satisfaction and morale, their responsibility towards environment, cost cuttings etc. This also help in employee retention, when the turnover rate of employees is reduced by incorporating green practices this means that Green HRM also helps organization to increase employee retention rate (Deshwal, 2015).

Given the existing literature that highlights the potential mediating role of green human capital in the relationship between GHRM practices and employee retention, as discussed by Jiang et al. (2012) and Hameed (2020), the current research intends to look into the role of green human capital as a mediator in this relationship. Furthermore, Munawar et al. (2022) suggest that researchers should also explore the moderating effect of organizational citizenship attitude which could make a significant contribution to the GHRM literature.

### **1.4 Problem Statement:**

As the literature suggests that green human capital can be used as mediator and organizational citizenship attitude as a moderator while conquering the role of Green Human Resource Management in employee retention so the problem is that; the current study will examine that how the employees' organizational citizenship attitudes influence the relationship among Green HRM practices and the development of green human capital within organizations, with the ultimate goal of improving employee retention.

### **1.5 Research Questions:**

- 1) What is the impact of Green (HRM) Practices on employee Retention?
- 2) Does the Green Human capital influence the relationship among Green human Resource management and employee Retention?

- 3) Does the Organizational citizenship behavioural attitude influence the relationship between GHRM and Green Human Capital?

### 1.5 Research Objectives:

- 1) To examine the role of GHRM practices on employee retention.
- 2) To examine the relationship of green human capital with the green human resource management and employee retention.
- 3) To examine the impact of organizational citizenship attitude on the relationship of GHRM and Green Human Capital.

### 1.6 Significance of Research:

This research is significant because these variables GHRM, Green Human capital, Employee Retention and Organizational citizenship Attitude are not studied before in a particular relationship and in a context of Hotel industry.

The Proposed model aims to enrich existing literature, both theoretically and empirically. It also provides the guidelines to the organizations that how they could enhance employee retention by adapting green practices and build a positive reputation in the industry.

### 1.7 Operational Definitions:

Variables	Definition	Source
<b>Green Human Resource Management</b>	GHRM involves utilizing every touch point or interface with employees to promote sustainable practices and enhance their knowledge about issues related to sustainability.	Gill Mandip (2012)
<b>Employee Retention</b>	Employee retention is elaborated as set of activities conducted by organizations to retain employees. It is also defined as an effort taken by organizations to uphold employees by providing and maintaining a work environment that provides motivation.	Khalid et al. (2016) &Heman (2005)
<b>Green Human Capital</b>	The theory of human capital views employees as valuable assets for organizations, encompassing their traits, talents, knowledge, convictions, abilities, mind-sets, experiences, and creativities. These human capital attributes are considered to be valuable resources that	Sun, Li, & Ghosal, 2020

	can be developed and leveraged by organizations to enhance their performance and gain a competitive edge in the market.	
<b>Organizational citizenship attitude</b>	Organizational citizenship Behaviour/Attitude (OCB) refers to voluntary behaviours exhibited by employees that go beyond their formal job requirements and are not directly mandated or rewarded by the organization.	Organ (1988)

## CHAPTER 2:

### **Literature Review**

#### **2.1 Employee Retention:**

Employee retention is about the practices and arrangements taken by the organization to keep the valuable employees from leaving the organization. Employee retention is a great effort by organizations to hold key employees with a particular goal to achieve business goals (Frank et al., 2004).

In 1970's and 1980's the individuals and businesses have no idea about the employee retention and were unable to recognize the importance of retaining potential employees for prolonged period and its ultimate benefits to the organization. At that time people join business organization and remain there for life just to compensate their daily needs and earn livelihood. However, there are changes occurring in many industries due to job mobility and voluntary job changes as the workers are becoming aware of worker turnover. So as a result, management of organizations are stepped in and developed employee retention as a potential tool to for retaining experienced employees in the organization (Mckeown, 2004).

Employee retention contributes in achieving competitive advantage by keeping great performing and well- caliber employees in the organization for prolonged period. According to Berry & Morris (2008), retention can be defined as when the employees continue their work activities for longer period especially the productive and well performing ones. Employee retention highly depend upon the HRM practices persuade by the businesses to listen and manage the worker queries. However, retention possess multidimensions of human resource policies in organization like it starts from hiring best people for the business and keeping them within the enterprise's business portfolio (Madiha et al., 2009).

Employee retention is playing very crucial role in every sector because rate of turnover results in more costs and non-fulfillment of organizational goals. Managements put a great deal towards retaining employees for longer period because it can be a way for them towards cost cuttings related to hiring process and trainings but also abet in retaining talented employees from getting hunt by other organizations (Kumar & Sandhya, 2011). However, when and individual employee leaves the particular organization the cost of that organization

rises in terms of customer loyalty, loss of experienced workforce and the most important is disturbance in daily business operations which can be a disaster for that organization in the end (Brandt, 2016; Karsan, 2007; Huckman, 2008).

The principal premise basic examination on worker maintenance is that the capacity to draw in and hold representatives is important to organizations. Companies regularly view turnover as unwanted as a result of the expense related with enlisting and preparing substitution workers, just as the deficiency of information and related human resources, which contrarily influence efficiency (Beach et al., 2003; Holtom et al., 2008).

Employee retention is a critical factor that directly impacts the stability and performance of organizations (Baruah, 2013; Senevirathna, 2017; Paul & Vincent, 2018). Experienced employees play an important part in the success of firms, and retaining them is a crucial concern for organizations (Das & Baruah, 2013). In today's competitive environment, retaining employees can be challenging, and organizations need to address the reasons for low employee retention with the support of their HRM department (Juneja, 2015; Deshwal, 2015).

According to several types of research, transformative leadership (TL) can be extremely important for retaining employees (Kossivi et al., 2016; Gyensare et al., 2017; Nasir & Mahmood, 2016) as well as accomplishing both personal and organizational goals. Idealized influence, inspirational guidance, intellectual stimulations, and individual concern are characteristics of TL that can have a beneficial impact on staff retention along with performance (Jiang et al., 2017). Positive workplace environments, employee motivation, and fostering fidelity, dedication, and engagement are all possible with TL, and these factors may help increase staff retention and organizational performance.

## **2.2 Green HRM:**

The term GHRM and practices arises from those organizations which were engaged in saving the environment and trying to maintain the ecological balance on earth (Prasad, 2013). The aim of this green concept is primarily based on protecting the environment and preventing calamities caused by humans. The most common concern of GHRM is to flourish skills of employees their knowledge and change their practices to achieve the organizational goals related to sustainable development (Renwick, et al. 2013).

Deepika & Karpagam (2016) said that Green human resource indulges in environmental related friendly practices and the efficient utilization of the resources to boost worker abilities, uplift their performance functionality and their devotion to their organization, also reducing the costs and wastage of resource materials. According to Likhitkar and Verma (2017), "Green HRM" refers to employee involvement in job responsibilities in order to achieve sustainability goals for both the business and the environment. It also includes combining sustainability and intellectual property for better use of a firm's resources. Green human resource indulges in those practices that convert a firm employee into green employee that ultimately prove valuable for organization, natural habitat and for individuals and their society (Opatha & Arulrajah, 2014).

Green HRM is a set of guidelines and activities that aim to promote environmentally responsible behaviors among employees and optimize the utilization of organizational resources (Opatha, 2014). Although research on Green HRM is still emerging and largely theoretical, there is growing recognition of its potential benefits.

