Linkages between Green Human Resource Management Practices and Employees' Green Behaviour: Mediating Role of Employees' Green Attitude and Moderating Role of Spiritual Leadership in Hospitality Industry (Islamabad and Rawalpindi)

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ABSTRACT

The goal the thesis study was exploring the impact of Green Human Resource Management (GHRM) practice on Employees' Green Behaviour (EGB) in hospitality industry of Islamabad and Rawalpindi. Furthermore, the mediation role of Employees' Green Attitude (EGA) and moderating role Spiritual Leadership was also studied. The study expanded green research streams by investigating these linkages as environmental concerns are crucial for businesses in Pakistan, particularly for hotels in hospitality industry. The data has been collected from 1-5 star hotels that are registered with the Pakistan Hotel Association (Government of Pakistan) where 203 front line employees were approached and they have responded to this thesis. The findings of the study depicts that GHRM practices positively affects EGB, EGA mediates the relationship between GHRM practices and EGB while Spiritual Leadership was not found to be significant in moderating the indirect effect of GHRM practices on EGB through EGA. The results of this study is crucial for hospitality industry to implement GHRM practices. Management of hotels should be careful to protect the environment.

Keywords: Green Human Resource Management Practices, Employees' Green Behaviour, Employees' Green Attitude, Spiritual Leadership

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<center>**SECTION-1**</center>

<center>**INTRODUCTION**</center>

1.1 Background

In the current era, climate change has got a tremendous momentum for analyzing its impact on human beings. Over the course of at least the last 2000 years, human activity has significantly accelerated global warming. The Intergovernmental Panel on Climate Change estimates that the range of total increase in the worldwide surface temperature induced by human activity between 1850 and 1900, and between 2010 and 2019 is about 0.8°C to 1.3°C. Given this range, if global warming keeps on increasing at its current rate, it is known to get to 1.5°C between 2025 and 2040. Additionally, it has been reported that between 2000 and 2010, the production of greenhouse gases has increased, surpassing those of the preceding three decades (IPCC, 2018). An increase of 19 cm in sea level has also been noted due to warm weather (Islam et al., 2020). Furthermore, due to global warming and carbon emission, the causalities per year is almost 4.3 million and there is a loss of 2.4 billion US dollar per year (WHO, 2021). In order to mitigate the harmful impacts, United Nations (UN) has also given special attention to Sustainable Developmental Goals (SDG) in 2019.

According to a few recent research, including Tuan (2022), Aboramadan et al. (2022), and Mamun (2023), organizations are also accountable for the climate change. Stakeholders in green practices are becoming more concerned as a result of the catastrophic effects that the activities of large corporations have had on the environment (Ahmed et al., 2021). These consequences have also brought up numerous concerns about an organization's environmental performance.

The hospitality industry is one of the sectors that has significantly expanded its global reach (Bhutto et al., 2021). The World Travel & Tourism Council (2022) lists the hospitality industry as one of the largest in the globe, contributing to 1 in 4 newly created jobs worldwide, 12.3% of all jobs (300 million), and 12.3% of global GDP (USD 9.6 trillion). It is also a significant component of Pakistan's service industry.

According to Mak and Chang (2019), the industry faces many complexities because of the growing repercussions of its economic operations, gravitating to environmental deterioration. Recent

<center>1</center>

investigations have explored travel and tourism sectors as major worldwide carbon footprint contributors (Lenzen, et al., 2018). Hotel is the most energy-inclusive segment of this industry and has been at the target of attention and critism (Han & Yoon, 2015). A study conducted in Vietnam stated that about 0.4 kg per room per day waste is generated which can vary up to 5 kg per room per day (Hoang, Fujiwara, & Phu, 2017). Due to the nature of their operations, hotels use a lot of resources and likewise make a lot of waste ending in an unpleasant carbon footprint. According to Abdou et al. (2020), environmental degradation is a problem that is associated with the hotel industry, since they are among the highest consumers of water and energy. Consequently, the development of green practices has got attention by the entire industry in general and hotels in particular. Academies are now looking into possible strategies for enhancing eco-friendly behaviour.

Firms are shifting their business practices to green models which primarily focuses on ensuring green implementation in all business actions (Islam et al., 2019). Understandings integrates green into daily practices of an organizations (Lehman & Geller, 2004), and encourages green roles (Roscoe et al., 2019). With this, organizations are enabled to proactively reduce its environmental footprints. Human Resource (HR) department is crucial for organizations, as it develops a culture and a system for the entire organization. HR department can be a key source of employees who are willing to make changes that are necessary for making world greener (Ojo et al., 2020).

Since scientists have been trying to introduce ideas that could improve the sustainability of the sector (Umrania et al., 2020), stakeholders in the hospitality sector are now paying close attention to employees' green behaviour (EGB) (Tuan, 2022). Organizations are turning their focus to practices that support the development of environmentally friendly habits, as results of Lehman and Geller's (2004) findings state that these actions were responsible. Many hotels, such as Accor Hotels, place a strong emphasis on their employees for achieving environmental targets (Aboramadan & Karatepe, 2021). Lately, researchers' focus has shifted toward these kinds of actions (Zhao & Zhou, 2021). Nonetheless, additional research is required to examine this field from many perspectives (Tuan, 2022).

For enterprises, the impact of Human Resource Management (HRM) on environmental sustainability is critical in getting success as well, and researchers have reflected the need to implement green metrics into HRM system (Mamun, 2023). Workers looking towards

sustainability in positive way are found to be engaged in more pro-environment actions (Pinzone et al., 2019). In modern times, firms need to develop a culture that encourage employees' green attitude (EGA), motivation and actions. Employees' behaviour is impacted by internal elements like attitude (Bissing-Olson et al., 2013). Therefore, it is important that employees' attitudes (knowledge of environment, concern and awareness) must be aligned with their intent to implement green practices (Okumus et al., 2019).

Furthermore, according to Li et al. (2023), after the COVID-19, there is dearth of workplace spirituality. The hospitality sector in Pakistan has faced severe setbacks and loses due to pandemic, not least the political climate that makes situation more uncertain for the businesses to operate. In such situations, leadership needs to consider ethics and spirituality (Li et al., 2023). Leadership must offer care to workers. In modern times, organizations are spiritual entities. Previous studies reflect that spiritual qualities of leadership enhanced spiritual workplace atmosphere, leading to motivate employees in green actions. According to Fry et al. (2008), such leadership is crucial for green concerns. Furthermore, there are recommendations by researchers that spirituality can enhance green outcomes (Steg & Vlek, 2009).

1.2 Research Gap

Principles of Human Resource Management have turned up as crucial in bringing up employees' actions (Van Beurden et al., 2021); such principles play vital role in fostering employees' response towards organizationals' sustainable practices (Ababneh et al., 2021). However, sytematic reviews of GHRM like, Amrutha and Geetha (2020); and Pham et al. (2020) persistently reported that these linkages has receieved little consideration from hospitality scholars as compare to literature on other sectors. Such relationships need investigations to a greater extent; there is a further need to investigate Green Employees' Attitude (Mamun, 2023).

Leaderhip concerning sustainable outcomes have started to attract attention of scholars as a key element for fostering workers responsibilities and actions; however, studies encompassing spirituality are less in numbers, with most studies focusing on other leadership styles (Darvishmotevali & Altinay, 2022; Aboramadan et al., 2021). Instead of recommendations from researchers, number of studies investigating role of leaders in this area have missed their attention

from spirituality concerns of leaders (Afsar et al., 2016). Given this limited evidence on the role of spiritual leaddership in this arena, there is a strong need to further investigatre spiritual leadership as well.

