"Impact of Green HRM on Environmental Performance: Mediating Role of Perceived CSR Practices in the Hotel Industry of Pakistan"

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IpraytoAllahAlmightytogivemestrengthandresourcestoservetheworldtothebestofmyeffortsan dwisdom not to neglect humanity.AMEEN

TABLE OF CONTENTS

Abstract

This research provides insight into the complex nature of GHRM practices and their impact on perceived CSR and EP in Pakistani hotels. By comprehensively exploring GHRM, perceived CSR and EP relationships, this study contributes significantly to both theory development and practical implications for firms aiming at balancing their financial success with environmental accountability. For this study, a cross-sectional design was used where employees from hotels in Pakistan participated. The results show that there are significant positive correlations between Green HRM activities like Recruitment, Selection, Training and Development with both perceived CSR and EP. Perceived CSR emerges as a mediator highlighting the signaling role played by GHRM activities in shaping social responsibility perceptions beyond shareholders.

Theoretical implications extend existing frameworks, emphasizing the strategic integration of GHRM within broader organizational theories. This study underscores the adaptability of GHRM practices, aligning with organizational learning and adaptation theories. Contextualized within the unique socio-economic landscape of Pakistan, the study addresses a critical gap in understanding GHRM dynamics in developing economies.Practical implications offer actionable insights for HR practitioners and organizational leaders, guiding the strategic integration of GHRM practices. Recommendations include the transparent communication of GHRM initiatives, benchmarking against industry best practices, and the continuous monitoring and adaptation of practices to align with evolving environmental challenges.

In conclusion, this research contributes to the ongoing dialogue on sustainable HR practices, providing a roadmap for organizations in Pakistan's hotel industry and beyond. By strategically embracing GHRM practices, organizations can foster environmental responsibility, positively impact perceived CSR, and contribute to the broader societal commitment to sustainable business practices.

Keywords: *Green human resource management, recruitment, selection, training and development, perceived CSR, environmental performance, hotel industry*

Chapter 1:Introduction

1.1 Background

The hospitality industry plays a rolein the economy and it has experienced significant growth and changes as international travel becomes more accessible (Khan et al., 2020). However, with this expansion comes concerns about the impact of hotels as they strive to cater to a global clientele (Limna & Kraiwanit, 2023). To address these concerns, there has been a shift towards adopting business practices.With hotels around the world ranging from boutique establishments to large multinational chains the hospitality industry has a significant influence on the global business landscape (Ozdemir et al., 2021).

As world has become more aware of climate change and the importance of development attention has turned towards reducing the industry's footprint in terms of energy consumption, waste generation and resource usage (Sun et al., 2022).The hotel industry faces a challenge that's common across sectors; finding a balance between economic growth and environmental responsibility (Khatter et al., 2021). Recognizing this challenge hotels have been actively implementing strategies to minimize their impact. One notable approach is incorporating Green Human Resource Management (GHRM) principles into their human resource policies and processes (Saeed et al., 2019). This involves promoting practices within their workforce.

Pakistan's rise as an attractive tourist destination highlights the country's commitment, to service excellence and environmental stewardship (Manzoor et al., 2019) so that higher number of tourists can be attracted from entire world (Meo et al., 2021). Within Pakistan's tourism industry hotels have taken steps to prioritize environmental friendliness so that a positive environmental concern shown before international tourists (Tanveer et al., 2023).Pakistan's hotel industry possesses characteristics and promising opportunities, which make it an excellent subject, for examining the impact of GHRM, on environmental performance (Raza & Khan, 2022).

In Pakistan there is a growing awareness, about the environment, which has led to stakeholders such as the government businesses and consumers stressing the importance of practices (Nasir et al., 2022). The hotel industry, being a service-oriented sector plays a role in influencing and contributing to societal changes (Haldorai et al., 2022). It is critical to comprehend the workings of Green HRM and its probableinfluence on overall performance

of hotels (Pham et al., 2019). This understanding will help formulate strategies that balance growth of hotel and tourism industry with sustainability so that more sustainable tourism can be arranged and executed around the world (Dunets et al., 2019).

Corporate Social Responsibility (CSR) practices act as a mediator when employees and other stakeholders view the organization's commitment to social and environmental responsibility (Malik et al., 2021). The positive perception of CSR practices enhances the effect of GHRM on Environmental Performance (EP) by influencing behavior among employees fostering organizational culture that values sustainability as a priority (Shafique et al., 2021; Stahl et al., 2020). This mediation process suggests that how stakeholders perceive these initiatives makes it possible for GHRM to enhance environmental performance (Bhatti et al., 2022).Understanding mediating role of CSR practice (Guo et al., 2019) between GHRM and EP is essential to comprehensively evaluate the mechanisms through which sustainable HR practice translate into tangible ecological outcomes.

The importance of implementing GHRM initiatives and effectively communicating and embedding these practices within the broader context of the organization's commitment to corporate social responsibility cannot be overemphasized (Yong et al., 2020). This renders a holistic perspective that enables one to comprehend different pathways through which organizations can build a sustainable and environmentally responsible ethos (Amjad et al., 2021) thereby informing both research and practical applications beyond the hotel industry (Muisyo et al., 2022).

As the world deals with the challenges of climate change and sustainable development the hotel industry (Ubeda-Garcia et al., 2021) in countries like Pakistan faces a balancing act between economic prosperity and environmental responsibility (Ahmed et al., 2022). The main objective of this research is to explore how GHRM affects performance in Pakistan's hotel industry. Specifically, the author will focus on examining how perceivedCSR practices mediate this relationship. Furthermore, the author aim is to shed light on these dynamics and provide insights for industry professionals, policymakers and academics. Ultimately this research contributes significantly to discussions about business practices, within the hospitality sector.

1.2 Problem Statement

The hotel industry plays a rolein Pakistan's growing tourism sector, and it is currently facing a crucial moment (Manzoor et al., 2019). With the rise in both local and international

tourism, there has been expansion in the number of hotels (Huo et al., 2021). However, this growth has also raised concerns about the impact of the industry. From energy usage to waste production hotels have a contribution to footprints, which calls for a necessary shift, towards adopting sustainable business practices (Meo et al., 2021).Hotels environmental performance covers aspects, like energy efficiency, waste management and resource conservation (Saputra et al., 2022). With increasing expectations for responsibility (CSR) and sustainable practices it is crucial to evaluate and enhance hotels environmental performance for long term viability and societal acceptance (Nisar et al., 2021).

Green HRM takes an approach by integrating eco practices into human resource policies and processes within organizations (Khan & Muktar, 2023). In the hotel industry, context implementing GHRM practices can influence employee behavior culture (Pham et al., 2019) and ultimately the overall environmental impact of hotel operations (Suliman et al., 2023).The perception ofCSR practices by employees and stakeholders plays a role in mediating the relationship between Green HRM and environmental performance (Kolli et al., 2022; Ojo et al., 2022). How employees perceive their organizations commitment to CSR practices can affect their engagement in behaviors thereby shaping the overall impact on environmental performance (Raza & Khan, 2022).

The main challenge is to understand how the adoption of Green HRM practices, in Pakistan's hotel industry affects performance considering the mediating role played by perceived CSR practices (Tanveer et al., 2023; Meo et al., 2021). As the industry grapples with issues, it is crucial to investigate how sustainable HRM practices can drive outcomes for the environment (Paillé et al., 2020). Therefore, this research aims to gain an understanding of the connection by exploring how Green HRM directly impacts environmental performance and whether perceived CSR practices play a role, as a mediator (Wen et al., 2022).

"lack of empirical research on the relationship between GHRM practices and environmental performance with mediating role of Perceived CSR practices in Pakistan within the hotel industry, emphasizing the need for a study that fills this gap and offers practical guidance to hotel managers and practitioners."