Many management researchers emphasize the importance of aligning the values and beliefs of employees with the organization's environmental goals through recruitment, hiring, training, empowerment, and development (Cheema & Javed, 2020; Reijnders, 2001; Renwick, Redman, & Maguire, 2013). Organizations may create a workforce which is more inclined to participate in pro-environmental behaviours by finding and hiring workers who share their environmental values and views.

These initiatives can include promoting pro-environmental actions among employees (Saeed et al., 2019), reducing environmental waste (Robertson & Barling, 2013), and fostering a green organizational culture (Cheema et al., 2020) to achieve superior environmental performances (Gilal et al., 2019). By integrating Green HRM practices into their operations, organizations can enhance their environmental sustainability and contribute to addressing environmental challenges faced by society. Firms to build and align workers views and beliefs as part of the organization's values and beliefs through recruiting, hiring, training, and empowering them (Cheema, & Javed, 2020; Renwick, & Maguire, 2013; Reijnders, 2001).

Green human resource Management is about those HRM activities that focuses on efficient usage of resources to enhance and promote organizational and environmental sustainability (Jyoti, 2019). Green HRM is a phenomenon that is built on green initiatives and movements

that try to safeguard the land and ecology from further disasters caused by unsuitable human activities and natural calamities.

The integration of environmental practices to the basic structure of human resource management is considered as GHRM (Arulrajah et al., 2015). The three major components of basic HRM activities are human resource acquisition, human resource development and retaining the potential employees (Opatha, 2013). These basic functions are of most importance for employers to create a pool of talented human capital because human capital is always resulting in a great competitive advantage. Due to the mixture of green practices with HRM practices, the GHRM is evolved as a great means to attain sustainability (Yong et al, 2020).

Green HRM practices, such as hiring, training and development, performance management, and worker involvement, can positively influence employees by shaping their behaviors, personal norms, and perceived behavioral control towards pro-environmental activities (Renwick et al., 2013). For instance, hiring employees who possess environmental awareness, concern, beliefs, morale, and understanding can contribute to building a workforce that is aligned with the firm's green policies and practices.

Providing regular training to motivate employees to participate in pro-environmental activities and developing techniques that enhance environmental dedication and engagement among employees can also foster a positive mindset towards the environment. Environmental policies and management practices within the realm of HRM can efficiently aligning personnel with the organization's environmental and business strategies (Renwick et al., 2013). By incorporating green practices into HRM policies and processes, organizations can create a culture that promotes environmentally responsible behaviors among employees, contributing to their overall sustainability efforts.

Green HRM practices assist businesses in identifying opportunities for increased efficiencies in resources management and the development of stronger relationships with a variety of environmental stakeholders. Green HRM emphasizes the importance of motivating employees to fulfill their environmental duties. For businesses to gain from their inexperienced image, a better integration of environmental control packages with Human resource management practices is critical. Making plans for company environmental control initiatives/packages setting inexperienced targets, desires, and responsibilities, motivating personnel to expose commitments, concerns, and participation in inexperienced activities,



getting familiar new personnel with the organization's greening efforts, encouraging them to interact in inexperienced interpersonal citizenship behaviour, and conveying everyday comments to the person or enhance their environmental performance, and developing possibilities to the worker to contain and take part in inexperienced concept schemes, are in all likelihood to boom worker inexperienced initiatives are all examples of green HRM practices (Saeed, 2019). Green HRM encourages personnel to take part with inside the enterprise`s inexperienced improvement strategy, and to offer pointers for enterprise's inexperienced improvement. Enterprises offer the possibility for personnel to take part for you to beautify their responsibility. While accomplishing Green HRM, groups may be selling a reputation of an accountable and moral corporation a good way to assist to defend the green environment. Because of those moral practices, personnel sense related and recognized with them and might show extra inexperienced behavioral intention (Ahmad et al., 2019).

### **2.3 Dimensions of GHRM:**

#### **2.3.1 Green Human resource management planning:**

Human resource planning is defined as the process through which it can be decided in advance that how many numbers of workforce will be required in future to the company according to its established objectives (Aswathappa, 2008). Human resource planning also makes sure the presence of right type of employees in required numbers at the time of need (Sayyadain, 2004) and it could be considered as the first and most important step towards the implementation of green practices in organizations. Organizations develop green or environmental objectives and require potential employees with good skills to meet goals and fill the vacant job positions. Green human resource planning achieves this objective in very organized manner (Arulrajah et al., 2015). The process of GHRP should be conducted in a flexible way to maintain a balance between the needs and supply of the workforce by the companies with future changing environmental conditions (Siyambalapatiya, 2018).

#### **2.3.2 Green Job Analysis:**

A job analysis is carried out to determine the task, duties, responsibilities, knowledge, and human characteristics that are necessary for a certain employment job (Dessler & Tan, 2006). Job description and job specifications are developed by using the results of job analysis. Green job analysis helps determine the environmental responsibilities and tasks of a particular work, as well as the human characteristics of a person capable of performing those responsibilities and tasks. As a result, having a well-established job description as well as job

specification that effectively embeds environment-related concerns, required duties, and other technical needs is required for green recruitment (Renwick, 2013).

### **2.3.3 Green Recruitment:**

The most vital phase in establishing the green practices in any organization is the green recruitment and selection. According to many researchers, environmentally conscious businesses establish their own rules and procedures regarding employee requirements within their developed framework (Renwick., 2013; Nejati, 2019; Saeed., 2019; Islam et al, 2019). For this purpose, this type of companies mainly focuses on the recruitment and then uplifts their existing employees by enhancing their knowledge and awareness about the environment. Green recruiting is more successful when the emphasis of the job description and job specification appears on environmental changes and the organization's green expectations from future possible workers (Mandip, 2012; Renwick, 2013). Hence the recruitment process must be indicating the clear purpose of the organization about the environment and advertisements must adhere this concept in attracting the potential green pool of employees (Crosbie & Knight, 1995; Wehrmeyer, 1996).

Currently, many businesses goal is to offer activity descriptions that may outline some of environmental troubles and responsibilities which might be related to obligations related to job posted by organization (Wehrmeyer, 1996; Ranwick et al., 2008). Adopting green practices that are Candidates may be drawn to green businesses to work for green organizations. So, obtaining a title as a "green employer" is an excellent technique for attracting candidates (Phillips, 2007). In order to entice candidates to apply for vacant positions, businesses can also utilize advertising to highlight their contribution to the environment, environmental legislation, and green image. As an outcome, in addition to the abilities and knowledge needed to perform green tasks, the description of a particular job function must also mention the environmental obligations associated with the role (Chaudhary, 2018).

### **2.3.4 Green Selection:**

In green selection phase, the applicant's green awareness must be distinguished and organizations need to ensure that whether the personality of the applicant is matching with the pre-established goals and objectives of the organization or not (Tang, 2018; Shah et al, 2019; Saeed, 2019). According to the Arulrajah et al., (2015) the selection of best talented andenvironment friendly employees could be done only by environmental related selection

criteria to further meet the expectations of organization as mentioned already in job description. Therefore, before the final selection of employees, organizations must need to assess them during interview according to their awareness and concern about environment (Crosbie, 1995; Wehrmeyer, 1996).