1.3 Problem Statement

Businesses in hospitality industry are under tremendous pressure to adopt green initiatives in order to mitigate the effects of climate change and to satisfy customers' growing expectations about economically sustainable travel places and hotel surroundings (Wang et al., 2021; Dharmesti et al., 2020). Furthermore, there is an increasing public awareness about the need to save the environment (Aboramadan et al., 2021). Most studies in this field focused on developing managerial regulations and standards for safeguarding the environment, even though recent research indicates that employees are aware of their companies' efforts to protect the environment and how their individual and professional ecological performances interact (Saifulina & Carballo-Penela, 2017). Most of the studies investigated in this arena still focus on designing organizational policies and rules for safeguarding environment (Xin & Senin, 2022), which may not have the capacity to encourage employees' attitudes toward the environment for a variety of reasons (Foster, et al., 2022); this creates a lot of unanswered questions in this field, especially in Pakistan where the effects of global warming are already being felt in the form of more frequent droughts and floods, erratic weather patterns, altered agricultural practices, decreased freshwater availability, and diminished biodiversity.

The primary focus of this study is the underdevelopment of GHRM practices and EGB in Pakistan's hospitality industry which contributes significantly to waste but has received little attention from authors (Ansari et al., 2021). Findings of studies also lack potentials and understandings that translate into actual environmental behaviour among employees. Unparalleled consequences of climate change coincide with this issue.

In response to this issue, this study looks further into the connection between GHRM practices and EGB, as well as the mechanisms that underlie it: the mediating role EGA and the moderating role of spiritual leadership.

1.4 Research Questions

The study research questions to be addressed are as follow:

- What is the impact of GHRM practices on EGB?
- What is the impact of GHRM practices on EGA?
- What is the impact of EGA on EGB?
- What is the mediating role of EGA between GHRM practices and EGB?
- What is the moderating role of Spiritual Leadership on indirect effect of GHRM practices on EGB through EGA?

1.5 Research Objectives

The objectives of the study are as follow:

- To examine the impact of GHRM practices on EGB.
- To investigate the impact of GHRM practices on EGA.
- To investigate the impact of EGA on EGB.
- To explore the role of the mediating role of EGA between GHRM practices and EGB.
- To explore the moderating role of Spiritual Leadership on indirect effect of GHRM practices on EGB through EGA.

1.6 Significance of the Study

1.6.1 Theoretical Significance

The present thesis intends to aid in different facets of theory. It may broaden the horizons in underlying linkages in general and particularly in hospitality context by investigating the relationship channelized by employees' green attitude and spiritual leadership in Pakistan. This study also extends the role of spirituality among leaders which has noticeably being missing from research attention (Afsar, Badir, & Kiani, 2016). Hence, this thesis enhances the understanding of the emerging green concepts.

1.6.2 Practical Significance

Findings of the thesis may benefit global audience by being instrumental to facilitate green outcomes. Recent studies suggest that hotels have higher market share, sales profit and consumer sales if they adopt environmentally-friendly practices. This is critical as grasping such mechanism can provide the means to hospitality practitioners to settle on optimal actions to ensure green behaviours among employees in hospitality industry. This thesis intends to be significant in expanding horizons for leaders as well.

SECTION-2

LITERATURE REVIEW

2.1 Introduction

This section is focused on providing a comprehensive review of GHRM practices, EGB, EGA and Spiritual Leadership. In addition to this, in the process of developing hypothesis, the relationships between these variables are addressed.

2.2 Green Human Resource Management Practices

The performance of an organization is greatly impacted by its Human Resource Management (HRM) policies, which boost productivity, cut expenses, and create value. A substantial body of scholarly research has demonstrated a positive correlation between human resource management (HRM) practices and organizational success, as noted by Umrani et al. (2020). These methods are referred to as "green human resource management practices" when they support environmental objectives (Ansari et al., 2020). The GHRM practices tackles the HRM aspects of environmental management as "organizations' aspirations to design and implement an HRM system that supports a proactive and positive approach to adhering to environmental concerns" (Renwick et al., 2013). (Ahmed and others, 2021). Similarly, Tang et al. (2017) defined GHRM practices as methods that aim to change how resources are used in an ecologically friendly manner, which enhances a company's environmental performance, increases staff understanding, and shows a commitment to environmental management issues.

Tang et al. (2015) identified five fundamental elements of green human resources management as sustainable managing achievement, sustainable payment and reward, green interaction and participation, environmental friendly instruction, and green recruiting and selection. GHRM techniques which include, recruiting and selection, assessments of performance, education and training, teamwork, enticements, cultural backgrounds, and independence, have also been demonstrated in other studies, such as Ahmed et al. (2022). Renwick et al. (2013) stated that by increasing awareness and setting an example of green conduct, GHRM activities assist employees in becoming more environmentally conscientious.

According to recent research, including that of Ahmad et al. (2021), implementing sufficient GHRM practices are necessary to allow employees to support businesses' environmental sustainability objectives. GHRM techniques increase company's environmental sustainability by turning its operations into "green procedures" to increase competency, lessen environmental impact, and make the greatest use of resources while attempting to decrease costs (Ahmed et al., 2021). Similar findings were made by Haddock-Millarvet al. (2016), who discovered that making organizational process changes that are more environmental friendly are one of the most crucial elements in enhancing a company's financial results.

Saeed et al. (2019) looked into the role of GHRM practices in the power industry, coal-generating, agricultural, pharmaceutical, and chemical sector. Recent research have shown the importance of GHRM practices, which has prominent place in several sectors of Pakistan (Ahmed et al., 2021). Umrani et al. (2020) focused their study on the hotel business in Pakistan, which includes both domestic and foreign establishments. They concluded that GHRM practices are essential tools for improving environmental performance in the hotel industry. Similarly, proactive environmental management and extrinsic motivation—both of which are positively correlated with employee environmental performance—have been found to be positively associated with green HR practices by Ahmed et al. (2021).

2.3 Employees' Green Behaviour

Employees play an important role as agents in putting the organization's green policies and practices into effect. They are also the first to bring forward practical suggestions that could support the sustainability objectives of the company. Fawehinmi et al. (2020) have therefore underlined how crucial it is that employees' actions fit with the organization's green objectives. Individuals who exhibit green conduct are people who follow ecologically friendly practices (Fawehinmi et al., 2020). According to Norton et al. (2015), Employees' Green Behaviours (EGB) are quantifiable actions taken by employees to support workplace environmental sustainability objectives. Similarly, as per Blok et al. (2014), EGB refers to the behaviours of workers who intentionally concentrate on reducing the adverse effects of their activities on the environment by refraining from wasting electricity and by maximizing its use of paper in workplace.

Dumont et al. (2016) has demonstrated that EGB could either be employees' in-role behaviour or employees' extra role behaviour. In-role and extra-role behaviours transform organizations' operations into environmental-friendly operations. In-role behaviours have been defined as those behaviours that are essential for performing formal duties of employees and are recognized in performance appraisal, while extra-role behaviours are those which are not considered in performance appraisal (Paillé & Boiral, 2013).

Environmental psychologists are still giving prediction of EGB sources a lot of thought. Fawehinmi et al. (2020) believe that this is because employees do not always bear the immediate expenses associated with their resource utilization, therefore they occasionally carry it out without thinking through the repercussions. Numerous research works have examined both internal and environmental predictors of EGB. Li et al. (2020) and Mamun (2023) have examined internal predictors such as intrinsic motivation in conjunction with other factors. On the other hand, Kim et al. (2020) and Ahmed et al. (2021) have examined external predictors such as green leadership and GHRM practices, respectively.