The objective of the current research is to investigate how conscious HRM practices, when viewed positively by employees contribute to a hotel's CSR image (Ishaq et al.,2023). This positive perception of CSR is then expected to affect behaviors ultimately impacting the environmental performance of hotels (Wong et al., 2022). By uncovering these connections,

the current research aims to offer insights, into hotel management policy-making and academic discussions, all contributing to the goal of promoting sustainable practices, in Pakistan's hotel industry (Yousaf et al., 2021).

1.3 Research Gap

The current body of research, on how Green HRM affects performance in the hotel industry primarily focuses on studies conducted in countries (Irani et al., 2022). However, there is a lack of understanding about how the unique cultural, economic and regulatory factors in Pakistan influence the relationship between Green HRM practices, perceived CSR practices and environmental performance in hotels (Malik et al., 2021; Raza & Khan, 2022). This study aims to bridge this gap by shedding light on the challenges and opportunities that the Pakistani hotel industry faces when adopting and implementing HR practices (Ishaq et al., 2023).

Many existing studies in this field heavily rely on methods often overlooking the qualitative insights that can be gained from exploring the perspectives of employees, managers and other stakeholders (Hendren et al., 2023). The adopted quantitative research method strategy allows for an understanding of the complex connections between Green HRM perceived CSR practices and environmental performance (Úbeda-García et al., 2021), within Pakistan's hotel industry (Raza & Khan, 2022).

While previous studies have examined the connectionbetween Green HRM and environmental performance (Ishaq et al., 2023) there is a gap in our understanding of the underlying mechanisms involved particularly when it comes to perceived CSR practices (Ishaq et al., 2023). The purpose of this proposed study is to contribute to the development of theories by incorporating insights from perspectives such as resource-based view (Haldorai et al., 2022). This will provide an understanding of how Green HRM practices influence environmental performance through employees' perceptions of CSR practices (Bhatti et al., 2022).

Existing literature has not fully captured the evolving nature of sustainability practices and how organizations adapt to changing concerns (Carmine & De Marchi, 2023). This research aims to address this gap by conducting an analysis of how Green HRM impacts environmental performance in Pakistan's hotel industry (Tanveer et al., 2023) taking into account recent developments, trends and changes in the regulatory environment (Sun et al., 2022).By addressing these methodological and theoretical gaps the current research seeks to

make a contribution to our existing knowledge on sustainable HRM practices within the hotel industry specifically in the unique context of Pakistan (Ishaq et al., 2023). The findings are expected to be valuable, for both researchers and industry professionals.

1.4 Research Objectives

- To determine the impact of green HRM on environmental performance.
- To check the influence of green HRM on perceived CSR practices.
- To find out the effect of perceived CSR practices on environmental performance.
- To examine the mediating role of perceived CSR practices between green HRM and environmental performance.

1.5 Research Questions

RQ1.Does green HRM significantly influence environmental performance?

RQ2. Does green HRM practices impact perceived CSR practices?

RQ3. Do perceived CSR practices contribute to environmental performance?

RQ4. Does perceived CSR mediates the relationship between green HRM and environmental performance?

1.6 Research Contribution

The study's findings offer insights, for hotel managers and industry practitioners, in Islamabad and Rawalpindi. It provides evidence-based suggestions to implement Green HRM practices (Raza & Khan, 2022). Hotel management can use these recommendations to develop strategies that improve performance through human resource management (Irani et al., 2022). This in turn helps foster a conscious organizational culture.The main objective of this study is to make a contribution to the development of policies and guidelines regarding practices within the hotel industry. By gaining an understanding of Green HRM and its impact on performance in both cities, policymakers and regulatory bodies can create targeted interventions that promote eco-friendly practices in line with broader sustainability goals (Ishaq et al., 2023).

In addition, this research aims to enhance knowledge by examining how perceived CSR practices mediate the relationship between Green HRM and environmental performance (Raza & Khan, 2022). By doing so, it adds to the existing body of literature on HRM

providing insights into how human resource practices influence organizational sustainability outcomes (Bhatti et al., 2022). Moreover, the study offers evidence to Islamabad and Rawalpindi thus expanding the limited knowledge on sustainable HRM practices within Pakistan's hotel industry. Academics and researchers can utilize these findings to develop existing theories fostering a comprehension of the connections between HRM, CSR and environmental performance, within the hospitality sector (Sun et al., 2022).

1.7 Significance of the study

The main goal of this study is to investigate the connection, between GHRM practices and EP within the hotel industry, in Pakistan. The main objective of this study is to explore not only the impact of GHRM, on EP but also the indirect influence that is mediated by perceived CSR practices.Multiple studies have highlighted a correlation between GHRM practices and EP in organizational settings. For example, Irani et al. (2022) demonstrated that GHRM practices, such as providing employee training on sustainability significantly contribute to reducing resource consumption and waste generation in the hospitality sector. Similarly, Sun et al. (2022) found that hotels implementing GHRM practices witnessed improved performance, which positively affected their sustainability profile.

While there has been attention given to the impact of GHRM on EP there is an emerging recognition that the influence of GHRM may extend beyond its direct effects (Al-Alawneh et al., 2023). Recent research by Bhatti et al. (2022) suggests that employee's perception of an organizations commitment to responsibility can mediate the relationship between HR practices and various organizational outcomes. In the hotel industry how, employees perceive CSR practices could play a role in translating GHRM initiatives into environmental improvements.

This study seeks to expand upon existing knowledge by investigating how PCSR practices mediate the relationship between GHRM and EP within Pakistan's hotel industry, which presents a context, for analysis. By utilizing known theories suchas the resource-based view, this study aims to understand the relationshipbetween human resource management practices, practices related to corporate social responsibility and how they collectively influence the environmental sustainability of hotels (Irani et al., 2022).

Knowing these changing aspects is vital for hotel higher management like executives, administrators, and academicslooking to encourageenvironment-friendlyactivities within the hospitality industry (Raza & Khan, 2022). The findings of the current research are anticipated

to deliver actionable intuitions for higher management in the hotel industry in Pakistan and contribute to the comprehensivedissertation on participatingin sustainableactions into human resource management policies for improvedeco-friendly performance in the global hotel industry.

1.8 Scope of the study

The research specifically centers around the hotel industry, in Islamabad and Rawalpindi which are economic, political and cultural hubs in Pakistan. These cities attract both international tourists. By focusing on this region, we can thoroughly examine the dynamics of the hotel industry taking into account any challenges, opportunities or regulations that may exist (Ishaq et al., 2023). The author's main focus is on the hotel industry as a whole. This includes types of accommodations such as luxury hotels, budget hotels and boutique establishments. Furthermore, the authorwants to capture the diversity within this industry by considering hotels of sizes and service levels. By narrowing the current research focus to the hotel sector,the research aims to provide insights into how friendly human resource management practices affect environmental performance in an area where hospitality services play a crucial role in the local economy (Raza & Khan, 2022).

For this research project the author will be analyzing hotels located in Islamabad and Rawalpindi separately. Each hotel will serve as a unit, for data collection and analysis. This approach allows the author to closely examine human resource practices, corporate social responsibility perceptions and indicators of performance (Bhatti et al., 2022). Having a range of hotels, in the cities allows the author to have a thorough understanding of how Green HRM practices can be applied in various contexts and evaluate their effects (Irani et al., 2022).The study takes into account the perspectives of hotel employees, including managers, staff and other relevant individuals (Raza & Khan, 2022). By considering the viewpoints of those directly involved in the day-to-day operations of hotels this research aims to capture the aspects of how Green HRM practices are perceived, how CSR practices are understood and the subsequent impact on employee behaviors that contribute to environmental performance (Sun et al., 2022).

To ensure an understanding of the relationships between Green HRM, perceived CSR practices and environmental performance in the hotel industry of Islamabad and Rawalpindi this research utilizes a quantitative research approach by focusing on data collection through adopted questionnaire.By specifying the geographical, industry specific, unit of analysis and

scope for this research, the author aim to generate insights that are contextually relevant to Islamabad and Rawalpindi. The author's findings not only aim to inform hotel management practices but also contribute to existing literature on sustainable HRM in the hospitality sector with potential implications, for similar contexts worldwide.