Green hiring and selection methods are an important component of GHRM activities that helps find green employees who practice green practices and helps establish a green culture (O'Donohue, W.; Torugsa, 2015). Based on the researches carried out previously, e.g., Chen, Y.; Jiang, O'Donohue, W.; Torugsa, (2017), it is found that, there possibly be three dimensions of green recruitment and selection, i.e., "green knowledge of candidates, green employer title, and green criteria to attract potential employees". The first and most important aspect of GRS is green awareness of candidates. Firstly, Green cognizance of applicants is the primary essential element of GRS. Firstly, it's for the green cognizance of employees (applicants) that permits a business enterprise to attain its environmental desires and desires connected to cost effectiveness, etc. Therefore, the corporations must run a sequence of exams that permit them to select the best to make sure that applicants are closer to organizational strategic green desires. Secondly, the term "green corporation branding" usually refers to the enhancement of an employer's green reputation through increased environmental control influenced by GHRM policies (Donohue, W.; Torugsa, 2015). Third, In the hiring and evaluation of personnel, there should be standards related to "green practise." By consistently raising environmental awareness and embedding values and beliefs in new recruits, Environmental Recruitment and Selection guarantees that new members of the organisation not only understand the company's existing green culture, but also share environmental values.

### **2.3.5 Green Training and Development:**

According to Ahmad (2015) organizations must have knowledge about their workers and green practices. Customers can be convinced to buy green items from company employees. According to Longoni, Golini, and Cagliano (2014), providing environmental training to employees could improve their performance in terms of the environment. While zoogah (2011) stated that green training and development is all about giving freedom to workers to participate in environmentally friendly practices by giving them training in different working conditions through which they can minimize waste, retain energy and save environment. Employees can be made aware of the significance of green management and how to

effectively use organizational resources through green training and development. Such training provides employees with many skills to tackle any organizational problems (Ahmad, 2015).

Green coaching is an aggregate of coordinated tasks that inspire and encourage personnel to collect talents across the safety of the surroundings and consider environmental troubles that is an important role in accomplishing environmental objectives (Aykan, 2017). Green Coaching helps in improving employees' awareness, education, and talent concerning to practices related to environment (Aykan, 2017). Researchers recommend that provision of environmental training should accompany training programs for all employees of a company, and that these training programs should not be limited to organizational units of organizations. (Calia, Guerrini, De Castro, 2009). The authors recommend and support for a variety of green training and improvement initiatives, including employee education to ensure green workplace evaluations, energy efficiency, waste and recycling management, and private capacity building on green standards and methods. So, it's vital to include programmes, seminars, and classes in organisational training and improvement plans that allow workers to broaden and acquire information on green skills (Opatha, 2014).

### **2.3.6 Green Reward and compensation:**

Pallavi & Bhanu (2016) argue that the reward and compensation system provide a strong incentive for organizational personnel to adopt green initiatives and efficiently perform their jobs and obligations in order to benefit the company. Madhavi (2016) stated that the employees should be rewarded according to their contribution level in implementing green practices. According to Ramasamy (2017) green reward is a great motive given to employees against practicing environmentally friendly activities in the organization. Therefore, Employees that reduce wastage in the workplace should be rewarded (Deepika and karpagam, 2016). Jyoti (2019) said that U.S is implementing performance-based pay systems and managers and workers are being compensated over 10 percent against adapting environmentally friendly practices at work and producing eco-friendly products.

The strategic approach of compensation management signifies a green pay system, which is "a system of monetary and non-monetary incentives" that is pursued with the goal of attracting, keeping, and then motivating individuals who are most suited for contributing to the organization's green goals. (Alhaddi, 2015). Yang Chen, (2017) advise that green travel advantages, green tax, and green reputation are examples of non-economic rewards that

should be given alongside economic incentives. They could be encouraged to reduce their carbon emissions and pay more attention to environmental issues. Second, Exemptions for using bicycles and a less-pollution creating motor fleet are included in green tax incentives. Companies in the UK have started implementing financial incentives like these, and they significantly affect employees' willingness to safeguard the environment. Thirdly, a green reputation comprises a variety of non-cash benefits for employees, such as paid time off and gift cards to promote the company's good name in the community. According to Ramus (2001), green reputation incentives result in feelings of pleasure among coworkers and more effectively promote eco-initiatives.

### **2.3.7 Green Performance Appraisal:**

Performance appraisal system plays a vital role in motivating employees to follow green practices (Deepika & Karpagam, 2016). Ahmad (2015) states that employees' job-related skills could be improved by performance appraisal system to make them more efficient while achieving the goals of firm. Likhitar and Verma (2017) argued that employees who are adapting green practices in their works should be appraised properly to encourage them. For this purpose, top management plays a crucial role by retaining those employees who comes under working environmentally friendly practices by providing them rewards and green compensation. Effective and timely feedback to employees, which can be provided by an efficient appraisal system, is necessary to improve the firm's culture and motivate and assist those (Jackson et al 2011).

Organizations often need to evaluate their ability to achieve sustainable goals, which requires environmental performance management and evaluation (Tapamoy, 2008). Improving an organization's environmental performance is crucial in terms of addressing environmental aspects and eliminating non-green features, thereby reducing the organization's environmental impact (Arulraja et al., 2016).

The establishment of environmental performance indicators, such as environmental standards, environmental events, environmental responsibility, carbon emission reduction, and policy communication, is essential in evaluating the overall performance of the organization (Ahmand, 2015). Performance evaluation, which assesses the effectiveness of following compensation and management systems, is a critical aspect of green performance management for both managers and employees.

Environmental impact assessment of managers can highlight their involvement in environmental management and promote increased accountability for environmental performance (Renwick, Redman, & Maguire, 2013). Negative measures, such as forfeitures, can be used to address the environmental performance of employees who fail to meet their environmental goals or perform poorly in terms of environmental management. When used appropriately, these negative measures can encourage employees to become more environmentally aware and strive for greener goals in their future work. In summary, environmental performance management, including the establishment of environmental performance indicators and the use of performance evaluation and negative measures, can be important in driving green behaviors and improving environmental performance in organizations.

#### **2.4 GHRM and Employee Retention:**

According to Menon (2016) the main motive behind green practices also covers online recruiting and selection to lessen the traveling expense. These practices allow the firm's management to reduce the operational cost by using alternative means and without dropping the human capital. The main logic behind accomplishing green practices in the organization contains two main reasons: the pivotal reason is to shield environment, the other is to conserve knowledge by retaining the knowledgeable workforce for prolonged period (Halawi & Zaraket, 2018). The principal premise basic examination on worker maintenance is that the capacity to draw in and hold representatives is important to organizations. Companies regularly view turnover as unwanted as a result of the expense related with enlisting and preparing substitution workers, just as the deficiency of information and related human resources, which contrarily influence efficiency (Beach et al., 2003:4; Holtom et al., 2008)

Green Practices desire from employees to become green by reducing their traveling costs, international visits, reducing bill payments, and getting cost-cognizant (Madhavi, 2016). According to Tangthong, Trimetsoontorn, and Rojniruntikul (2014), human resource practices play an important role in improving firm performance. Businesses carry out these practices to harvest elite. The Green HRM practices empower the associations to decrease the operational expense, increment representative commitment, and worker maintenance, which permits the organizations to play out their business exercises in a superior manner (Strandberg & Krasnik, 2009).

Employee retention contributes in achieving competitive advantage by keeping great performing and well-caliber employees in the organization for prolonged period. According to Berry and Morris (2008), retention can be defined as when the employees continue their work activities for longer period especially the productive and well performing ones. Employee retention highly depend upon the HRM practices persuade by the businesses to listen and manage the worker queries. However, retention possess multi-dimensions of human resource policies in organization like it starts from hiring best people for the business and keeping them within the enterprise's business portfolio (madiha et al., 2009).