2.4 Green Human Resource Management Practices and Employees' Green Behaviour

The human element is essential to the successful implementation of cleaner production (Jabbour, et al., 2019). These applications are predicated on employees endorsing novel procedures and conduct (Pinzone et al., 2019). According to Fawehinmi et al. (2020), there is a pressing need to promote environmentally friendly behaviour by raising awareness and providing opportunities, training, and motivation to support compliant behaviour. According to the study by Jabbour et al. (2019), academics are concentrated on environmental management and cleaner manufacturing and have given careful consideration to the part that workers and human resource management play in making businesses green. Ansari et al. (2020) studied Pakistan's manufacturing sector, which includes the chemical, fertilizer, and pesticide industries. The study founded that environmental consciousness and green engagement among employees are positively correlated with GHRM practices. Tuan (2022) focused their investigation on hotel staff from China and Vietnam. The study looked at the relationship between organizational citizenship behaviour and GHRM practices. GHRM practice positively affected employees' OCBE in both Chinese and Vietnamese

populations. Furthermore, Darvishmotevali and Altinay's (2022) study conducted in Kazakhstan examined the connection between environmental advocacy effectiveness of employees, who are proactive, and work-related and green HR practices. The analysis was focused on four- and five-star hotels, and a positive association was found. Similarly, a study carried out at Jordan's five- and four- luxurious hotels also shows a favorable positive impact (Ababneh et al., 2021). Numerous other studies have also looked into this relationship. For example, in Kenyan hotels ranging from three to five stars; a positive relationship was founded between GHRM practices and green creativity of individual and group; in Vietnam, employees working in four to five star hotels showed a positive relationship between environmentally friendly education and corporate citizenship behaviours; and similarly a positive relationship between GHRM practices and eco-friendly behaviour (Tuan, 2022).

To summarize, GHRM practices build a foundation on green principles, training, dedication, performance oversight, reassurance, awards, and feedback so that workers can comprehend and sense the organization's support. Research has demonstrated a positive effect GHRM practices on EGB (Dumont et al., 2016; Tuan, 2022). The ideal way to apply green HRM practices to influence EGB is to base them on the capacity, drive, and chance components of the AMO theory (Fawehinmi et al., 2020).

2.5 Green Human Resource Management Practices and Employees' Green Attitude

According to Mamun (2023), attitude is a judgmental or experienced reaction to opinions. One of the key places where employees may create green attitudes is through GHRM practices. For example, green recruiting and selection ensures that people with green concerns and attitudes are chosen. Furthermore, the job requirements and responsibilities may include individual analysis, interviews with employees related to the environmental facets of the role, and careful assessment of ecological experiences. These are the job-designing roles, and these HRM procedures will verify the candidates' mentality traits (Renwick et al., 2013). Pham et al. (2019) found that the implementation of environmentally friendly human resource management (GHRM) practices, such as "green recruitment, ecological tutoring, and ecological organizational customs," significantly influences employees' capacity to enhance the environment. Through green

induction, training, and development, employees are further supported in expanding their knowledge and skills about reusing, wasteful use of energy a decrease, and reducing the amount of paper they consume. Furthermore, GHRM methods empower employees to create their own internal demand for environmental protection by fostering a stronger feeling of ecological responsibility, a more noticeable environmentally preservation ability, and a higher predisposition toward protecting the planet.

A good GHRM policy may result in beneficial and important associations of staff member answers at the workshop if an individual is committed to the ecological objectives, has a green attitude, and engages in green behaviour that advances the organization's green values (Pham et al., 2019). Accordingly, research has shown that GHRM practices positively impact employees' environmental views (Dumont et al., 2016).

2.6 Employees' Green Attitude and Employees' Green Behaviour

Proactive environmental practices and a sustainable attitude are positively correlated, according to research on green behaviour. Mamun (2023) posits that favorable attitudes towards the environment have an internal influence on green activities. Research has indicated a favorable relationship between pro-environmental attitudes and pro-environmental practices in the workplace. These results also support the idea that "attitude influences behaviour" in the Theory of Planned Behaviour (Ajzen, 1991). Kaiser et al. (1999) used the same approach to show how attitudes toward actions and subjective standards are predictors of ecological behaviours that result from behaviour intention. Based on this premise, other study shows a similar correlation: those who are more environmentally conscious should be more likely to take action to safeguard the environment (Bissing-Olson et al., 2013).

Internal variables that impact GEB include having a positive outlook on the environment (Bissing-Olson et al., 2013). In a 2019 study, Okumus et al. examined how employees felt about the environment, their plans to implement eco-friendly practices, and their ecological behaviours. They also presented elements of these attitudes, such as knowledge, awareness, and concerns. The study demonstrated how environmental attitudes affect ecological actions. One of the biggest challenges facing practitioners is encouraging EGB among personnel who do not hold strong pro-environmental attitudes and values (Mamun, 2023). These findings align with those of Tian,

Zhang, and Li (2019), who showed that a green attitude helps track motivations, which in turn helps predict the amount of EGB needed.

2.7 Employees' Green Attitude Mediating between Green Human Resource Management Practices and Employees' Green Behaviour

Guest (1997) proposed that the association between standard HRM procedures and employee behavioural outcomes was mediated by attitudinal variables, which pertain to a person's cognitive, emotional, and activation components. Yogendran and Priyashantha (2022) focused their study on an information technology service and software company in Colombo, Sri Lanka, to investigate the mediating function of green attitude between GHRM practices and EGB in Sri Lanka. The study's conclusions showed that there was a favorable indirect influence of GHRM practices on employees' green activities through their green mindset. A well-designed compensation system can communicate to employees that the company values their contributions and their autonomy in making decisions about sustainability practices, which can reinforce attitudes and encourage behaviour toward sustainability (Pellegrini et al., 2018). According to Sarkis et al. (2010), sustainability training programs offer ways to develop a new way of thinking and examine the factors that may lead someone to embrace sustainable behaviour. Sustainability concerns are not limited to the workplace, and in order to influence environmentally conscious behaviour, people must also see organizational reform initiatives favorably (Pellegrini et al., 2018). Thoughtful workers who care about sustainability issues are more likely to carry out environmentally friendly work practices if they have an emotional attachment to the change processes that their organizations have started. Conversely, workers who do not identify with change processes, even though they care about sustainability, are less likely to adopt environmentally friendly practices. The HRM behavioural literature indicates that HRM impacts organizational performance via its effect on employees' attitude.

As a result, GHRM activities promote a green mindset (Dumont et al., 2016), which in turn influences green behaviour (Okumus et al., 2019). Furthermore, such mediation is supported by the Resource Perspective (Wernerfelt, 1984) and the Attitude Theory (Bull, 1952).

2.8 Moderating Effect of Spiritual Leadership on Indirect Effect of GHRM Practices on EGB

Researchers have characterized spiritual leadership in various ways, using a range of perspectives: material (Sendjaya, 2007), persons (Reave, 2005), companies (Thompson, 2004), and executives' psychological goals (Korkut, 2015) are some of these points of view. Spiritual leadership is defined by Fry et al. (2017) as the fundamental organization paradigm that mainly leverages and enhance education and intrinsic drive, to bring about change within an organization. This definition, which is well-liked in the profession, comes from the behavioural process perspective. Altruistic love is a key element of culture, because it comes from within, and it inspires values, attitudes, and behaviours in others and in oneself; spiritual direction develops a spiritual method of living through a sense of a reason for being and the vision of serving important stakeholders is driven by hope and belief (Fry et al., 2005).

Spiritual leadership, more dedicated and spiritual kind of leadership, reiterates the organization's vision. The psychological subject matter of religious management is enlarged by endorsing workplace faith, moral conduct, positive psychology, and other similar concepts because these theories concur on the principles, beliefs, and actions required for individual wellness and well-being.

Individuals under religious supervision are more likely to feel liked and accounted for by their managers, which will boost intrinsic drive, accordance to the Self-Determination Theory. This stimulation leads to an improvement in employee attitude, which is defined as a mental state that produces high levels of energy, enthusiasm, and readiness to work (Jiang et al., 2023). Similarly, spiritual leadership provides business leaders with a means of fulfilling their spiritual needs as research integrates workplace spirituality theory with leadership theory. When followers have faith in their leaders' ability, morality, and kindness, they are more likely to follow them and engage in risky behaviour. "Trust from leaders is linked to positive attitudes of followers," which are associated to a positive conduct (Avolio et al., 2004). Through raising followers' psychological capital level, spiritual leadership encourages positive attitudes and behaviours (Jiang et al., 2023).

Religious leaders ought to be capable to effectively communicate green ideals via a sense of belonging, since protecting the natural world is one of their most important convictions (Fry et al., 2008). This could make their employees more aware of their environmental obligations (Anser et

al., 2021). This could encourage favorable views toward such endeavors and motivate the followers to commit more of their time and money to ecologically beneficial projects. Therefore, when there is significant spiritual leadership underlying the expressions of gratitude and support for environmental preservation, the GHRM practices and EGA interaction is reinforced (Abualigah et al., 2023).