Chapter 2: Literature Review

2.1 Green Human Resource Management

It is suggested by various scholars that organizations should take into account green element in their human resource management strategies for gaining competitive edge over competitors (Yong et al., 2019; Muisyo et al., 2022). Moreover, GHRM practices are necessary to avert negative impacts of the hospitalityindustry on environment (Yong et al., 2022). Time is running out for GHRM initiatives that promote environmental management practices, reduce environmental degradation, and promote protection and renewal (Saeed et al., 2019). GHRM is still in an early stage of development that is why only some companies use green practices (Jain & D'lima, 2018), while others use GHRM as a human resources strategy that supports green corporate governance (Bombiak & Marciniuk - Kluska, 2018).

Due to increasing environmental awareness, the reputation and image of an environmental contracting organization is playing an increasingly important role in contracting initiatives (Tanova & Bayighomog, 2022). Companies are beginning to realize that building a reputation as a green employer is an effective way to attract potential talent (Ercantan & Eyupoglu, 2022). From an environmental point of view, the green scan and job description, which includes environmental aspects in all job descriptions, make employee commitment to the environment mandatory in addition to their normal work activities (Amrutha & Geetha, 2020). From an ecological point of view, the ecological choice is, 'the selection of people who are committed and sensitive to the environment and who make a potential contribution to the environmental management of a company' (Hameed et al., 2020).

Green training, also known as environmental training, provides employees with the knowledge they need about a company's environmental policies, practices, and attitudes (Tang et al., 2018). From an environmental point of view, an environmental performance review refers to evaluating and recording the environmental performance of employee's human resources ought to out their careers in accompany and providing feedback on their performance to avoid undesirable attitudes and reinforce good behavior (Bahuguna et al.,

2022). Green development targeted at awards is defined as the establishment of a system of financial and non-financial rewards for employees with great potential to contribute to environmental stewardship (Tanova & Bayighomog, 2022).

2.2 Environmentalperformance

The previous studies have stated that environmental performance is important field of study for policymakers and researchers (Rehmanet al., 2022). Environmental performance is an analysis of the performance of a company against designed goals and objectives (Dahlmannet al., 2019). Since the advent of Industry 4.0, companies have been looking for ways to anchor sustainability by shifting their focus from economic performance to environmental or sustainability excellence (Cudečka-Puriņa et al., 2022). Out of three major antecedents of organizational performance, environmental performance has gained more attention of scholars and companies due to increasing demand for sustainability of millennials and Gen-Z customers (Dash et al., 2021; Tiwari, 2023).

To maintain the balance between operational and economic performance, organizations must make concrete efforts to take advantage of sustainable performance (Kanu, 2021). Assessing an organizations commitment, to minimizing its impact on the environment and promoting practices environmental performance serves as a measure (Gilal et al., 2019). It takes into account factors, such as energy efficiency, waste management, water conservation and compliance with regulations (Antoni et al., 2020).

To gauge the effectiveness of performance metrics like reducing carbon footprint, conserving resources and adopting eco technologies are commonly used (Zhang et al., 2021). In today's scenario where environmental sustainability holds significance businesses from different sectors strive to improve their environmental performance as part of their corporate social responsibility efforts (Abbas et al., 2019). A strong commitment, to the environment not only helps combat climate change and preserve ecosystems (Hosen et al., 2020). Also aligns with the expectations of environmentally conscious consumers and stakeholders.

2.3 PerceivedCSR practices

With the evolution of CSR concept many definitions of CSR have also been made, modified, and used by scholars (Latapí Agudelo et al., 2019). Most definitions of CSR have two concepts in common. First, the idea of taking responsibility for financial interests and compliance obligations; and second, the idea that responsibility extends not only to shareholders but also to stakeholders (Mohammed, 2020) as "corporate responsibility for its

effects on society" (Mahmud et al., 2021). CSR is, "a concept whereby companies integrate social and environmental concerns in their business operations and their interactions with their stakeholders voluntarily" (Kolli & Srikanth, 2022).

CSR research has gradually evolved from an approach based on business ethics to performance-based management studies due to the rationalization of the concept of CSR (Yang et al., 2021). The pyramid model of CSR based on the Carroll hierarchy defines four essential levels for the practice of CSR (Kusyk, 2021). Postulates CSR as a fusion of the economic, legal, ecological and philosophical responsibility of the organization towards society (Nicolaides, 2021). Financial responsibility is at the bottom of the CSR pyramid, followed by legal, ecological and philosophical responsibilities (Guo et sl., 2019).Perceived practices in CSR are a subjective assessment and interpretation by stakeholders (mainly employees, customers and the wider community) of an organization's commitment to social and environmental responsibility (Ellemers & Chopova, 2021).

CSRpractices refers to the beliefs, attitudes and impressions that people develop on how much a company incorporates ethical, social and environmental aspects into its operations (Hamza & Jarboui, 2020). Various communication channels that a company uses to communicate their corporate responsibility initiatives influence CSR practices such as official statements, sustainability reports, community engagement and philanthropic activities (Ajayi & Mmutle, 2021). An organization's credibility, reputation and ability to attract customers as well as potential employees are likely to be enhanced when it is positively viewed with respect to CSR practices hence contributing to its social license (Famiyeh et al., 2020).

2.4 Hypothesis development

2.4.1 GHRM and EP

Environmental performace within an organization could be influenced largely by HR policies such as green recruitment, selection practices, training and develoment practices. When employers adopt environmentally conscious practices in the recruitment and selection process, it indicates their commitment to sustainable development right from the onset of talent acquisition (Chams & García-Blandón, 2019). As new employees' awareness of the environment grows, their sustainablity initiatives are giving more weight to an environment caring organization's reputation and image (Shafaei et al., 2020). Businesses are starting to understand that establishing a reputation as a green employer is a good way to draw attention of potential employees during recruitment and selection phases (Al-Romeedy, 2019).

Employees' participation in eco-friendly programs can therefore be induced through cultural alignment which enhances environmental performance (Malik et al., 2021). Moreover, employing individuals possessing appropriate qualifications equips organizations with the potential ability to implement and manage ecologically sound practices (Gill et al., 2021). As such, this contributes towards bettering environmental performance since employees offer specialized knowledge in handling ecological issues. Green recruitment and selection practices shape environmental performance through embedding a commitment to sustainability into the organizational culture (Khan & Muktar, 2023) as well as ensuring that staff have necessary skills and knowledge,fostering innovation,and creating an environmentally responsible active workforce (Suliman et al., 2023).

Research on the influence of Green training and developmnet on environmental performance reveals many important outcomes by different researchers (Nisar et al., 2021). In this connection, Amjadet al. (2021) conducted a comprehensive study to examine the impact of green training programs on organizational sustainability. According to what they found out, it is possible to say that there is a positive correlation between implementing environmentally focused training initiatives and improved environmental performance metrics. Moreover, another study indicates that when employees are equipped with knowledge and skills necessary for sustainable practices through green training, there is a subsequent positive effect on the organization's overall environmental performance (Anwar et al., 2020).

Yusoff et al. (2020) carried out a separate study which however gives a more complex connection between green taining and development, and organization's ecolgocal performance, and found a positive asscoation between the two constructs. Another group of researchers emphasized on the content as well as how green training programs are given and linked to an organizational setting (Amrutha & Geetha, 2021). This agrees with the idea that an informed and ecologically aware workforce plays a significant role in ensuring successful implementation of green initiatives in an organization (Malik et al., 2021).

Hypothesis 1: Green HRM has a positive impact on environmental performance.