The term Green HRM is a developing idea among academic scholars and experts associated with HR management (Shahriari, & Hassanpoor, 2019). Green HRM is an aiding instrument to create green abilities in representatives, like mindfulness, and propels them to partake in significant initiatives (Shen, & Deng, 2016). Green HRM involves various components like green hiring, green development and training, green pay and reward and appraisal system (Hassanpoor, 2019). Green HRM has a few advantages, such as increasing worker confidence, ability procurement, lessor, and company social responsibility. Green HRM also aids in lowering employee turnover rates; when turnover rates are reduced by any movement on the opposite side, this expands the standard for dependability, implying that Green HRM practices aid in increasing employee retention (Deshwal 2015). Green HRM is considered as HR's eco-friendly capabilities, as well as the fact that it aids in representative conservation. Furthermore, Likhitkar and Verma (2017) found in their studies that Green HRM activities, such as compensation on representative maintenance survey examinations can increase worker retention.

***H1: Green HRM practices have a positive and significant effect on Employee Retention.***

## **2.5 Green Human Capital:**

According to Wright et al. (1994), human capital is a crucial resource for maintaining a competitive advantage in organizations. In today's competitive business environment, employee skills and knowledge are essential to support the company's success. However, there is limited research on green human capital, which speaks to the expertise that employees have in terms of environmental sustainability inside organizations (Yong et al., 2019).

Educational systems are considered to be crucial in enhancing workers' expertise in green practices, which can lead to improved manufacturing processes. By showcasing green human

capital, organizations can demonstrate their intangible assets, such as knowledge, expertise, and capabilities, and effectively implement green strategies in complex business settings. Furthermore, a company's objectives, including the effective execution of green initiatives, depend on top management's dedication. Yusliza et al. (2019) highlight the significance of top management in leading the implementation of green initiatives and fostering a culture of environmental sustainability within the organization.

In summary, human capital, including green human capital, plays a crucial role as a strategic resource for organizations to maintain a competitive advantage and achieve their goals. The role of educational systems in enhancing workers' expertise in green practices, along with the commitment of top management in leading and implementing green initiatives, is essential for organizations to promote environmental sustainability.

Indeed, the concept of human capital encompasses various attributes and qualities of employees that can provide companies with a competitive advantage. In the hotel industry, human capital is particularly critical as it provides unique resources and capabilities that are not easily replicated by other industries. As organizations face increasing environmental pressures, proactive measures and approaches can be taken to address environmental challenges and capitalize on the benefits of an improved environment.

Scholars have conducted research on factors that influence the development of green human capital, including a company's environmental beliefs and social concerns. Studies by Chen & Chang (2013), Sun, Li, & Ghosal (2020), Zahra, Neubaum, & Hayton (2020), among others, have explored the relationship between organizational factors and the development of green human capital. These studies highlight the importance of organizational values, beliefs, and social responsibility in shaping employees' knowledge, skills, and attitudes related to environmental sustainability.

***H2: There is a significant and positive Relationship between GHRM and Green human capital.***

## **2.6 Relationship Between Green Human Capital, GHRM and Employee Retention:**

The theory of human capital emphasizes those employees' attributes, such as knowledge, skills, experiences, attitudes, creativity, and commitment, can be leveraged by organizations to increase their value and gain a competitive advantage. HRM techniques can be utilised in



the hospitality sector to transform industry assets into human capital, thereby assisting in the accomplishment of organizational goals and objectives (Haldorai, Kim, & Garcia, 2022).

Recent research has also emphasized the part of green HRM (GHRM) in the development of green human capital. As industries face external environmental pressures, HR practices can be used as a strategic tool to develop human capital for effectively managing environmental concerns. Employers who are environmentally conscious and have the skills to satisfy standards can benefit from organisational participation and training (Li, Naz, Khan, Kusi, & Murad, 2019; Yong, Yusliza, Ramayah, & Fawehinmi, 2019). Performance evaluation and compensation are also critical HR practices that can contribute to the development of human capital in the hotel industry.

By incorporating GHRM practices, such as green training programs, performance evaluation criteria related to environmental sustainability, and recognition and rewards for green initiatives, organizations in the hotel industry can promote the development of green human capital. This can lead to a skilled and motivated workforce that actively engages in environmentally responsible practices, contributing to the organization's environmental goals and competitive advantage (Ramayah, & Fawehinmi, 2019).

Green human capital is a crucial concept in organizational science, and it plays a significant role in the adoption and implementation of green HRM practices. Employees' knowledge and skills related to sustainability are important factors that influence the effectiveness of green HRM practices (Yong et al., 2019; Chen & Chang, 2013).

Additionally, when staff members recognize their company's dedication to environmental sustainability using green HRM practices, it can boost their sustainability knowledge and expertise, which will increase their dedication to the company (Campbell et al., 2012; Chahal & Bakshi, 2014). This suggests that the relationship between green HRM practices and employee commitment is mediated by the level of green human capital within the organization. Investing in the development of green human capital through green HRM practices can, therefore, contribute to enhancing employees' commitment towards environmental sustainability (Delgado-Verde et al., 2014). By providing opportunities for employees to acquire knowledge and skills related to sustainability, and by fostering a culture that promotes environmentally responsible behaviors, organizations can strengthen their employees' commitment towards environmental sustainability and promote a more sustainable work environment.

***H3: Green human Capital mediates the relationship between GHRM and employee Retention.***

### **2.7 Organizational citizenship Attitude:**

Chester Barnard introduced the concept of Organizational Citizenship Behaviour (OCB) as the willingness of individuals in organizations to cooperate (Harper, 2015). OCB is defined as discretionary behaviour by individuals that is not rewarded through the formal reward system, but it can enhance the effectiveness of organizational functions. It is a voluntary behaviour that is not required by the job requirements or task descriptions that are specifically defined by an agreement with the organization, but it is a choice made by the individual (Podsakoff et al., 2000).

Allameh et al. (2012) outlined four characteristics of OCB, which include the following:

- Activities performed are not specified work activities.
- Activities are performed due to personal motivation.
- This behaviour is not formally defined or explicitly stated in the formal reward system.
- This behaviour contributes to the organization as a whole but is not evaluated in the effectiveness system.

Based on the above information, it can be inferred that OCB refers to individual behaviour outside the job description that is not formally recognized in the reward system, but is voluntarily performed and contributes to increasing the efficiency and effectiveness of the organization.

Helping behaviour, sportsmanship, organizational loyalty, organizational compliance, personal initiative, social responsibility, and self-development are some of the seven elements of OCB (Podsakoff et al, 2000). These dimensions describe the voluntary and discretionary behaviors that employees engage in to improve organizational effectiveness, even though they are not explicitly required in their job description or rewarded through the formal reward system. These behaviors contribute to the overall success of the organization and are beneficial for both the individual and the organization.

Abbasi and Rana (2012) found that engaging in OCB can enhance both individual and organizational performance. Additionally, the cultural component of OCB is influenced by organizational values, beliefs, and work ethics. This means that the specific behaviors that are considered to be OCB may vary across different organizations, and can be influenced by cultural factors. Organizations with a strong culture of OCB may be more likely to promote and reward such behaviors among their employees.

## **2.8 Relationship between Organizational Citizenship Attitude, GHRM and Green**

### **Human capital:**

Organizational Citizenship Behaviors for the Environment (OCBE) refer to employees' voluntary and unofficial social behaviours that enhance the efficiency of environmental management within an organization, even if they are not required by formal compensation structures and legislation (Paille et al., 2014). The engagement in OCBE is influenced by various factors, including individual environmental awareness, organizational environment, external social environment, and leadership styles, as highlighted by studies conducted by Lin et al. (2015) and Zhang et al. (2018).