Scholars have examined the moderating influence of spiritual leadership, based on several theoretical frameworks. In a study, Li et al., (2023) examined the effect of GHRM practices on employees' in-role green behaviour following the Covid-19 pandemic. They found that spiritual leadership acted as a moderator between psychological green climate and employee in-role behaviour, and that psychological green climate mediated the relationship between green HRM practices and in-role green behaviour. The study was built Supplies-values Fit Theory. The findings showed that when spiritual leadership was high, it had an indirect impact on the association between GHRM practices and in-role green behaviour through a psychologically favorable environment. The relationship between GHRM and creative thinking through green work engagement was also investigated by Abualigah et al. (2023) using a combination of ability-motivation-opportunity (AMO), job demands-resources, and social exchange theories. The authors found that spiritual leadership moderated the GHRM green work involvement relationship. According to the study, hotel employees are more likely to work hard and enjoyably complete their green chores when spiritual leadership is strong, which eventually encourages green creativity. Therefore, employees are more likely to feel obligated to return their kindness to the leader and organization when GHRM policies are implemented effectively in conjunction with an elevated level of spiritual leadership (Chen & Yang, 2012).

2.9 Theoretical Framework

2.9.1 Coneptual and Operational Definition

Variable	Conceptual Definition	Operational Definition
GHRM practice	According to Tang et al. (2017), green human resource management (GHRM) practices are initiatives meant to support employee knowledge, show a commitment to tackling environmental management challenges, and encourage the sustainable use of resources to improve the environmental performance of the company.	Dumont et al. (2016) has developed a six-items scale to measure GHRM practices.
EGB	Employees' Green Behaviours (EGB) are visible behaviours made by employees that help the organization accomplish environmental sustainability goals, according to Norton et al. (2015).	To measure EGB, five items are used that are adopted from a 27-item scale developed by McConnaughy (2014) which are based on five dimensions: sustaining work, conservation, harm avoidance, influencing others, and demonstrating initiative. These specific five items have been used in prior researches, including Sabokro et al. (2021).
EGA	According to Coskun (2018), EGA refers to how people feel about the environment. It is also called environmental attitudes, ecological boldness, and ecologically sustainable attitudes. In simpler terms, it is about	3-items scale has been used to measure EGA, adopted from Blok et al. (2014) based on theory of planned behaviour (TPB) theory (Mamun, 2023).

	what individuals think and how much they care about environmental actions and issues.	
Spiritual Leadership	The widely recognized definition of spiritual leadership comes from Fry's behavioural process perspective, which characterizes spiritual organization as a theory of leadership that relies on learning and internal motivation to bring about organizational transformation (Fry et al., 2017). According to Fry et al. (2005), spiritual leadership is developing a spiritual lifestyle and giving others and oneself a natural instillation of values, attitudes, and behaviours in order to create a sense of purpose and identity. It is an internalized process in which the goal of helping important stakeholders is driven by hope and conviction, and generous affection functions as a basic component of culture.	A seventeen-item scale was developed by Fry et al. (2005) to measure spiritual leadership on vision, faith/hope and altruistic love.

2.9.2 Conceptual Framework
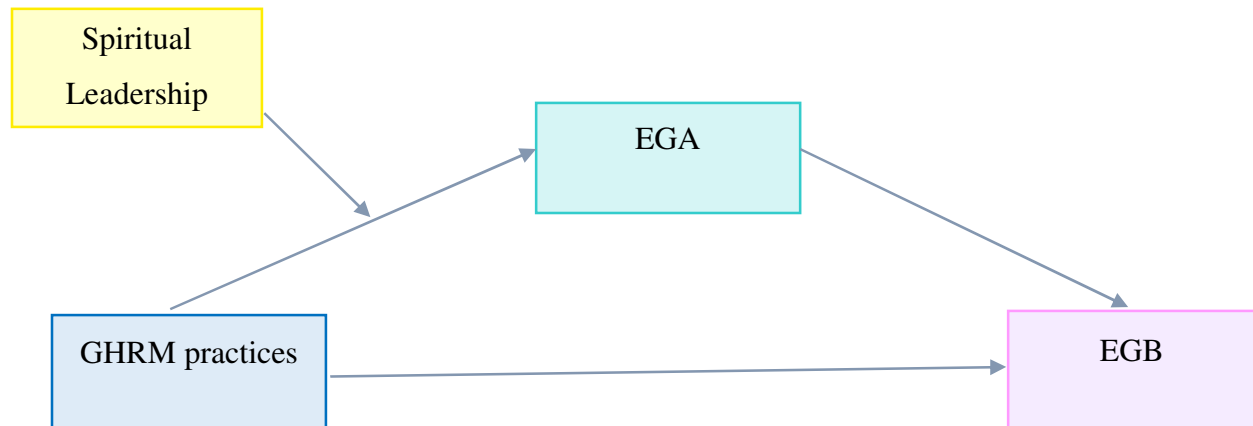
Figure 1 - Conceptual Model

2.9.3 Hypothesis

- Hypothesis (H1): GHRM practices have a positive direct effect on EGB.
- Hypothesis (H2): GHRM practices positively influence EGA.
- Hypothesis (H3): EGA has a positive direct influence on EGB.
- Hypothesis (H4): EGA mediates the relationship between GHRM practices and EGB.
- Hypothesis (H5): Spiritual Leadership moderates the indirect effect of GHRM practices on EGB through EGA.

2.9.4 Theoretical Support

George Homans' Social Exchange Theory (SET), which was created in 1958, lends credence to this study. According to Social Exchange Theory, people usually consider both sides of an issue before acting or making a choice in order to get the best results. Employees that use Green Human Resource Management (GHRM) techniques at work have a reciprocal relationship with the environment, which supports their green behaviour. Any drawbacks of the work are usually

outweighed by the favorable recognition they obtain. Likewise, for employees who place a high priority on sustainability, GHRM procedures serve as a stimulant for eco-friendly conduct, resulting in a feeling of fulfillment from their environmental contributions. The trust that workers have in their company is greatly increased by this donation.

Social Exchange Theory (SET) states that higher spiritual leadership levels can improve attitudes, expressions of gratitude, and support for environmental conservation. As a result, there is a stronger correlation between green behaviour and green human resource management (Abualigah et al., 2023). When GHRM methods are used well and spiritual leadership is elevated, employees are more likely to feel obligated to return the favor by having a positive attitude and feeling of duty toward the organization and its leader. Consequently, there is an increased level of participation in environmental awareness-raising efforts.

SECTION-3

RESEARCH METHODOLOGY

3.1 Introduction

This section provides information about the methodology that has been utilized in order to examine the impact of GHRM practices on EGB with the mediating role of EGA and the moderating role of Spiritual Leadership. Furthermore, this section focuses on choice research design, population and sampling technique, measurement instruments and data analysis techniques.

3.2 Research Design

A research design is an approach that a researcher uses to collect information, evaluate it, make inferences, and offer suggestions (Mackey & Gass, 2021). In research, a variety of methodologies can be used, such as mixed, qualitative, and quantitative approaches (Kumar, 2019). Primary data collection methods is employed to investigate the statistical analysis of GHRM Practices, EGB, EGA and spiritual leadership.

3.2.1 Research Philosophy

Research philosophy is the approach by which a researcher translates their ideas into knowledge within the framework of a study (Mackey & Gass, 2021). The chosen research philosophy for this study is positivism because it places reliance on measurement and reason.

3.2.2 Research Type

This research investigation has utilized a quantitative research approach.

3.2.3 Research Approach

Within the parameters of a study, research philosophy is the method by which a researcher converts their concepts into knowledge (Mackey & Gass, 2021). Because positivism emphasizes measurement and reason, it was selected as the research philosophy for this study. To simply put it through, the approach used for this study is that of deductive reasoning where reasoning begins with general ideas and leads to specific conclusion. In such reasoning, hypothesis are developed first, followed by its testing.