2.4.2 GHRM and perceived CSR

Green HR policies including green employee recruitment and selection are the initial pathway to PCSR activities undertaken by companies to achieve a competitive edge over other competitors. Yong et al. (2020) argue that proactive companies in the sense of "greening

"can be more productive, which can be translated into a competitive advantageresulting from the company's commitment towards CSR initiatives (Rajput, 2022). For-profit companies around the globe, human resource departments are established with strict guidelines for natural resources so that they must be understood corporate social responsible companies (Jahanger et al., 2022).

The reasons that lead to strict environmental compliance include the benefits of implementing GHRM practices (employing and onboarding) such as increasing employee awareness of the environment, which in turn promotes corporate sustainability practices within the organization for long-term sustainable development (Bombiak & Marciniuk-Kluska, 2018). It was concluded by Pham and Paillé (2020) that companies that hire and select employees who have knowledge and motivation for green working conditions will assit organziations to develop perception of social responsible frims among relevant stakeholders. Similalry, green hiring and selection policies of HR are supporting forms to achieved higer rank in CSR initiatives (Freitas et al., 2020).

Knowing how CSR practices are perceived by stakeholders is important because it acts as a link between organizational programs like green HRM (practices like training and development of employees) and desired results such as improved ecological performance within hotel industry (Úbeda-García et al., 2021). In their study (Malik et al., 2021) found that organizations that adopt GHRM practices, such as eco training programs and sustainable workplace policies are consistently seen as more socially responsible by employees and stakeholders.

Boutmaghzoute and Moustaghfir (2021)'s research further emphasized the connection between green training and developmentof employees and improved perceptions of CSR highlighting how conscious HR practices play a role in shaping an organizations ethical image.Moreover,another research work highlighted the importance of GHRM in cultivating a workplace culture aligned with sustainability values, which ultimately influences how internal and external stakeholders perceive an organizations CSR efforts (Stahl et al., 2020). In addition, another work provide evidence that GHRM not only contributes to better environmental practices, within organizations but also significantly affects how an organization is viewed in terms of its broader social responsibility (Zhao et al., 2021).

Hypothesis 2: Green HRM positively influencing perceived CSR

2.4.3 Perceived CSR and EP

CSR initiatives often involve commitments towards environmentally sustainable business practices (Derqui, 2020). Firms that embrace CSR will most likely focus on reducing their environmental footprint through energy efficiency measures, waste minimization strategies, and using eco-friendly technologies (Lin et al., 2023). This is what sustainability stands for and it contributes greatly towards improved environmental performance. In this connection, Channa et al. (2021) suggested that companies that have taken initiatives for CSR perspective in their organizational strategies and policies are environment friendly among the eyes of relevant stakeholders.

CSR initiatives often involve resource-efficient practices and technologies adoption (Shafique et al., 2021). Therefore, they further added that CSR practices adopted by a firm is significantly contributing to their social image earned due to environment friendly practices. Companies that practice CSR may prioritize on conserving electricity, minimizing waste production as well as practicing sustainable use of resources (Yousaf et al., 2021). Through such steps, businesses reduce their ecological impact hence directly contribute to better environmental performance (Ahmad et al., 2021).

Dilla (2019)'s researchdelved into different industries and consistently discovered that companies actively involved in corporate social responsibility initiatives exhibited superior environmental performance metrics. Similarly,Hussain et al. (2022) conducted a study exploring the relationship between CSR and environmental performance across organizations of varying sizes revealing a positive correlation, particularly, in companies that integrated CSR into their core business strategies. Furthermore Awawdeh et al. (2021) underscored the nature of CSR by emphasizing that a comprehensive approach involving employees, stakeholders and community engagement is more likely to yield improved environmental outcomes.

Hypothesis 3: There is a positive relationship between EPand perceived CSR

2.4.4 Mediating role of perceived CSR between GHRM and EP

In terms of the environment, the green scan and job descriptions, which incorporate environmental considerations into all job descriptions, make employee commitment to the environment mandatory in addition to their regular work activities (Munawar et al., 2022). According to Beda-Garca et al., the ecological choice is "the selection of people who are committed and sensitive to the environment and who make a potential contribution to the

environmental management (CSR) of a company" (from an ecological perspective) (Úbeda-García et al., 2021).

Some other researchers have found that the CSR values of a company are buffering the impact of green selection and employment of employees on the environmental performance of the firm (Malik et al., 2021).Green recruitment and onboarding encourage the attraction of individuals who share the same sustainability values with the organization (Pham & Paillé, 2020)which leads to higher ecological performance of an organization (Ullah, 2022). It is through this that a culture valuing sustainability triggered by green hiring of employees (Ojo et al., 2022) is enhanced as the workers are picked based on their dedication towards environmental responsibility (Malik et al., 2020).

A company's environmental policies, practices, and attitudes are explained to employees through green training, also referred to as environmental training (Tang et al., 2018) supported through company's value to CSR activities (Sarwar & Mustafa, 2023). An environmental performance review, from the perspective of the environment, entails assessing and documenting an employee's environmental performance throughout their career (Nisar et al., 2021) while also giving them feedback on how they are going to prevent negative attitudes and reinforce positive behavior (Luu, 2020).

The mediating role of perceived CSR practices (Hanaysha, 2018) between GHRM and environmental performance signifies the intermediating impact of stakeholder's perspectives on CSR activities in an organization on the relationship between sustainable HR practices and ecological results (Singh et al., 2019; Malik et al., 2021). In this context, GHRM represents environmentally conscious human resource management strategies implemented by the organization, such as employee training on sustainability, green workplace policies and engagement in environmentally friendly practices (Saeed et al., 2019; Amjad et al., 2021). The creation of a system of monetary and non-monetary rewards for workers who have a strong potential to support environmental stewardship is known as a "green award" (Pham et al., 2019), they go on to say that both monetary and non-monetary rewards are effective tools for assisting environmental management activities (Ojo et al., 2022).

Hypothesis 4: The relationship between GHRM and environmental performance are significatly mediated by perceived CSR values of a firm.

2.5 Underpinning Theory

The Resource Based View is a perspective that helps us understand how Green HRM affects performance, in the hotel industry (Haldorai et al., 2022). According to RBV organizations gain an advantage by possessing unique and valuable resources. In this context Green HRM practices are seen as an asset that can enhance performance. By integrating eco HR policies and practices hotels can gain an advantage in managing their environmental impact (Pham et al., 2019). The resource-based view supports that companies should hire, train, and retain the human resource that supports organizations' commitment to society and environmnet (Haldorai et al., 2022).

Based on resource based view the mediation framework explains how perceived CSR practices play a role (Islam et al., 2021). Perceived CSR practices act as a link, between Green HRM practices and environmental performance (Malik et al., 2021). According to this framework when employees have a perception of CSR practices it strengthens the influence of Green HRM on their behaviors (Sabokro et al., 2021) encourages a culture of environmental responsibility. As a result, this positive image, within the organization leads to performance as observed by stakeholders and measured through ecological indicators (Sarwar & Mustafa, 2023).
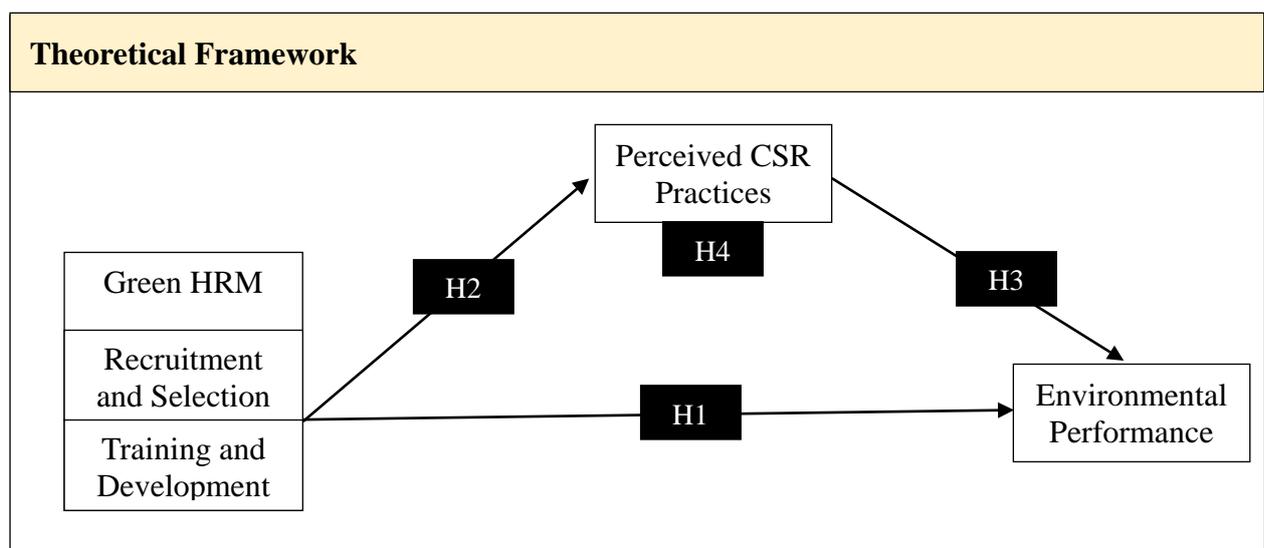
2.6 Theoretical framework