The present research suggests that GHRM practices play a significant role in influencing employees' engagement in OCBE. Firstly, Green HRM techniques, like green job design, green training, and green performance management, serve as organizational resources that mould employees' environmental values, knowledge, and abilities while also enticing them to take an active role in going green. This idea is supported by research by Tariq et al. (2016) and Tang et al. (2015). Second, according to HRM theories, how important and urgent it is for employees to embrace certain practices will determine how well HRM practices influence behaviours at work. Employing GHRM procedures displays an organization's dedication to environmental preservation, inspiring staff to adopt more eco-friendly habits.

Thirdly, Green promotion, assessment, awards, and remuneration are examples of GHRM practices that encourage staff to actively engage in environmental protection efforts. The adoption of GHRM procedures also gives workers a sense of value and recognition, which heightens their sense of responsibility and willingness to engage in voluntary green behaviours. According to empirical data from research by Dumont et al. (2017), Saeed et al. (2019), and Zhang et al. (2019), GHRM practices have a beneficial influence on green behaviours, which in turn help the organization's growth of green human capital.

Overall, GHRM practices play a crucial role in influencing employees' engagement in OCBE and contribute to the creation of green human capital within organizations. By promoting green-related values, knowledge, skills, and behaviors, GHRM practices can enhance employees' commitment to environmental sustainability and improve the effectiveness of environmental management in organizations.

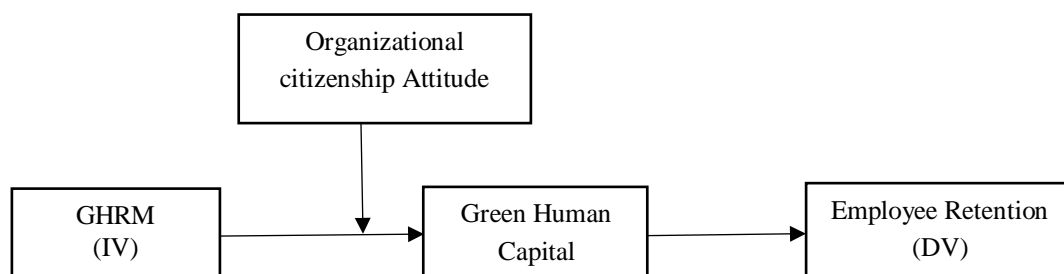
***H4: Organizational Citizenship Attitude moderates the relationship between GHRM and Green human capital.***

### **2.9 Theory: Ability-Motivation-Opportunity (AMO)**

The AMO theory, proposed by Appelbaum et al. (2000), suggests that HRM practices can improve a company's human capital and lead to increased productivity, improved quality, higher profits, and better retention rates. This theory can be applied to GHRM as well, where GHRM practices contribute to environmental sustainability and overall organizational performance, as explained by Boselie et al. (2005).

Renwick et al. (2013) highlight that GHRM is aligned to environmental sustainability by developing green employee "ability", which involves attracting, selecting, and training the workforce with green competencies. Green employee "motivation" is also essential, as it encourages the workforce through green initiatives and creates "opportunities" for employees to participate in company environmental initiatives. Green training is a critical component of GHRM practices, as it enhances employee capabilities and ensures that acquired green competencies are valued more than natural green competencies, as mentioned by Subramanian et al. (2016).

### **Theoretical Framework:**



## **Methodology**

### **3.1- Research Design:**

The research design of this study is quantitative, hypotheses/ explanatory and cross sectional in nature. This research is also based on the analysis of primary data for the purpose of identifying the relationship among Green (HRM) on Employee Retention with the mediating role of Green Human Capital. The research has also developed four hypotheses through a deductive approach.

### **3.2- Population:**

The Population under the study is Hotel employees, specifically of the twin cities (Rawalpindi, Islamabad) of Pakistan. The data will be collected through structured questionnaire.

### **3.3- Sampling Technique:**

The type of sampling that will be used in this research is “Non-probability Convenience Sampling”.

### **3.4-Sample Design:**

The size of the sample for the Research is selected by keeping the rule of thumb (Green, 1991). As in our Research there are four variables so according to variables, the sample size selected would be  $8(4) + 50 = 82$ .

### **3.5-Unit of Analysis:**

The units of analysis under this study were managers and employees both female and male and the data collected is one time.

### **3.6-Data Collection:**

The Questionnaire was distributed among the employees of Hotel sector. As the official language of Pakistan is English so the questionnaire was also kept in English because past researchers also used this language and gathered data without any difficulty.

- 1. Green Human Resource Management:** Green (HRM) is measured with a six-item scale developed by Dumont et al. (2017) which uses a 7-point Likert scale ranging from 1= strongly disagree to 7= strongly agree.

2. ***Employee Retention:*** Employee retention is measured with 4 item Scale used by Alnaqbi, W. (2011) which uses a five -point scales ranging from 1= strongly agree to 5= not sure.
3. ***Green Human Capital:*** Green Human capital is measured with a four-item scale (Chang, 2016; Chen, 2008) using a five -point Likert scale ranging from 1= strongly agree to 5= not sure.
4. ***Organizational Citizenship Attitude:*** In the present research, a seven-point scale created by Boiral and Paillé (2012). The criteria chosen for the study were the ones designed and employed by Raineri and Paillé (2016) since they are relatively broad and nonspecific, and as a result, they can be applied to any sector.

### **3.7- Analytical Tools:**

This study will apply statistical analysis using SPSS, regression analysis, correlations, and structure equation modules (for best fit model) for this study.

## Results and Analysis

### 4.1 Frequency:

*Table 1* *Gender*

	Frequency	Percentage
<b>Male</b>	120	80
<b>Female</b>	30	20
<b>Total</b>	150	100

*Table 2* *Age Group*

	Frequency	Percent
<b>20-30</b>	80	53.3
<b>31-40</b>	55	36.6
<b>41-50</b>	15	10
<b>Total</b>	150	100

### 4.2 Reliability:

The degree to which an assessment tool gives stable and consistent results is known as reliability. Cronbach's Alpha measures internal coherence, i.e. how strongly the collections of things in a group are related. This is to measure how reliable the scale is used in the questionnaire.

In reliability test, Cronbach alpha value tells the reliability of factors internally that how these variables are consistent with each other. The value of reliability should be greater than 0.60 which we can also see in the given table below.

**Table 3** *Scale Reliability*

<b>Variable</b>	<b>No. of items</b>	<b>Cronbach's Alpha</b>
Green human resource Management	6	.931

To see the reliability of the data gathered from diverse sources, value of Cronbach Alpha of Green human resource Management is seen through reliability test. Value “.931” shows that the reliability of the data is 93.1% and results from this data can be considered as a true outcome.

**Table 4** *Scale Reliability*

<b>Variable</b>	<b>No. of items</b>	<b>Cronbach's Alpha</b>
Green Human Capital	4	.825

To see the reliability of the data gathered from diverse sources, value of Cronbach Alpha of Green human capital is seen through reliability test. Value “.825” shows that the reliability of the data is 82.5% and results from this data can be considered as a true outcome.

**Table 5** *Scale Reliability*

<b>Variable</b>	<b>No. of items</b>	<b>Cronbach's Alpha</b>
Employee Retention	4	.891



To see the reliability of the data gathered from diverse sources, value of Cronbach Alpha of Employee Retention is seen through reliability test. Value “.891” shows that the reliability of the data is 89.1% and results from this data can be considered as a true outcome.

**Table 6** *Scale Reliability*

Variable	No. of items	Cronbach's Alpha
Organizational Citizenship Attitude	5	.933

To see the reliability of the data gathered from diverse sources, value of Cronbach Alpha of Organizational Citizenship Attitude is seen through reliability test. Value “.933” shows that the reliability of the data is 93.3% and results from this data can be considered as a true outcome.