3.2.4 Unit of Analysis

In this study, group of people working in 1-5 stars hotels of Islamabad and Rawalpindi, registered with Pakistan Hotel Association is the unit of analysis.

3.3 Population and Sampling

3.3.1 Population

In this study, the targeted population included front-line employees employed in Islamabad and Rawalpindi hotels. As collecting data from every individual in the population is practically challenging, so a representative sample is selected to reflect the entire population.

3.3.2 Sample of the Study

Two types of sampling exist: Probability sampling, on the other hand, assumes that the population is known while non-probability sampling, which is employed when time and money are limited, uses an unknown population.

Non-probability sampling is utilized in this investigation due to time and budget constraints and due to unavailability of sampling frame. As most studies in social sciences and behavioural research rarely use probability sampling and thus random samples. One of the reasons is the unavailability of the sampling frame. This is a common and practical problem faced by business and management researchers as companies are often reluctant to provide details or updated information about their stakeholders (Memon, et al., 2020).

Therefore a sample size of 203 participants is used, selected through convenience sampling, in order to examine how green HRM practices affected their employees' green behaviour, with employees' green attitudes as a mediating variable and spiritual leadership as a moderating variable. For the population of the industry under the study, this sample size is considered accurate (Iftikar, et al., 2022), and has been used in previous studies such as "The Impact of Green Human Resource Management on Environmental Performance: A Roadmap towards Sustainable Development in Hotel Industry (Islamabad and Rawalpindi)" (Rafique, Shahid, & Quddoos, 2021); and "Green Human Resource Management and Pro-environmental Behaviour Nexus with the Lens of AMO Theory" (Iftikar, et al., 2022).

3.4 Measurement Instruments

Structured questionnaire was designed with questions about the study's factors in mind. The demographic portion of the questionnaire, which asked about gender, age, level of education, and work experience, was one of its sections. There were items (questions) in other sections like EGB, GHRM practices, EGA and Spiritual Leadership.

The six-item Dumont et al. (2016) scale was included in the questionnaire about GHRM practices. Five items on the EGB scale were taken from McConnaughy's (2014) 27-item scale, which was based on five dimensions: working sustainably, conserving, avoiding harm, influencing others, and taking initiative. Researchers like Sabokro et al. (2021) have previously utilized the five items that were adopted. The three-item scale for EGA was created by Blok et al. (2014) and utilized by Mamun (2023). Finally, Fry et al. (2005) designed a questionnaire for Spiritual Leadership that included seventeen elements based on vision, faith/hope, and altruistic love.

The questionnaire used for data collection adopted from previous research studies was based on five-point Likert scale where the scale is anchored with 1 being "Strongly Disagree", 2 being "Disagree", 3 being "Neutral", 4 being "Agree", and 5 being "Strongly Agree".

3.5 Data Analysis Techniques

For data analysis, SPSS (Statistical Package for Social Science Software) has been used. A reliability test has been run by observing the Cronbach's alpha value. A corelation and linear regression analysis has been conducted to asses first three hypothesizes regarding the impact of GHRM practices on EGB and on EGA and regarding the impact of EGA on EGB. Hayes Process Macro - model 4 test has been run to evaluate whether Employees' Green Attitude mediates the relation Green Human Resource Management Practices and Employees' Green Behaviour or not, assessing the fourth hypothesis. Likewise, Hayes Process Macro - model 7 test has been run to evaluate the moderated mediation relationship, assessing the fifth hypothesis.

RESULTS AND DISCUSSION

4.1 Introduction

This section aims to test the hypothesized relationships through different statistical analysis on the data collected through survey. This section makes analysis and provides result findings regarding the linkages suggested by the theoretical framework.

4.2 Demographic Analysis

The study's participants were categorized into groups based on gender, age, educational attainment and work experience. The main purpose of the demographic analysis was to understand about background of the respondents who had participated in the study.

Demographic Characteristics of the Sample

Table 1

Sr No	Variable	Categories	Frequency	Percentage (%)
1	Gender	Male	170	83.7
		Female	33	16.3
2	Age	25 and below	93	45.8
		26-41	87	42.9
		42-57	21	10.3
		58 and above	2	1.0
3	Educational	Intermediate	39	19.2
	Attainment	Diploma	78	38.4
		Bachelors	70	34.5
		Masters or Higher Education	16	7.9
4	Experience	Less than 1 year	47	23.2
		1-3 years	78	38.4
		4-6 years	49	24.1
		7 or more years	29	14.3

The above table reflects that female front-line employees are less as compare to male. Among the respondents female respondents were 16.3% and males respondents were 83.7%. Whereas most of the front-line employees aged 25 and below (45.8%). Most of front-line employees, working in these hotels, have attained Diploma (38.4%) and the respondents having Bachelors degree were (34.5%). Finally, majority of the front-line employees had work experience of of 1-3 years (38.4%).

4.3 Scale Reliability Analysis

Scale reliability is the degree to which measurement are error-free and produces a consistent results. For evaluating the scale reliability, Chronbach's alpha method is used which compare the amount of shared variation of items present in the instrument to the degree of the whole variance. This means that a reliable instrument have a great deal of covariance among the items relative to the variance.

Scale Reliability Analysis

Table 2

Variable	Number of Items	Chronbach's Alpha
Employees' Green Behaviour	5	.793
Green Human Resource Management Practice	6	.895
Employees' Green Attitude	3	.739
Spiritual Leadership	17	.953

The above table displays the alpha coefficients of the scales used in the study. The dependant variable Employess' Green Behaviour has a value of 0.793 (alpha > 0.70) which means the instrunment measures the variable reliably. The independent variable, Green Human Resource Management, reliability value is 0.895 (alpha > 0.70). This means its items are high in consistence and are therefore reliable. Likewise, the Cronbach's alpha value of Employees' Green Attitude, the mediating variable, is 0.739 (alpha > 0.70), which is reliable. Lastly, the moderating variable, Spiritual Leadership, has value of 0.953 (alpha > 0.70), thus displays that the instrument is reliable.

4.4 Correlation Analysis

The Pearson's correlation coefficient is the test statistics that measures the association between variables. This test is based upon the method of covariance. It provides information about the correlation and the direction of the relationship.

Correlations
Table 3

		EGB	GHRMP	EGA
EGB	Pearson Correlation	1		
GHRMP	Pearson Correlation	.386**	1	
EGA	Pearson Correlation	.411**	.311**	1

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

Note: EGB= Employees' Green Behaviour, GHRMP= Green Human resource Management Practices, EGA= Employees' Green Attitude

Table 3 depicts the correlation analysis of the variables. Employees' Green Behaviour is found to be related significantly positive with Green Human Resource Management Practices (r = 0.386, p < 0.01) and with Employees' Green Attitude (r = 0.411, p < 0.01). GHRM Practices is found to be associated significantly positive with EGA (r = 0.311, p < 0.01).

4.5 Regression Analysis

4.5.1 Linear Regression: GHRM Practices and EGB

The regression analysis establishes if Green Human Resource Management Practices, the independent variable included in the theoretical framework, are a reliable predictor of the dependent variable, Employees' Green Behaviour and furthermore, how much impact does the Green Human Resource Management Practices have on the Employees' Green Behaviour.