Figure 1. Theoretical Framework

Chapter 3: Methodology

3.1 Research Design

The main objective of the research design is to collect and evaluate data of the stated variables in the research issues and study. The research design gives a proper and comprehensive plan and helps in making a reliable and precise structure of the research and study. Research design allows to get accurate results and evaluation of the research causes and effect relationship among the independent and dependent variables of the research.In this research, the author used quantitative analysis to justify the current research findings.

The positivism approach and deductive analysis have been used to conduct this research as through deductive and positivism approach that can be used or conduct quantitative nature of study and approaches for the current research. Moreover, this research is quantitative in nature since data is collected in numbers and outcomes are evaluated using SPSS software. Quantitative research is the process of gathering and analyzing numerical data (Shah & Corley, 2006). The quantitative research method uses statistical tools and techniques to study natural events in a systematic scientific manner (Given, 2008). Quantitative research is founded on positivism and has an objective approach with an emphasis on facts and numbers (Saunders et al., 2007).

3.2 Research Philosophy

The Research Onion by Saunders et al. (2016) is one of the best research methods which contain deep information from philosophies to techniques and procedures (Omotayo et al., 2018). A scholar may choose to contribute his or her own personal knowledge to the values of a study or to remain unbiased when it comes to the concept of value in a study (Saunders et al., 2016). According to the Saunders Research Onion, the philosophy which the author has used was positivism because of the quantitative nature of research.

3.3 Research Approach

The deductive approach is used in this study as through the deductive approach, the studybuilds or adapts the theory and then tests the hypothesis of the research to know the results of the given problem or issue (Al-Dahash et al., 2019). Also, the deductive method is

more similar to positivism. The deductive method examines a study from a larger viewpoint than the core subject of investigation. Wisker (2018) suggests that research strategies include surveys, case studies, experiments, action research, and many others. The viability of these approaches is determined by the objective of the study as well as the investigation's viewpoint.

3.4 Time Horizon

Data was collected using a cross-sectional approach as cross-sectional research at a given moment, evaluations of many separate people (subjects, objects) are made at one point, with each observation belonging to a different individual. In a cross-sectional study, data is gathered once within a limited time frame; whereas in a longitudinal study, the data is collected two or more times (Olsen & St George, 2004). Based on that it can be said that the research is classified as a cross-sectional study because the data is collected just once over a period of time.

3.5 Population and Sample

According to Krejcie & Morgan (1970) when population of an empirical research is 1000000 or unknown then sample size of research should be at least 384. Therefore, the author has shared data with more than 400 respondents but due to time constraint and lower responses of engaged sample, data from only 200 respondents was received. In this connection, Nikaeen et al. (2020) suggest that the sample size of more than 30 and less than 500 respondents are sufficient for most research for most studies.

3.6 Sampling Technique

The purpose of utilizing the sampling technique is to offer different factual data about the outcomes. According to Pace (2021), there are two kinds of sampling procedures in research as per their techniques, Probability Sampling and Non-Probability Sampling. The author has used the Non-Probability Sampling technique in this research. Furthermore, a convenience- -sampling technique is used for this study. The time and cost required to carry out convenience sampling is minimal which has helped the author to collect the data from the desired sample size relatively fast and inexpensive way.

3.7 Unit of study

The unit of analysis has vital points that will aid in studying the research. The unit of analysis for this study is employees who have worked or working in the hospitality sector especially in the hotel industry (Farhin et al., 2019).

3.8 Measurement instruments

Variable	No of items	Source
Green recruitment and selection (GHRM)	5	Mousa and Othman (2020)
Green training and development (GHRM)	5	Yusoff et al. (2020)
Perceived CSR	5	Brown and Dacin (1997)
Environmental performance	5	Paillé et al. (2014)

3.9 Data collection and methods

Quantitative survey method was used to obtain information regarding GHRM aspects such as green recruitment, selection, training and development. The current research has fulfilled the condition of adopting a quantitative research method because the research aims to explore the association between various dimensions of GHRM, construct of perceived CSR and environmental performance by collecting data from hostel industry operating in Pakistan.

3.10   Data analysis methods

Based on the nature of the data, the Statistical Package for the Social Sciences (SPSS) tool was employed as a data analysis instrument in this study. In addition, the reliability test has been used to determine the reliability of the questionnaire, and the descriptive text was used to determine the normality or abnormality of the data. Moreover, the correlation analysis has beenconducted to determine the association between variables, and linear regression was used to determine the acceptance or rejection of linear hypothesis. Finally, the Process by Preachers and Hayes (2012) analysis was conducted to determine the mediation between the variablesused in the current research work (Hayes, 2012).

Chapter 4: Results and Findings

4.1 Demographic Analysis

The respondents' demographics in terms of age, gender, work experience, education, and job level are illustrated in the following table from 41a to 4.1f.

Table 4.1a.

Gender basis analysis of respondents

Gender	No. of respondents	Frequency
Male	121	60.5
Female	79	39.5
Total	**200**	**100.0**

The statistical analysis of respondents' demographics reveals that male gender dominates among 200 respondents. These included 121 males comprising 60.5% while females constituted 79 subjects or 39.5%. Thus, distribution shows that males constitute a slightly higher percentage in the sample group.

Table 4.1b.

Age-wise distribution of respondents

Age Groups	No. of respondents	Frequency
18-25 Years	40	20.0
26-34 Years	70	35.0
35-42 Years	49	24.5
43-50 Years	27	13.5
Above 50 Years	14	7.0
Total	**200**	**100.0**

In Table 4.1b one can find a breakdown of the respondents ages in the study. This breakdown provides insights, into the distribution of participants across age groups. The largest proportion of respondents accounting for 35.0% of the sample falls within the 26 to 34 years age range. Following the group aged 35 to 42 years represents 24.5% of participants while those between 18 and 25 years make up 20.0%. Moreover, individuals aged between 43 and 50 years constitute 13.5% of respondents with another 7.0% being, above the age of 50.

Table 4.1c.

Respondents' distribution based on education

Education	No. of respondents	Frequency
Undergraduate	49	24.5
Graduate	56	28.0
Post Graduate	95	47.5
Total	**200**	**100.0**

Table 4.1c of the current researchdepicts a classification of samplebased on their educational qualifications, highlighting the diversity in education within the targeted employees. The highest percentage of sample is those having earned postgraduate education, accounting for 47.5% of the wholerespondent's sample. After post graduates, graduate employees are 56 in number and 28% out full sample. Finally, undergraduate employees are 24.5% of sample with 56 respondents. The numbers reflect some insights into who these people are in terms of educational background and why variabilities could exist between these levels.

Table 4.1d.