#### 4.3 Correlation:

Correlation tests are used to see how closely an independent variable and a dependent variable are related. It discusses the relationship's strength and direction. That is, there is a positive or negative relationship between the independent and dependent variables. The test's results range from 1 to +1, indicating whether the relationship is positive or negative.

**Table 7**

		<b>Correlations</b>			
		GreenHRM_C	GHC_C	ER_C	OCA_C
GreenHRM_C	Pearson Correlation	1	.151*	.750**	.172**
	Sig. (2-tailed)		.017	.000	.007
	N	250	250	250	250
GHC_C	Pearson Correlation	.151*	1	.149*	.281**
	Sig. (2-tailed)	.017		.018	.000
	N	250	250	250	250
ER_C	Pearson Correlation	.750**	.149*	1	.200**
	Sig. (2-tailed)	.000	.018		.002
	N	250	250	250	250
OCA_C	Pearson Correlation	.172**	.281**	.200**	1
	Sig. (2-tailed)	.007	.000	.002	
	N	250	250	250	250

\*. Correlation is significant at the 0.05 level (2-tailed).

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

Table shows that all the variables are positively correlated with Green human resource Management. Most corelated variable is Employee Retention with the value of .750 and  $p < 0.05$  and the least correlated variable is environmental knowledge with the value of .151.

#### 4.4 Regression:

Regression analysis is done to check the effect of independent variable on dependent variables as well the effect of moderation and mediation on relationship of independent and dependent variables.

**Table 8** *Moderation Analysis*

Hypothesis	R Square	F	Beta	t	Sig.
1	.591	213.483	.768	14.611	0.000
2	.638	129.468	.403	4.382	0.000

Model 1 R square tells us the direct relationship between GHRM and Green Human Capital which means GHRM brings 59.1% change in the GHC. The value of Beta tells the magnitude and direction of the relationship and its value ranges from +1 to -1. Here the value of beta is positive .768 so the nature of the relationship is positive. but after introducing the moderation i.e. Organizational Citizenship Attitude in the model 2, the percent change becomes 63.8%. Its means that moderator is positively impacting the relationship and when we have both GHRM and Organizational Citizenship Attitude there will be more Green Human Capital in the organization. The significant value i.e. P value is 0.000 which is less than 0.05 states that results are significant. Hence the hypothesis is accepted.

**Table 9** *Mediation Analysis*

Model	R Square	F	Beta	T	Sig.
1	.563	319.707	.453	17.88	0.000
2	.564	160.054	.291	.859	0.391

Here the model 1 i.e. Green human resource Management and employee retention has direct relationship as the R square value is .563 stating that GHRM brings 56.3% change in the employee retention. The value of Beta is .453 and the P value is significant 0.000 which means that the nature of relationship is positive. But in model 2, after introducing the mediation i.e. Green Human Capital R square value slightly changes but beta value changes to .291 and P value also becomes insignificant. Its means that mediation does not have positive impact on the relationship of GHRM and Employee retention So, we can say that GHC does not have any impact on the relationship of GHRM and employee Retention.

## Chapter 5:

### **Discussion**

Green human resource Management is the emerging concept in the world and adopted by many organizations for the sustainable development and preservation of the natural environment. Many organizations adopt green practices to uplift their reputation in the market because awareness about green initiatives and environment friendly practices is spreading at a greater pace. Now stakeholders i.e. employees as well as end consumers are more concern about whether the organization, they are preferring is showing concern about the environment or not. Employee's morale and satisfaction increases when they know that they are working with the organization which has adopted the environmentally friendly practices and also provide training and assistance to them in achieving green goals. Green Human capital also increases in the that organization which has adopted the environmentally friendly practices and the satisfaction of employees with the organization increases the employee retention.

So, the current research focused at how Organizational citizenship attitude influences the relationship between green HRM practices adopted by organizations and creation of Green Human capital in that organization while implementing those green practices, which leads to employee retention.

#### **Hypothesis 1:**

***H1: Green HRM practices have a positive and significant effect on Employee Retention***

The hypothesis 1 was accepted, as there is positive effect of Green (HRM) on employee Retention. According to the Table 9 the Beta value is positive (beta = 0.453) and significant. GHRM brings some change in the employee retention as shown by the value of R square (.563). So, there is positive relationship among Green (HRM) and employee retention and these results are consistent with the paper of halawi and zaraket (2018) which states that organizations accomplish green practices to shield environment as well to retain the knowledgeable workforce for longer period.

#### **Hypothesis 2:**

***H2: There is a significant and positive Relationship between GHRM and Green human capital.***

The hypothesis 2 was accepted as there is significant effect of Green human resource Management on Green human capital. According to the table 8 the beta value is positive (.768) and significant and GHRM does bring significant change in the perceived

organizational support which is shown by the value of R square (.591) so, there is strong relationship among Green (HRM) and Green human capital. The results are consistent with the study of (Chahal and Bakshi, 2014; Shoaib et al,2021) which states that GHRM is the strong predictor of green human capital. **Hypothesis 3:**

***H3: Green human Capital mediates the relationship between GHRM and employee Retention.***

This hypothesis was rejected as there is no effect of Green human capital on Green human resource Management and employee retention. According to the table 9 the beta value is positive (.291) but insignificant and green human capital brings slightest change in the relationship of GHRM and employee retention which is shown by the value of R square (.564).

The researchers have highlighted the need to examine the mediating role of green human capital in the relationship between GHRM and employee retention, as discussed in studies by Jiang et al. (2012) and Hameed (2020). This study utilized a mediation analysis and found that green human capital does not serve as a mediator between GHRM and employee retention.

**Hypothesis 4:**

***H4: Organizational Citizenship Attitude moderates the relationship between GHRM and Green human capital.***

This hypothesis is accepted as the organizational Citizenship attitude positively moderates the association concerning GHRM and Green human capital as the value of Beta is positive (.403) and significant. Organizational Citizenship attitude brings a significant change in the relationship of GHRM and green human capital which is shown by the value of R Square (.638). It is advised that researchers should examine the moderating effect of organizational citizenship attitude at the individual and organizational level which would significantly contribute to GHRM literature; this study utilized the moderation analysis and found that organizational citizenship attitude serves as a moderator between GHRM and Green human Capital. Hence it is stated that organizations which adopt green practices, in the presence of organizational citizenship attitude of employees, they can easily facilitate the development of green skills and knowledge resulting green human capital.

### **5.1 Conclusion:**

The research was conducted on Hotels of Islamabad and Rawalpindi to assess the influence of green human resource management through Green human capital on employee retention with the moderating effect of Organizational citizenship Attitude.

To sum up, analysis was carried out in order to determine the outcome of the proposed hypothesis. The relationship each hypothesis is described separately. The objective of the H1 was to examine the relation between GHRM and employee retention. Using linear regression, it was determined that there is a positive and statistically significant relationship between GHRM and employee retention. The purpose of the H2 was to determine the relationship between GHRM and green human capital, and it was discovered that the two have a statistically strong and positive relationship. The H3 was to examine if Green human capital could mediate the relationship between Green HRM and employee retention. Furthermore, it was discovered that there is a weak and statistically insignificant mediation of Green human capital between GHRM and employee retention. The H4 was related to empirically evaluate the moderating effect of Organizational citizenship attitude between the GHRM and Green human capital and it was discovered that Organizational citizenship attitude positively moderates the relationship.