Model Summary
Table 4

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.386	.149	.144	2.82876

a. Predictors: (Constant), GHRMP

Note: GHRMP: Green Human Resource Management Practices

ANOVA
Table 5

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	280.913	1	280.913	35.106	.000
	Residual	1608.378	201	8.002		
	Total	1889.291	202			

a. Dependent Variable: EGB

b. Predictors: (Constant), GHRMP

Note: GHRMP: Green Human Resource Management Practices, EGB: Employees' Green Behaviour

Coefficients
Table 6

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15.466	.800		19.329	.000
	GHRMP	.260	.044	.386	5.925	.000

a. Dependent Variable: EGB

Note: GHRMP: Green Human Resource Management Practices, EGB: Employees' Green Behaviour

As it is reflected in the table 4 that R-square value is 0.149, which means that the independent variable, Green Human Resource Management Practices causes 14.9% change in the dependent variable, Employees' Green Behaviour. In addition to this, Table 5, depicts that p-value is 0.000 that is less than 0.05, hence, indicating that the regression model is significant. The F value being greater than 3.95 compliments significant value. Table 6, shows that the unstandardized coefficient value is 0.260, indicating that the change in the independent variable, Green Human Resource Management Practices by one unit will bring a change of 0.260 units in the dependent variable,

Employees' Green Behaviour. As the Beta value is positive, this indicates the positive relationship between Green Human Resource Management Practices and Employees' Green Behaviour. In addition to this t = 5.925 being greater than 1.96 and p = 0.000 being less than 0.05 indicates the significance of the relationship. Hence, the first stated hypothesis GHRM practices have a positive direct effect on EGB, is supported and implies that an increase in Green Human Resource Management Practices can result in an increase in Employees' Green Behaviour.

4.5.2 Linear Regression: GHRM Practices and EGA

The regression analysis establishes if Green Human Resource Management Practices, are a reliable predictor of the Employees' Green Attitude and furthermore, how much impact does the Green Human Resource Management Practices have on the Employees' Green Attitude.

Model Summary
Table 7

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.311	.097	.092	1.96980

a. Predictors: (Constant), GHRMP

Note: GHRMP: Green Human Resource Management Practices

ANOVA
Table 8

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	83.503	1	83.503	21.521	.000
	Residual	779.906	201	3.880		
	Total	863.409	202			

a. Dependent Variable: EGA

b. Predictors: (Constant), GHRMP

Note: EGA: Employees' Green Attitude, GHRMP: Green Human Resource Management Practices

Coefficients
Table 9

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.363	.557		16.804	.000
	GHRMP	.142	.031	.311	4.639	.000

a. Dependent Variable: EGA

Note: EGA: Employees' Green Attitude, GHRMP: Green Human Resource Management Practices

As it is reflected in table 7 that R-square value is 0.097, which means that Green Human Resource Management Practices causes 9.7% change in Employees' Green Attitude. In addition to this, Table 8, depicts that p-value is 0.000 that is less than 0.05, hence, indicating that the regression model is significant. The F value being greater than 3.95 compliments significant value Furthermore, the Table 9, shows that the unstandardized coefficient value is 0.142, indicating that the change in Green Human Resource Management Practices by one unit will bring a change of 0.142 units in Employees' Green Attitude. As the Beta value is positive, this indicates the positive relationship between Green Human Resource Management Practices and Employees' Green Attitude. In addition to this t = 4.639 being greater than 1.96 and p = 0.000 being less than 0.05 indicates the significance of the relationship. Therefore, the second stated hypothesis, GHRM practices positively influence EGA, is supported and implies that an increase in Green Human Resource Management Practices can result in an increase in Employees' Green Attitude.

4.5.3 Linear Regression: EGA and EGB
The regression analysis establishes if Employees' Green Attitude, are a reliable predictor of the Employees' Green Behaviour and furthermore, how much impact does the Employees' Green Attitude have on the Employees' Green Behaviour.

Model Summary
Table 10

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.411	.169	.165	2.79530

a. Predictors: (Constant), EGA

Note: EGA: Employees' Green Attitude

ANOVA
Table 11

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	318.738	1	318.738	40.792	.000
	Residual	1570.553	201	7.814		
	Total	1889.291	202			

a. Dependent Variable: EGB

b. Predictors: (Constant), EGA

Note: EGB: Employees' Green Behaviour, Employees' Green Attitude

Coefficients
Table 12

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.849	1.146		11.214	.000
	EGA	.608	.095	.411	6.387	.000

a. Dependent Variable: EGB

Note: EGB: Employees' Green Behaviour, Employees' Green Attitude

Table 10 shows that R-square value is 0.169, which means that Employees' Green Attitude causes 16.9% change in Employees' Green Behaviour. In addition to this, the Table 11, depicts that p-value is 0.000 that is less than 0.05, hence, indicating that the regression model is significant. The F value being greater than 3.95 compliments significant value. Furthermore, the Table 12, shows that the unstandardized coefficent value is 0.608, indicating that the change in Employees' Green

Attitude by one unit will bring a change of 0.608 units in Employees' Green Behaviour. As the Beta value is positive, this indicates the positive relationship between Employees' Green Attitude and Employees' Green Behaviour. In addition to this t = 6.387 being greater than 1.96 and p = 0.000 being less than 0.05 indicates the significance of the relationship. Hence, the third stated hypothesis, EGA has a positive direct influence on EGB, is supported and implies that an increase in Employees' Green Attitude can result in an increase in Employees' Green Behaviour.

4.6 Mediation Analysis

Mediation Analysis Summary

This analysis determine whether EGA mediates the relationship between GHRM practice and EGB or not. Hayes Process Macro SPSS - Model 4 (mediation analysis) is used to examine this relationship. For a relationship to be significant the T value shall be greater than 1.96, the p value shall be less than 0.001 and there shall be no zero in between the low and high confidence interval. The output summary of mediation analysis is provided in appendix.

Table 13

Relationship	Total Effect	Direct Effect	Indirect Effect	Confidence Interval		t-statistics	Conclusion
				Lower Bound	Upper Bound		
GHRMP->EGA-> EGB	.2603 (.0000)	.1927 (.0000)	.0676	.0194	.1295	2.380	Partial Mediation

Note: GHRMP: Green Human resorce Management Practices, EGA: Employees' Green Attitude, EGB: Employees' Green Behaviour

Table 13 shows the mediation analysis. The results depicts a significant indirect impact of Green Human Resource Management Practices on Employees' green Behaviour (b= 0.676, t= 2.380) with zero being not in between the low and high confidence interval. Furthermore, as the direct effect that is the direct impact of Green Human Resource Management Practices on Employees' Green Behaviour in the presence of Employees' Green Attitude was also found significant (b=

0.1927, p < 0.001) therefore, Employees' Green Attitude partially mediated the relationship between Green Human Resource Managemnet Practices and Employees' Green Behaviour. Hence, this analysis supports the fourth stated hypethesis: EGA mediates the relationship between GHRM practices and EGB.

4.7 Moderated Mediation Analysis

Moderated Mediation Analysis Summary

The analysis shows wheather the moderator is changing the strength of the indirect effect or not. The influence of the moderator on the indirect effect is examined through Hayes Process Macro SPSS - model 7 (moderated mediation analysis). The SPSS output summary of moderated mediation is provided in appendix.

Table 14

Direct Relationship	Unstandardized Coefficient	T Values
GHRMP -> EGA	0.1432	4.6459
EGA -> EGB	0.4763	4.9715
GHRMP -> EGB	0.1927	4.4081
GHRMP * SL -> EGA	0.0022	0.9463

Note: GHRMP: Green Human resorce Management Practices, EGA: Employees' Green Attitude, EGB: Employees' Green Behaviour

Table 14 shows the direct relationship between variables, showing the unstandardized coefficients and T values. Unstandardized coefficient values show that there is a positive relation between GHRMP and EGA, EGA and EGB, GHRMP and EGB, with their respective T values greater than 1.96 indicating significance of these rellationships along with p < 0.001. While for the interaction effect that is the interaction of GHRMP and SL, although the effect is positive (b = 0.002), but t = 0.9463 which is less than 1.96 and p > 0.001 which indicates that this effect is not significant. For p values see output summary in appendix.

Table 15

Indirect Relationship	Direct Effect	Indirect Effect (SE)	Confidence Interval Low/High	T Values
GHRMP -> EGA -> EGB	0.1927	0.0682 (0.0290)	0.0189/0.1315	2.351
Probing Moderated Indirect Relationship	Effect	SE	Confidence Interval Low/High	T statistics
Low level of Spiritual Leadership	0.0554	0.0273	0.0096/0.1167	2.029
High Level of Spiritual Leadership	0.0810	0.0389	0.202/0.1724	2.0822
Index of Moderated Mediation	0.0010	0.0014	-0.0013/0.0042	0.714

Note: GHRMP: Green Human resore Management Practices, EGA: Employees' Green Attitude, EGB: Employees' Green Behaviour, SL: Spiritual Leadership

Table 15 shows the indirect relationship of GHRMP, EGA and EGB as well as examining the moderated indirect relationship.