Respondents based on their years of experience

Years of experience	No. of respondents	Frequency
<3 Years	48	24.0
3 – 5 Years	82	41.0
6-7 Years	23	11.5
8-10 Years	18	9.0
> 10 Years	29	14.5
Total	**200**	**100.0**

Table 4.1d presents a detailed distribution of respondents based on years of professional experience, giving an overview of how many different kinds there are among sample. The largest group consists of those who were in business (experience) between three to five years, representing 41.0% of all participants. This is followed by individuals with less than three years experience; they constitute 24% while those who have been in employment for six to seven years make up 11.5%. There are also other groups like a few individuals who have been working for eight to ten years (9.0%), and others who have more than ten years (14.5%).

Table 4.1e.

Respondents' distribution based on monthly income

Monthly Income	No. of respondents	Frequency
Below 40K	20	10.0
40-55K	25	12.5
56-70K	56	28.0
71-85K	82	41.0
Above 85K	17	8.5
Total	**200**	**100.0**

Table 4.1e summarizes the monthly income of the respondents, which also provides a detailed summary of its diversity across the sample of the study. Most of them (41 percent) come from families earning between 71 and 85 thousand; another 28 percent are in the range of 56-70K. In addition, 12.5 percent are represented by those who earn 40 to 55K rupees monthly, while less than 10% earn less than 40,000. There is also an above average income level bracket which constitutes about 8.5 per cent. This particular spread denotes an intricate comprehension of the subjects' economic disparity by way of which academics should investigate any likely links amid income levels as well as reaction to what this paper has been showcasing.

Table 4.1f.

Respondents' division based on job level

Job Level	No. of respondents	Frequency
Junior-Level	22	11.0
Mid-Level	82	41.0

Senior-Level	96	28.0
Total	**200**	**100.0**

Table 4.1f shows the distribution of respondents based on job level, providing an overview of organizational diversity within the sample population. The majority of participants (41%) occupy mid-management positions whereas senior-level positions attract a percentage of about (28%). The others are junior-level employees constituting about 11% in total sample. Such distribution reflects sample employees' organizational structure hence making it possible for further exploration on whether a correlation exists between job level and responses to variables under study.

4.2 Reliability Analysis

Reliability analysis plays a role, in research by using techniques to assess the consistency and dependability of a measurement instrument. Its primary objective is to ensure that the instrument consistently measures the intended construct across conditions. This analysis evaluates consistency by examining the correlation, among scale items aiming to determine if they collectively provide a measure. In this study, the standard Cronbach's alpha was used. If the measure has a high value, it means that there is high internal consistency. Although people consider Cronbach's alpha of 0.70 as acceptable, in some contexts, it can be lower or higher.

Table 4.2.

Reliability analysis of scale

Variables	Alpha Value	No of items
Green HRM	0.888	10
Perceived CSR Practices	0.786	5
Environmental Performance	0.832	5

The data in table 4.2 display the results of the reliability analysis for different variables on the scale. Each construct is shown to have reliable measures for internal consistency as indicated by the alphas. Green HRM had an excellent internal consistency with an alpha of 0.888 including ten items into the scale. The same applies to perceived CSR practices (alpha = 0.786, 5 items) and environmental performance (alpha = 0.832, 5 items). These higher alpha values above generally accepted cut-off point of .70 confirm that scale variables are internally consistent and thus suitable for robust research and analysis.

4.3 Descriptive Statistics

Descriptive statistics, in SPSS, involve using immediateprocedures, like mean, standard deviation, skewness, and kurtosis to give an impression of a dataset. This analysis supportsabridge data making it easier to understand and communicate. Further, scholars rely on statistics to inspect value distribution, identify patterns, and effectively convey their findings. While SPSS doesn't impose acceptance criteria for statistics. Researchers should ensure data quality, choose appropriate measures, account for outliers and interpret results in the context of their research question to enhance the reliability and validity of their analyses.

Table 4.3.

Descriptive analysis

Variables	Mean	SD	Skewness	Kurtosis
Green HRM	3.9490	.66105	-0.373	-0.547
Perceived CSR Practices	4.1530	.61863	0.037	-1.264
Environmental Performance	3.9530	.75147	-0.345	-0.622

In Table 4.3 we can find an analysis of the variables. When it comes to green HRM the average score is 3.9490, with a deviation (SD) of 0.66105. This indicates a skewed distribution (-0.373) and a somewhat flat shape (-0.547). The average score for Perceived CSR Practices is 4.1530 with an SD of 0.61863 revealing a distribution (0.037) and a slightly flat shape (-1.264). As for Environmental Performance the mean score stands at 3.9530 with an SD of 0.75147 indicating a distribution (0-0.345) and a slightly flat shape (-0.622). These descriptive statistics provide insights, into the tendency, variability and distribution characteristics of each variable studied.

4.4 Correlation Analysis

In SPSS, correlation seeks to know how two variables are related in terms of strength and direction of linearity. Correlation is used for the identification of data patterns as well as associations between different variables. In this analysis, the author is required to test two important phenomenon strengths of the relationship and the direction of results. When there is a positive value of Pearson correlation then there is a positive association and when the value is negative then there is a negative connection between the variables. Furthermore, a Pearson value less than 0.5 is considered a weak relationship, a value more than 0.5 is

entitled as a strong association, and a value near to 0.5 is known as a moderate connection between the variables.

Table 4.4.

Descriptive analysis

No	Variables		1	2	3
1	Green HRM		1	.733**	.661**
2	Perceived CSR Practices	Pearson Correlation		1	.788**
3	Environmental Performance				1

According to the analytics, green HRM has some notable relationships with other variables. Thus, there is a positive significant correlation between four dimensions of green HRM (Recruitment, Selection, Training and Development) and Perceived CSR Practices (r = 0.733**). This implies that workers or other stakeholders see firms investing heavily in green HRM programs as being socially responsible. This means that when a company involves green element in various HR aspects such as recruitment, selection, training and development of human resources in its organizational culture then it supports the company image as a socially responsible company among customers.

A significant positive correlation (r = 0.661**) emerges from this analysis between Green HRM and Environmental Performance. This shows that organizations which apply environmentally conscious practices on the recruitment, selection processes, training and development have enhanced environmental performance. The strong connection indicates that while organizations enhance their human resource practices through green initiatives, they also have positive consequences on their overall environmental performance. This finding emphasizes on the integration of ecologically sustainable organizational efforts with environmentally friendly recruitment and selection.

Finally, the author found a connection (r = 0.788**), between how people perceive a company's commitment to corporate social responsibility (CSR) and its environmental performance. This means that when individuals have a perception of an organizations CSR practices it often corresponds with environmental outcomes. Overall, these findings highlight the interplay between employee training and development perceived CSR practices and

environmental performance offering insights, into how these areas can support and strengthen one another within an organization.

4.5 Regression Analysis

Regression is a process of statistical analysis that replicates the association between a one or more independent variables and a dependent variable. It is used for the prediction of the dependent variable's outcome resulting from the independent variables' support. For acceptance conditions, there should be the value of the F-test equal to or more than 4 and value of the T-test equal to or more than 2. In addition, the value of significance between two comparing variables should be 0.000.

Table 4.5.

Regression analysis of H1

Hypothesis	IV	DV	R^2	Beta	F	T	Sig.	Action
H1	GHRM	EP	.437	.661	153.88	12.405	.000	Accepted

The results of the regression analysis, for Hypothesis H1, which examines the impact of GHRM on EP reveal a meaningful connection. The regression model explains a portion of the variation in Environmental Performance (R^2 = 0.437). The beta coefficient (Beta = 0.661) is highly significant (F = 153.88, p < 0.001). These findings indicate that Green HRMhas a positive influenceon Environmental Performance with a level of statistical confidence. Hence, we can accept Hypothesis H1 highlighting the role played by conscious GRHM practices in enhancing environmental performance within an organizational setting.

Table 4.6.