### **5.2 Limitations and Future Research:**

It is important to point out some of the above study's limitations. First, the research is only limited to Islamabad and Rawalpindi Hotels so, the results cannot be generalized for all Pakistan. Research can be done in other areas of Pakistan in order to get larger picture of the research. Secondly, cross sectional study design was applied for the data collection but in future research longitudinal design to present study model could also be used. Finally, Future researchers should be required to take cognitive and motivational aspects like awareness and attitude into account as potential moderators of these relations.

Sample Size can also be further increase for future research as the data was drawn from a relatively small sample.

## References:

- Côté, K., Lauzier, M., & Stinglhamber, F. (2021). The relationship between presenteeism and job satisfaction: A mediated moderation model using work engagement and perceived organizational support. *European Management Journal*, 39(2), 270-278.
- Rasool, I., Mehmood, N., Haider, M., Khalid, G. K., & Hanan, F. (2020). AN EMPIRICAL INVESTIGATION OF IMPACT OF GREEN HRM ON EMPLOYEE BEHAVIOR. *Hamdard Islamicus*, 43(1), 81-94.
- Uddin, M. (2018). Practicality of Green human resource Management practices: A study on banking sector in Bangladesh. *International Journal of economics, commerce and management*. VI (6), 382-393.
- Faisal, S., & Naushad, M. (2020). An overview of Green HRM practices among SMEs in Saudi Arabia. *Entrepreneurship and Sustainability Issues*, 8(2), 1228.
- Mishra, S., & Rath, N. (2021). Green human resource Management practices in leading Indian Banks during Covid Pandemic. *Journal of Contemporary Issues in Business and Government Vol*, 27(1).
- Hameed, Z., Khan, I. U., Islam, T., Sheikh, Z., & Naeem, R. M. (2020). Do Green HRM practices influence employees' environmental performance? *GHRM Practices and Employees' OCBE*, 41 (7), 1061–1079.
- Al-Hajri, S. A. (2020). Employee Retention in light of Green HRM practices through the Intervening role of Work Engagement. *Annals of Contemporary Developments in Management & HR (ACDMHR)*, 2(4).
- Khan, S. S., Jan, S. U., & Abbas, B. (2016). Green Banking: With Reference to Sustainable Development. *Asian Journal of Islamic Finance*, 1(1).
- Hamayun, M., Khan, M. A., & Adil, M. (2020). Green human resource Management Practices and Firm Performance in Manufacturing Industry of Khyber Pakhtunkhwa, Pakistan. *Discourse*, 6(01).
- Ari, E., Karatepe, O. M., Rezapouraghdam, H., & Avci, T. (2020). A Conceptual Model for Green human resource Management: Indicators, Differential Pathways, and Multiple Pro-Environmental Outcomes. *Sustainability*, 12(17), 7089.
- Shah, M., & Asad, M. (2018). Effect of motivation on employee retention: Mediating role of perceived organizational support. *European Online Journal of Natural and Social Sciences*, 7(2), pp-511.
- Dewulf, A., Klenk, N., Wyborn, C., & Lemos, M. C. (2020). Usable environmental knowledge from the perspective of decision-making: the logics of consequentiality, appropriateness, and meaningfulness. *Current Opinion in Environmental Sustainability*,

42, 1-6.

- Faize, F. A., & Akhtar, M. (2020). Addressing environmental knowledge and environmental attitude in undergraduate students through scientific argumentation. *Journal of Cleaner Production*, 252, 119928.
- Hamzah, M. I., & Tanwir, N. S. (2021). Do pro-environmental factors lead to purchase intention of hybrid vehicles? The moderating effects of environmental knowledge. *Journal of Cleaner Production*, 279, 123643.
- Muneer, S., Iqbal, S. M. J., Saif-Ur-Rehman, K., & Long, C. S. (2014). An incorporated structure of perceived organizational support, knowledge-sharing behavior, organizational trust and organizational commitment: A strategic knowledge management approach. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 8(1), 42-57.
- Côté, K., Lauzier, M., & Stinglhamber, F. (2021). The relationship between presenteeism and job satisfaction: A mediated moderation model using work engagement and perceived organizational support. *European Management Journal*, 39(2), 270-278.
- Zaid, A.A., Jaaron, A., 2020. Green human resource management bundle practices and sustainable manufacturing performance: understanding potential relationships. *Int. J. Sci. Techn. Res.* 9 (3), 7125–7132.
- Nejati, M., Rabiei, S., Jabbour, C.J.C., 2017. Envisioning the invisible: understanding the synergy between green human resource management and green supply chain management in manufacturing firms in Iran in light of the moderating effect of employees' resistance to change. *J. Clean. Prod.* 168, 163–172.
- Pinzone, M., Guerci, M., Lettieri, E., Huisingh, D., 2019. Effects of 'green' training on proenvironmental behaviors and job satisfaction: evidence from the Italian healthcare sector. *J. Clean. Prod.* 226, 221–232.
- Testa, Francesco, Iraldo, Fabio, Frey, Marco, Daddi, Tiberio, 2012. What factors influence the uptake of GPP (green public procurement) practices? New evidence from an Italian survey. *Ecological Economics* 82, 88–96.
- Testa, Francesco, Iraldo, Fabio, Frey, Marco, Daddi, Tiberio, 2012. What factors influence the uptake of GPP (green public procurement) practices? New evidence from an Italian survey. *Ecological Economics* 82, 88–96
- Singh, S.K., Chen, J., Del Giudice, M., El-Kassar, A.N., 2019. Environmental ethics, environmental performance, and competitive advantage: role of environmental training. *Technol. Forecast. Soc. Change* 146, 203–211.



- Renwick, D.W.S., Jabbour, C.J.C., Muller-Camen, M., Redman, T., Wilkinson, A., 2016. Contemporary developments in Green (environmental) HRM scholarship. *Int. J. Hum. Resour. Manag.* 27 (2), 114–128
- Weaver, A. (2009). Perceptions of job quality in the tourism industry: The views of recent graduates of a university's tourism management programme. *International Journal of Contemporary Hospitality Management*, 21(5), 579–593.
- Pereira, V., Malik, A., & Sharma, K. (2016). Colliding employer-employee perspectives of employee turnover: Evidence from a born-global industry. *Thunderbird International Business Review*, 58(6), 601–615.
- Munawar, S., Yousaf, H. Q., Ahmed, M., & Rehman, S. (2022). Effects of green human resource management on green innovation through green human capital, environmental knowledge, and managerial environmental concern. *Journal of Hospitality and Tourism Management*, 52, 141-150.
- Shoab, M., Zámečník, R., Abbas, Z., Javed, M., & Rehman, A. U. (2021, May). Green human resource management and green human capital: a systematic literature review. In *Proceedings of the International Scientific Conference: Contemporary Issues in Business, Management and Economics Engineering*, Vilnius, Lithuania (pp. 13-14).
- Song, W., Yu, H., & Xu, H. (2021). Effects of green human resource management and managerial environmental concern on green innovation. *European journal of innovation management*, 24(3), 951-967.
- Tahir, R., & Javed, M. S. (2022). Reinforcing Green Organizational Culture to Sustain Green Human Capital: Innovative Way for Agri-Inputs Industry.
- Shoab, M., Abbas, Z., Yousaf, M., Zámečník, R., Ahmed, J., & Saqib, S. (2021). The role of GHRM practices towards organizational commitment: A mediation analysis of green human capital. *Cogent Business & Management*, 8(1), 1870798.
- Bag, S., & Gupta, S. (2020). Examining the effect of green human capital availability in adoption of reverse logistics and remanufacturing operations performance. *International Journal of Manpower*, 41(7), 1097-1117.
- Das, S. C. (2021). Influence of Organizational Citizenship Behaviour (OCB) on Organizational effectiveness: Experiences of Banks of India. *Journal of Strategic Human Resource Management*, 9, 1-10.
- Romaiha, N. R., Maulud, F. S. F., Ismail, W. M. W., Jahya, A., Fahana, N., & Harun, (2019). The determinants of organizational citizenship behaviour (OCB). *International Journal of Academic Research in Business and Social Sciences*, 9(8), 124-133.