In first section, the confidence interval having no zero in between and the T values being geater than 1.96 indicates that the direct and indirect effects are significantly positive, direct effect b = 0.1927 and the indirect effect b = 0.0682.

The second section shows that the effect of Spiritual Leadership on the indirect relationship increases when Spiritual Leadership increases: at low level the effect is b = 0.0554 and at high level the effect is b = 0.0810. Furthermore, although the index of moderated mediation b = 0.0010 reflects positive relation, but it is not significant as t = 0.714 that is less than 1.96 and zero lies between the low and high confidence interval. Hence, the last hypothesis is not supported which states that Spiritual Leadership moderates the mediation relationship.

4.8 Discussion of Results

This research was centered around three primary objectives: Studying the impact of Green Human Resource Management (GHRM) practices on Employees Green Behaviour (EGB) among front-line employees in the hotel industry of Islamabad and Rawalpindi; exploring the mediating role of EGA between GHRM practices and EGB; and investigating the moderating role of Spiritual Leadership on indirect effect of GHRM practices and Employees' Green Behaviour with mediation of EGA. These objectives were the foundation of the study, leading to the formulation of five hypotheses based on a thorough literature review. Data were collected from front-line workers in 1-5 star hotels using Google Forms and printed questionnaires. Various statistical techniques, including reliability analysis, demographic and frequencies analysis, correlation analysis, linear regression, mediation analysis and moderated mediation analysis using SPSS, were employed for validation. The data and measurement analysis supported first four hypothesis while fifth hypothesis was not supported. Researchers should study Spiritual Leadership under different channels as the literatures suggests it is an important variable.

It is very important for hotels to emphasize sustainability and green practices because they contribute to waste creation and resource consumption alot, particularly with regard to power, water, and gas usage. In the face of several, simultaneous global challenges—such as those associated with irresponsible waste management and climate change—businesses, especially those in the hospitality industry, need to embrace corporate social responsibility. This study stresses how crucial it is for companies to comprehend the effects of their decisions and how important it is to properly eliminate waste and recycle resources in order to improve the environment. In order to promote sustainable behaviours and green practices in society, as well as a sense of accountability among individuals when making decisions that affect the environment, it becomes imperative for organizations to prioritize renewable resources.

SECTION-5

CONCLUSION

5.1 Conclusion

Environmental challenges have gained attention from policymakers, practitioners, and academics, emphasizing the need for both regulatory changes and shifts in human behaviour to address sustainability concerns. The primary focus of the study was to explore the impact of GHRM practices on EGB, incorporating the mediating variable EGA, to understand its role in the relationship between GHRM practices and EGB. Furthermore, the study also focused on investigating the role spiritual leadership as being a moderator. The study's findings support the notion that organizations fostering GHRM practices in their culture witness increased in employees' green behaviour among employees, benefiting both the organization and the wider society. In addition to this, the analysis reflects that employees with green attitude take green practices more seriously, transforming the practices into green behaviour.

5.2 Limitations of the Study

Firstly, the sample size of this study is a limitation that can be increased to get more generalizable results. In this study the sample which was selected doesn't cover the whole hospitality industry it just covers limited hotels. It was conducted only to the one, to, three, four and five star hotels of only Islamabad and Rawalpindi which were associated by the Pakistan hotels association (PHA). In these hotels, only front line employees were targeted and their responses were collected other employees were not included in the study. Secondly, due to budget and time constraints, the research method used in this study was only quantitaive research, where questionnaires were distributed among the respondents to collect the required data. The study can also be done through different data collection methods like focused groups or interviews. Lastly, in this study, a limited number of varaibles were used; other than Employees' Green Attitude and Spiritual leadership, many other variables can be studied under different mechanism channels.

5.3 Future Recommendations

This study targeted PHA registered hotels of Islamabad and Rawalpindi. Future studies can target hotels of other cities of Pakistan, especially cities that are spots of torism. As this study focused only on hotels, future studies can target other service providers of the hospitality industry. Secondly, the same study can be conducted in other underdeveloped and developing countries where it will give some different results. Thirdly, future study can target employees of other levels including top level, middle level and upper level of management. Fourthly, future studies can use qualitative methods for conducting this study. Finally, future studies can study other mediating and moderating variables, in order to further explore the relationship between Green Human Resource Management Practices and Green Employees' Behaviour. Studies should explore the role Spiritual Leadership under different channels with a larger sample size.

5.4 Implications for Practice

5.4.1 Theoretical Implications

As this study explored the mediating role of EGA and the moderating role of Spiritual Leadership, its' theoretical implications for the hospitality sector, with a focus on hotels in Islamabad and Rawalpindi in particular, shed light on the relationship between GHRMP and EGB. This study enhances the literature by offering a sophisticated comprehension of the complex systems operating in the hotel industry. The results highlights importance of implementing gren human resource management practices and the importance of green attitude among employees.

5.4.2 Practical Implications

As it is a matter of fact that in Pakistan, hospitality industry is growing with the passage of time.It is also the fact that hotel industry is causing pollution the major responsibility of the hotels are that before taking more and more advanced functions there is need to take green actions. The implications of this research provides actionable insights for hospitality industry particularly for the hotel management in Islamabad and Rawalpindi. Hoteliers can leverage the positive relationship identified between GHRM practices and EGB by implementing green human resource managament practices and incorporating environmental considerations into their organizational

culture. The mediation of EGA emphasizes the significance of cultivating a green mindset among employees, suggesting the need for training programs and awareness campaigns. This study equips hotel managers with a strategic framework for enhancing both environmental sustainability and employee engagement, ultimately contributing to the long-term success and resilience of the hospitality industry and to the region as a whole.

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<u>Demographic Section</u>

Gender

- o Male
- o Female

Age

- o 25 and below
- o 26-41
- o 42-57
- o 58 and above

Educational Attainment

(Mention the highest educational level that you have completed.)

- o Intermediate
- o Diploma
- o Bachelors
- o Masters or Higher Education

Experience

(How many years of work experience do you have?)

- o Less than 1 year
- o 1-3 years
- o 4-6 years
- o 7 or more years

Employees' Green Behaviour (EGB)

Employees' Green Behaviour (EGB) is defined as actions and behaviours that are related to the environmental sustainability and that focus to minimize harmful impacts on environment.

Rate the following statements in terms of your degree of agreement towards it. The scale is anchored with:

- 1 being "Strongly Disagree"
- 2 being "Disagree
- 3 being "Neutral"
- 4 being "Agree"
- 5 being "Strongly Agree"

Items	Scale				
	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
I do my professional tasks in a way that positively affects the environment.					
I feel responsible for the environment.					
I feel responsible for preserving the environment for the next generation.					
I try to engage, educate and inspire people to minimize environmental footprints.					
I try to engage in behaviours and initiatives that reduce environmental footprints.					

Green Human Resource Management Practices (GHRM Practices)

GHRM practices as those practices that attempt to transform the environmentally friendly utilization of resources, which improves an environmental performance of firms, broaden staff awareness, and reflects a commitment towards environmental management problems.

Rate the following statements in terms of your degree of agreement towards it. The scale is anchored with:

- 1 being "Strongly Disagree"
- 2 being "Disagree
- 3 being "Neutral"
- 4 being "Agree"
- 5 being "Strongly Agree"

Items	Scale				
	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
My organization sets green goals for its employees.					
My organization provides employees with green training to promote green values.					
My organization provides employees with green training to develop employees' knowledge and skills required for green management.					
My organization considers employees' workplace green behaviour in performance appraisals.					
My organization relates employees' workplace green behaviours to rewards and compensation.					

Items					
My organization considers employees' workplace green behaviours in promotion.					