Regression analysis of H2

Hypothesis	IV	DV	R^2	Beta	F	T	Sig.	Action
H2	GHRM	PCSR	.537	.733	229.36	15.145	.000	Accepted

The results for H2 hypothesis of regression analysis, which examines the relationship between Green HRM and Perceived Corporate Social Responsibility (PCSR), show a highly significant association. In other words, this means that the regression model explains so much variation in Perceived CSR (R^2 = 0.537), and the beta coefficient (Beta = 0.733) is statistically significant (F = 229.36, p < 0.001). The findings support the idea that in an

organizational setting green HRM have a significant positive influence on perceived corporate social responsibility. As such, Hypothesis H2 holds true because environment sensitive practices of staffing shape beneficial attitudes towards CSR by stake-holders or employees.

Table 4.7.

Regression analysis of H3

Hypothesis	IV	DV	R^2	Beta	F	T	Sig.	Action
H3	PCSR	EP	.621	.788	324.17	18.005	0.000	Accepted

The results of the regression analysis, for Hypothesis H3, which investigates the connection between Perceived Corporate Social Responsibility (PCSR) and Environmental Performance (EP) indicate a significant relationship. The regression model explains a portion of the variation in Environmental Performance ($R^2 = 0.621$). The beta coefficient (Beta = 0.788) is statistically significant (F = 324.17, p < 0.001). These findings suggest that having a perception of social responsibility has a significant and positive influence on environmental performance. Therefore, we can accept Hypothesis H3 highlighting the role of CSR perceptions, in enhancing environmental performance within an organizational setting.

Table 4.8.

Mediation analysis of H4

H4: Total, Direct, andIndirect effects of green HRM on environmental performance through perceived CSR performance					
Total effect of X on Y					
Effect	**Se**	**t**	**p**	**LLCI**	**ULCI**
.5444	.0439	12.405	0.00	.4579	.6309
Direct effect of X on Y					
Effect	**Se**	**t**	**p**	**LLCI**	**ULCI**
.1494	.0520	2.874	0.00	.0469	.2519
Indirect effect(s) of X on Y					

	Effect	**BootSE**		**BootLLCI**	**BootULCI**
PSCR	.3950	.0463		.3130	.4966

Table 4.8 presents the mediation analysis results for Hypothesis H4 examining the mediating role of PSCR in the relationship between Green HRM and Environmental

Performance. The total effect of Green HRM on Environmental Performance is significant (Effect = 0.5444, p < 0.001), with a confidence interval between 0.4579 and 0.6309. However, there is still a significant direct impact of Green HRM on Environmental Performance (Effect = 0.1494; p < 0.001). On the other hand, it also shows that indirect effect through Perceived CSR is significant as well (Effect=0.3950; Bootstrapped CI = [0.3130, 0.4966]). Thus, these findings show that perceived corporate social responsibility partially mediates the link between environmentally conscious HR practices and environmental performance in organizations, suggesting that perceived CSR plays an important role in connecting socially responsible HRpractices to enhanced environmental performance within an organization.

4.6 Summary of hypotheses

Table 4.9.

Summary of hypotheses

Hypotheses	Relationship		Action
H1	GHRM EP ➤		Accepted
H2	GHRM ➤ PCSR		Accepted
H3	PCSR ➤ EP		Accepted
H4	GHRM ➤ PCSR	➤ EP	Accepted

Chapter 5: Discussion and Conclusion

5.1 Discussion on the Findings

The analysis of the study's results sheds light on the connections between Green Human Resource Management practices, how companies are perceived to uphold Corporate Social Responsibility (CSR) and their actual Environmental Performance (EP) in the context of Pakistan's hotel industry. The strong statistical analyses highlight the importance of these relationships providing insights, for both theory and practical application.

The positive correlation coefficients observed between different activities of Green HRM such as Recruitment, Selection, Training and Development with both Perceived CSR (PCSR) and Environmental Performance (EP) affirm the integral role of environmentally conscious HRM practices in shaping organizational dynamics. The regression analyses provide not only confirmation of direct effects but also insights into the mediating role of Perceived CSR in the relationship between Green HRM and Environmental Performance.

The acceptance of hypothesis H1 reinforces the notion that organizations prioritizing Green Recruitment, Selection, Green Training and Development are likely to exhibit superior Environmental Performance. These findings align with the global trend towards sustainable business practices, emphasizing the pivotal role of HRM in fostering ecological responsibility.

Moreover, the mediation analyses (H4) reveal that Perceived CSR acts as a connecting mechanism partially mediating the connection between Green HRM practices and Environmental Performance. This suggests that a positive perception of an organizations social responsibility practices plays a role, in translating friendly HRM initiatives into tangible environmental outcomes.

These practices will not only contribute to a positive perception of corporate social responsibility but also directly affect the organizations' environmental performance. The above is in line with the increasing global recognition of sustainable business practices that necessitates organizations to integrate environmental considerations into their strategic HRM.

5.2 Implications for Practice

5.2.1 Theoretical Implications

The theoretical implications of these findings emphasize the complex associations and wider theoretical landscape in which GHRM operates. These findings have significant theoretical implications for the emergent discourse on GHRM in relation to CSR and EP.

The paper aims to improve the existing strategic human resource management frameworks by emphasizing the need to integrate Green HRM into SHRM and organizational sustainability. In addition, GHRM should be integrated in the HR models as there are positive correlations that are observed between (recruitment, selection, training and development) with both perceived CSR and environmental performance. Hereby, this extension accepts that GHRM is not just an operational matter but is a strategic necessity that influences both organizational performance and societal perspectives.

This study also helps in signaling and social exchange theories by showing PCSR as a mediator between GHRM practices and environmental performance. Hence, these findings imply that stakeholders' perceptions of CSR reflect the extent to which HR practices convey signals associated with environmental responsibility. Moreover, the point lies theoretically in appreciating that environmentally conscious HR practices have direct impacts besides shaping how ethical the organization appears to be.

The research aligns with models of organizational learning and adaptation, highlighting the energeticcondition of green HR practices. It emphasizes the value of firmsrepeatedlyacclimatizing their GHRM approaches to continuereceptive to alteringecologicalvalues and societal outlooks. This academic lens suggests that green HR is not a stableperception; rather, it needsfirms to take part in enduring learning procedures, and familiarizing their practices to supportgrowinggreen environmental challenges for different stakeholders.

The theoretical implications also extend to the contextualization of GHRM theories within developing economies like Pakistan. By examining the hotel industry in this context,

the study acknowledges the socio-economic and regulatory environments that influence the adoption and effectiveness of GHRM practices. This contextual analysis promotes an understanding of how GHRM functions, within diverse global contexts challenging assumptions derived solely from Western-centric perspectives.

5.2.2 Practical Implications

Several practical implications of this study provide concrete advice to organizations, particularly the hotel industry in Pakistan, which seeks to incorporate green HRM practices into their system. HR practitioners, organizational leaders, and sustainability managers should take note of the study findings that could be a guide on how they can enhance environmental responsibility and overall CSR in practice.

There is a need for organizations to incorporate conscious practices in their human resource management strategies. This can be done by integrating eco criteria in recruitment, selection, training and development processes. An example of such practice is combining sustainability modules into staff training programs and considering responsibility during recruitment assessments that can help create a culture of consciousness from the start.

Another suggestion for HR professionals is to consider the inclusion of sustainability metrics in performance evaluations and key performance indicators. Through performance related employee evaluation organizations inspire their workers towards taking part in ecological friendly practices. In addition, it's significant to reward employees who contribute towards such initiatives as it further underscores the essence of sustainability within the culture.

Organizations should make sure that they communicate their GHRM initiatives transparently to all stakeholders, both internally and externally. Communication, which is clear around HR practices that are environmentally conscious, heightens the perceptions of corporate social responsibility by an organization. This transparency is important in creating trust among employees and customers among many others.