Appendix:



**Bahria University**  
Discovering Knowledge

Questionnaire

Please take a few minutes to complete this survey. We are conducting a research on Examining the Impact of Green Human Resource management on employee Retention: The Mediating Role of Green Human capital and Moderating Role of Organizational Citizenship behaviour. We would be very thankful if you fill out the questionnaire. The information you provide will be kept in confidential and will only be used to complete this research study. Data gathered will be presented in aggregate and no individual respondent or institution will be identified.

1. Name, employee ID, or any primary key (which is unique)\_\_\_\_\_ e.g. ID card number, Mobile number
2. Gender:      Male            Female
3. Age Group:  20-30    31-40    41-50    51 and above
4. Education/qualification: a) Below Bachelors b) Bachelors c) Masters and Above
5. Your designation / grade?  
a) Line Management b) Middle Management c) Top Management

1= strongly disagree	2= disagree	3= slightly disagree	4=neutral	5= slightly agree	6= agree	7= strongly agree
----------------------	-------------	----------------------	-----------	-------------------	----------	-------------------

**Mention the extent to which you agree with the following statements:(Green Human Resource management)**

1	My organization sets green goals for its employees	1	2	3	4	5	6	7
---	--	---	---	---	---	---	---	---

2	My organization provides employees with green training to promote green values	1	2	3	4	5	6	7
3	My organization provides employees with green training to develop employees' knowledge and skills required for green management	1	2	3	4	5	6	7
4	My organization considers employees' workplace green behavior in performance appraisals	1	2	3	4	5	6	7
5	My organization relates to employees' workplace green behaviors to rewards and compensation	1	2	3	4	5	6	7
6	My organization considers employees' workplace green behaviors in a promotion	1	2	3	4	5	6	7

<b>1= strongly agree</b>	<b>2= Agree</b>	<b>3=Disagree</b>	<b>4= strongly disagree</b>	<b>5= Not Sure</b>
--------------------------	-----------------	-------------------	-----------------------------	--------------------

**Mention the extent to which you agree with the following statements:(Green Human Capital)**

1	The managers in the company can fully support their employees to achieve goals of environmental protection.	1	2	3	4	5
2	The employees' competence in environmental protection in the company is better than that of its major competitors.	1	2	3	4	5
3	The cooperative degree of teamwork about environmental protection in the company is more than that of its major competitors.	1	2	3	4	5
4	The production and contribution of employees about environmental protection in the company are more than that of its major competitors.	1	2	3	4	5

1= strongly agree	2= Agree	3=Disagree	4= strongly disagree	5= Not Sure
-------------------	----------	------------	----------------------	-------------

**Mention the extent to which you agree with the following statements:(Employee Retention)**

1	I think a lot about leaving organization	1	2	3	4	5
2	I am actively searching for an alternative to the organization	1	2	3	4	5
3	As soon as it is possible, I will leave the organization	1	2	3	4	5
4	If I had another job offer that paid the same as the one I have, I'd leave here in a minute.	1	2	3	4	5

1= strongly agree	2= Agree	3=Disagree	4= strongly disagree	5= Not Sure
-------------------	----------	------------	----------------------	-------------

**Mention the extent to which you aware with the following statements:(Organizational Citizenship Attitude)**

1	I suggest new practices that could improve the environmental performance of my organization.	1	2	3	4	5
2	I encourage my colleagues to adopt more environmentally conscious behavior.	1	2	3	4	5
3	I stay informed of my organization's environmental initiatives	1	2	3	4	5
4	I volunteer for projects or activities that address environmental issues in my organization	1	2	3	4	5
5	I spontaneously give my time to help my colleagues take the environment into account.	1	2	3	4	5

# Raima

## ORIGINALITY REPORT

11%

SIMILARITY INDEX

6%

INTERNET SOURCES

9%

PUBLICATIONS

3%

STUDENT PAPERS

## PRIMARY SOURCES

1	Sidra Munawar, Dr Hummaira Qudsia Yousaf, Muneeb Ahmed, Dr Sumaira Rehman. "Effects of green human resource management on green innovation through green human capital, environmental knowledge, and managerial environmental concern", Journal of Hospitality and Tourism Management, 2022 Publication	1%
2	Submitted to Higher Education Commission Pakistan Student Paper	1%
3	publikace.k.utb.cz Internet Source	1%
4	www.researchgate.net Internet Source	1%
5	www.emerald.com Internet Source	<1%
6	Basheer M. Al—Ghazali, Bilal Afsar. "Green human resource management and employees' green creativity: The roles of	<1%



**1st Half Semester Progress Report**

Name of Student(s)	Raima Nasir
Enrollment No.	01-221212-025
Thesis/Project Title	The Role of GHRM practices towards employee Retention in hotel industry of twin cities of Pakistan through mediating role of Green human capital: A moderation analysis of organizational citizenship Attitude

**Supervisor Student Meeting Record**

No.	Date	Place of Meeting	Topic Discussed	Signature of Student
1	08/02/23	Bahria Business School, Coordinator Office	Discussed and Decided on the Topic	<i>Raima Nasir</i>
2	13/03/23	Bahria Business School, Coordinator Office	Gathered information for gap analysis	<i>Raima Nasir</i>
3	03/04/23	Online Meeting	Feedback on Literature Review	<i>Raima Nasir</i>
4	17/04/23	Online Meeting	Work on Methodology	<i>Raima Nasir</i>

Progress Satisfactory  Progress Unsatisfactory

Remarks: *Hardworking student . . . . The thesis chapters are almost complete*

---



---

Signature of Supervisor: *Zahra Saleem* Date: *15/06/23*  
 Name: *Zahra Saleem*

Note: Students attach 1st & 2nd half progress report at the end of spiral copy.



MBA/BBA

**2nd Half Semester Progress Report & Thesis Approval Statement**

Name of Student(s)	Raima Nasir
Enrollment No.	01-221212-025
Thesis/Project Title	The Role of GHRM practices towards employee Retention in hotel industry of twin cities of Pakistan through mediating role of Green human capital: A moderation analysis of organizational citizenship Attitude

**Supervisor Student Meeting Record**

No.	Date	Place of Meeting	Topic Discussed	Signature of Student
5	04/05/23	Online Meeting	Data Analysis	<i>Raima Nasir</i>
6	18/05/23	Online Meeting	Findings and conclusion	<i>Raima Nasir</i>
7	8/06/23	Online Meeting	Final review and edits	<i>Raima Nasir</i>

**APPROVAL FOR EXAMINATION**

Candidates' Name: Raima Nasir Enrollment No: 01-221212-025

Project/Thesis Title: The Role of GHRM practices towards employee Retention in hotel industry of twin cities of Pakistan through mediating role of Green human capital: A moderation analysis of organizational citizenship Attitude

I hereby certify that the above candidates' thesis/project has been completed to my satisfaction and, to my belief, its standard appropriate for submission for examination. I have also conducted plagiarism test of this thesis using HEC prescribed software and found similarity index at \_\_\_\_\_ that is within the permissible limit set by the HEC for thesis/ project MBA/BBA. I have also found the thesis/project in a format recognized by the \_\_\_\_\_ department of Business Studies.

Signature of Supervisor: *Zahra Saleem* Date: 15/06/23

Name: Zahra Saleem