Employees' Green Attitude (EGA)

Employee Green Attitude is known as employees' intention or willingness to implement green practices to protect the environment.

Rate the following statements in terms of your degree of agreement towards it. The scale is anchored with:

- 1 being "Strongly Disagree"
- 2 being "Disagree
- 3 being "Neutral"
- 4 being "Agree"
- 5 being "Strongly Agree"

Items	Scale				
	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
I am in favor of green behaviour in the workplace.					
I think that encouraging employees to practice green behaviour at work is a wonderful idea.					
I think it's crucial to practice green behaviour at workplace.					

Spiritual Leadership

Spiritual leadership is a leadership style that is more spiritual and faithful, and reinforces organization's vision.

Rate the following statements in terms of your degree of agreement towards it. The scale is anchored with:

- 1 being "Strongly Disagree"
- 2 being "Disagree
- 3 being "Neutral"
- 4 being "Agree"
- 5 being "Strongly Agree"

Vision: Describes the organization's journey and why we are taking it; defines who we are and what we do.					
Items	Scale				
	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
I understand and am committed to my organization's vision.					
My workgroup has a vision statement that brings out the best in me.					
My organization's vision inspires my best performance.					
I have faith in my organization's vision for its employees.					
My organization's vision is clear and compelling to me.					

Hope/faith:
The assurance of things hoped for, the conviction that the organization's vision/purpose/mission will be fulfilled.

Items	Scale				
	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
I have faith in my organization and I am willing to do whatever it takes to insure that it accomplishes its mission.					
I persevere and exert extra effort to help my organization succeed because I have faith in what it stands for.					
I always do my best in my work because I have faith in my organization and its leaders.					
I set challenging goals for my work because I have faith in my organization and want us to succeed.					
I demonstrate my faith in my organization and its mission by doing everything I can to help us succeed.					

Altruistic love: A sense of wholeness, harmony, and well-being produced through care, concern, and appreciation for both self and others.					
	Scale				
Items	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
My organization really cares about its people.					
My organization is kind and considerate toward its workers, and when they are suffering, wants to do something about it.					
The leaders in my organization "walk the walk" as well as "talk the talk".					
My organization is trustworthy and loyal to its employees.					
My organization does not punish honest mistakes.					
The leaders in my organization are honest and without false pride.					
The leaders in my organization have the courage to stand up for their people.					

SPSS Output Summary

```
Run MATRIX procedure:

***************** PROCESS Procedure for SPSS Version 4.2 *****************

          Written by Andrew F. Hayes, Ph.D.        www.afhayes.com
     Documentation available in Hayes (2022). www.guilford.com/p/hayes3

*************************************************************************
Model  : 4
    Y  : EGB
    X  : GHRMP
    M  : EGA

Sample
Size:  203

*************************************************************************
OUTCOME VARIABLE:
 EGA

Model Summary
          R        R-sq        MSE          F         df1         df2          p
      .3110       .0967     3.8801    21.5207      1.0000    201.0000       .0000

Model
             coeff         se          t          p        LLCI        ULCI
constant    9.3630       .5572    16.8036       .0000      8.2642     10.4617
GHRMP        .1419       .0306     4.6390       .0000       .0816       .2022

*************************************************************************
OUTCOME VARIABLE:
 EGB

Model Summary
          R        R-sq        MSE          F         df1         df2          p
      .4923       .2423     7.1574    31.9820      2.0000    200.0000       .0000

Model
             coeff         se          t          p        LLCI        ULCI
constant   11.0071     1.1736     9.3793       .0000      8.6930     13.3212
GHRMP        .1927       .0437     4.4081       .0000       .1065       .2789
EGA          .4763       .0958     4.9715       .0000       .2874       .6652

*********************** TOTAL EFFECT MODEL ***************************
OUTCOME VARIABLE:
 EGB

Model Summary
          R        R-sq        MSE          F         df1         df2          p
      .3856       .1487     8.0019    35.1058      1.0000    201.0000       .0000

Model
```

```
            coeff         se          t          p       LLCI       ULCI
constant   15.4663     .8002    19.3287      .0000    13.8885    17.0441
GHRMP        .2603     .0439     5.9250      .0000      .1737      .3469


************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y **************

Total effect of X on Y
     Effect         se          t          p       LLCI       ULCI
      .2603      .0439     5.9250      .0000      .1737      .3469

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI
      .1927      .0437     4.4081      .0000      .1065      .2789

Indirect effect(s) of X on Y:
          Effect    BootSE   BootLLCI   BootULCI
EGA        .0676     .0284      .0194      .1295

*********************** ANALYSIS NOTES AND ERRORS ***********************

Level of confidence for all confidence intervals in output:
  95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

------ END MATRIX -----
```

51

```
***************** PROCESS Procedure for SPSS Version 4.2 *****************

          Written by Andrew F. Hayes, Ph.D.        www.afhayes.com
     Documentation available in Hayes (2022). www.guilford.com/p/hayes3

**************************************************************************
Model  : 7
    Y  : EGB
    X  : GHRMP
    M  : EGA
    W  : SL

Sample
Size:  203

**************************************************************************
OUTCOME VARIABLE:
 EGA

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .3176      .1008     3.9012     7.4400     3.0000   199.0000      .0001

Model
              coeff         se          t          p       LLCI       ULCI
constant    11.8555      .1392    85.1962      .0000    11.5811    12.1299
GHRMP         .1432      .0308     4.6459      .0000      .0824      .2040
SL            .0009      .0115      .0764      .9391     -.0218      .0236
Int_1         .0022      .0023      .9463      .3451     -.0023      .0066

Product terms key:
 Int_1   :        GHRMP     x        SL

Test(s) of highest order unconditional interaction(s):
      R2-chng          F        df1        df2          p
X*W      .0040      .8955     1.0000   199.0000      .3451
----------
    Focal predict: GHRMP     (X)
          Mod var: SL        (W)

Data for visualizing the conditional effect of the focal predictor:
Paste text below into a SPSS syntax window and execute to produce plot.

DATA LIST FREE/
   GHRMP       SL          EGA         .
BEGIN DATA.
   -4.5307   -12.4376     11.3172
     .0000   -12.4376     11.8446
    4.5307   -12.4376     12.3720
   -4.5307      .0000     11.2067
     .0000      .0000     11.8555
    4.5307      .0000     12.5044
   -4.5307    12.4376     11.0961
     .0000    12.4376     11.8665
    4.5307    12.4376     12.6368
END DATA.
GRAPH/SCATTERPLOT=
```

```
   GHRMP      WITH       EGA        BY        SL         .

********************************************************************
OUTCOME VARIABLE:
 EGB

Model Summary
          R       R-sq        MSE          F        df1        df2          p
      .4923      .2423     7.1574    31.9820     2.0000   200.0000      .0000

Model
              coeff         se          t          p       LLCI       ULCI
constant    14.4073     1.1522    12.5038      .0000    12.1352    16.6794
GHRMP         .1927      .0437     4.4081      .0000      .1065      .2789
EGA           .4763      .0958     4.9715      .0000      .2874      .6652


****************** DIRECT AND INDIRECT EFFECTS OF X ON Y *****************

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI
      .1927      .0437     4.4081      .0000      .1065      .2789

Conditional indirect effects of X on Y:

INDIRECT EFFECT:
 GHRMP       ->     EGA        ->     EGB

         SL     Effect     BootSE   BootLLCI   BootULCI
   -12.4376      .0554      .0273      .0096      .1167
      .0000      .0682      .0290      .0189      .1315
    12.4376      .0810      .0389      .0202      .1724

      Index of moderated mediation:
        Index     BootSE   BootLLCI   BootULCI
SL      .0010      .0014     -.0013      .0042

********************** ANALYSIS NOTES AND ERRORS ***********************

Level of confidence for all confidence intervals in output:
  95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:
  5000

W values in conditional tables are the mean and +/- SD from the mean.

NOTE: The following variables were mean centered prior to analysis:
        SL         GHRMP

------ END MATRIX -----
```