Human resource departments can be instrumental in designing and implementing training programs aimed at educating employees on environment-friendly practices. These include workshops on energy saving, waste minimization and the total ecological impact of daily activities. Employees who are enlightened will actively participate in sustainability efforts by such organizations.

Organizations are advised to encourage cross-functional collaboration so as to improve the effectiveness of GHRM practices. This requires a tight marriage between HR departments, environmental sustainability teams and leadership. Through joint efforts, GHRM practices will be embedded within wider organizational strategies resulting in more holistic and impactful process.

Organizations can greatly benefit from comparing their GHRM practices to industry benchmarks and standards. By collaborating with peers, in the industry engaging in sustainability initiatives and sharing practices we can work together towards responsibility. This collective effort strengthens our commitment to HR practices across the sector.

To ensure that our GHRM practices are effective and responsive to changing challenges HR practitioners should adopt a monitoring and adaptation approach. Regular assessments of the impact of these practices on perceived CSR and Environmental Performance allow organizations to refine and adjust their strategies accordingly.

It is crucial for organizations to stay updated on government regulations concerning practices and compliance. Aligning our GHRM practices with these requirements not ensures legal adherence but also demonstrates our commitment as a responsible corporate citizen. Taking measures, for compliance showcases our dedication to sustainability beyond meeting legal obligations.

5.3 Limitations of the study

While this study carries implications, for the connections between GHRM, perceived CSR and EPs it's important to acknowledge limitations that can impact the interpretation and general applicability of these findings. A key limitation is that this investigation is cross sectional in nature. The data collected for this study were only gathered at one point in time which restricts its ability to establish any relationships. To gain an understanding of how GHRM practices have evolved in relation, to CSR and EP over time future studies should adopt a longitudinal design.Another limitation is that the author has received data from only 200 respondents due to time constraint.

One limitation of relying on self-reported data is that it can lead to common method bias. This may be due to social desirability bias or because participants give answers that they think the research expects them to give. In order to reduce these biases in future research, there should be more than one source of data or an objective measurement. The study's focus

on the hotel industry in Pakistan limits the applicability of its results to other industries or geographical areas. Different sectors could have their own organizational dynamics and GHRM practices might vary in effectiveness from one industry to another. To improve external validity in future studies, it would be useful to look at different industrial settings.

The study concentrates on some aspects like GHRM practices, perceived CSR, and EP without going into details about possible moderating or mediating factors within organizations. However, factors such as industry type, leadership style, and organizational culture could influence the relationships observed here. Hence, Future research should consider investigating these variables extensively so as to present an accurate picture of how organizations function.

The generalization of the study is limited to the hotel sector thus making it difficult to extend the results to other organizations. Different industries may have different environmental factors and hence different effects on GHRM practices. Research in multiple industries would make findings have a wider application in various organizational contexts. Efforts were made to create causality through statistical analyses though the possibility of endogeneity cannot be completely ruled out. Unobserved variables or reverse causation might influence the observed relationships. In future, this can be addressed through incorporation of advanced statistical techniques or experimental designs that deal with endogeneity issues.

5.4 Future Recommendations

Future research should consider using longitudinal designs since the relationships explored in this study are dynamic. This will give insight on how sustainable and effective these practices are over time by examining how each one impacts GHRM practices on perceived CSR and Environmental Performance over a long period. To enhance the applicability of our study it would be beneficial to include a range of industry sectors. Each sector may present its challenges and opportunities, for GHRM practices. By conducting sector investigations,scholars can gain a nuanced understanding of how these practices impact perceived CSR and Environmental Performance. Moreover, the future research should collect data from more than 400 respondents to get more reliable results.

In order to deepen our understanding of how GHRM practices interact with factors it would be valuable to explore potential moderating variables within organizations. This could include examining leadership styles culture or regulatory contexts. Such exploration may reveal nuances that shape the relationships we observe.To gain insights into the effectiveness

of GHRM practices across contextual settings it would be worthwhile to compare organizations in Pakistan with those in other geographical contexts. Through this approach we can uncover practices that are applicable across diverse global settings. By combining data with insights obtained through interviews, focus groups or case studies we can develop a comprehensive understanding of the underlying mechanisms, behind GHRM perceived CSR and Environmental Performance. Qualitative approaches offer context details that enrich our research narrative.

5.5 Conclusion of the Study

In summary, this study contributes, to the existing body of research on GHRM by examining its impact on the perception of Corporate Social Responsibility (CSR) and Environmental Performance (EP) in the hotel industry in Pakistan. The positive correlations and mediation analyses highlight the importance of integrating HR practices into organizational strategies to achieve sustainable outcomes.

From a perspective this study expands upon existing frameworks by emphasizing the role of GHRM in shaping organizational behavior and societal perceptions. From a standpoint it provides guidance for organizations those, in the hotel industry to strategically adopt GHRM practices that enhance both environmental responsibility and corporate social responsibility.

It is important, however, to identify the limitations of this study like cross-sectional design and potential bias in self-reported data. Future research can address these limitations as suggested in the recommendations to further our understanding of GHRM, perceived CSR and environmental performance.

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Appendix

Questionnaire

Gender?

1.	Male	Female	

Age Group?

2.	18 - 25 Years	26 – 34 Years	35 – 42 Years	43 – 50 Years	Above 50 Years

Income Per Month?

3.	Below 40K	40-55K	56-70K	71-85K	Above 85K

Education?

4.	Undergraduate	Graduate	Post Graduate		

Job level?

5.	Junior-level	Mid-level	Senior-level		

Experience?

6.	< 3 Years	3 to 5 Years	6 to 7 years	8 to 10 Years	>10 years

Kindly show your level of agreement by marking tick (√) against each statement:

1= Strongly Disagree | 2= Disagree | 3= Neutral | 4= Agree | 5= Strongly Agree

Perceived CSR

S/N	Items	SA	A	N	D	SD
PCSR1	Ourhotel works for a sustainable society	5	4	3	2	1
PCSR2	Ourhotel is recognized as a trustworthy	5	4	3	2	1
PCSR3	Ourhotel gives adequate contributions to charities	5	4	3	2	1
PCSR4	Ourhotel believes in ethical business	5	4	3	2	1
PCSR5	Ourhotel works for environmental concerns	5	4	3	2	1

GHRM

S/N	Items	SA	A	N	D	SD
Green recruitment and selection						
GHRM1	The hotel prefers to recruit employees that have knowledge about environment	5	4	3	2	1
GHRM2	Applicants for jobs in the hotel are subject to interviews to test their knowledge about environment	5	4	3	2	1
GHRM3	In addition to other criteria, employees are selected based on environmental standards	5	4	3	2	1
GHRM4	Job seekers are attracted by the environmental image and policies of the hotel	5	4	3	2	1
GHRM5	The job description includes the job's environmental aspects	5	4	3	2	1
Green training and development						
GHRM6	Training programs about environment are provided to large-scale individuals in the hotel.	5	4	3	2	1
GHRM7	In general, staff are satisfied with the hotel's green training.	5	4	3	2	1
GHRM8	Topics offered through green training are modern and suitable for the institution's activities.	5	4	3	2	1
GHRM9	The hotel provides formal environmental training programs for employees to increase their ability to promote them.	5	4	3	2	1

		SA	A	N	D	SD
GHRM10	Environmental training is a priority and an important investment.	**5**	**4**	**3**	**2**	**1**

Environmental performance

S/N	Items	SA	A	N	D	SD
EP1	Our hotel reduced waste and emissions from operations.	**5**	**4**	**3**	**2**	**1**
EP2	Our hotel reduced the environmental impacts of its products/services.	**5**	**4**	**3**	**2**	**1**
EP3	Our hotel reduced environmental impact by establishing partnerships.	**5**	**4**	**3**	**2**	**1**
EP4	Our hotel reduced the risk of environmental accidents, spills, and releases.	**5**	**4**	**3**	**2**	**1**
EP5	Our hotel reduced purchases of non-renewable materials, chemicals, and components	**5**	**4**	**3**	**2**	**1**