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Nexus Between Green HRM Practices and Environmental Performance:
Moderating Role of Intrinsic Rewards



By:

Anum Naz Jadoon (01-321231-004)

Supervisor:

Maleeha Mansoor

Department of Business Studies

Bahria University Islamabad

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Names of Student(s): Anum Naz Jadoon

Enroll # 01-321231-004

Class: (MBA 1.5 YEAR/HRM)

Approved by:

(Maleeha Mansoor)
Supervisor

(Sanam Wasif)
Internal Examiner

(Dr Mohsin Ullah)
External Examiner

Dr. Syed Haider Ali Shah
Research Coordinator

Dr. Khalil Ullah Mohammad

Head of Department
Business Studies

ABSTRACT

This study delves into the intricate nexus between Green Human Resource Management (GHRM) practices and environmental performance, with a particular emphasis on the moderating role of intrinsic rewards. Drawing upon data collected from managerial-level employees within the context of three to five-star hotels in Islamabad, the research meticulously examines the effects of Green Hiring (GH) and Green Training (GT) on Environmental Performance (EP). Additionally, the study explores whether Intrinsic Rewards (IR) moderate these relationships. The findings underscore the significant positive relationships between GH and EP, as well as GT and EP, highlighting the pivotal role of integrating environmental considerations into recruitment and training processes for fostering organizational environmental performance. Moreover, the results reveal the moderating influence of intrinsic rewards, suggesting that organizations can enhance the efficacy of GHRM practices in driving environmental performance by offering intrinsic rewards that motivate employees to engage in environmentally responsible behaviors. These findings underscore the imperative for organizations to adopt a holistic approach to HRM that integrates sustainability principles, thereby fostering a culture of environmental stewardship and contributing to broader sustainability goals.

Keywords: Green Human Resource Management, Green Hiring, Green Training, Environmental Performance, Intrinsic Rewards.

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Table of Content

CHAPTER#1	1
INTRODUCTION	1
1.1 Background of the study:	1
1.2 Problem Statement: -	3
1.3 Research Questions: -.....	4
1.4 Research Objectives: -.....	4
1.5 Significance Of The Research: -	5
Chapter # 2	6
Literature review:	6
2.1 Research Framework: -	21
2.2 Hypothesis:.....	23
CHAPTER #3	24
RESEARCH METHODOLOGY	24
3.1 Research Approach:.....	24
3.2 Population and Sampling:	24
3.3 Statistical tool/ analysis.....	24
3.4 Research strategy:	25
3.5 Data collection:	25
3.5.1 Primary data:.....	25
3.5.2 Secondary data:.....	26
3.5.3 Variables and Measurement:.....	26
3.6 Explanation of variables:	27
Chapter # 4	29
Data Analysis and Interpretation	29
4.1 Demographics.....	29
4.2 Financial Data Analysis.....	31
4.2.1 Descriptive Statistics	31
4.2.2 Preliminary Conditions	32
4.1.2.1 Data Normality	32

4.2.2.2 Correlation	34
4.2.2.3 Autocorrelation	36
4.2.2.4 Heteroskedasticity	38
4.2.2.5 Multicollinearity	39
4.1.3 Regression Analysis	41
4.1.4 Moderation Analysis	45
4.3 Summary of Findings	55
4.4 Discussion	56
Chapter # 5:	66
Conclusion and Recommendations	66
5.1 Summary of Findings	66
5.2 Conclusion.....	68
5.3 Implications	71
5.3.1 For Practitioners:	71
5.3.2 For Academics:	72
5.4 Limitations	72
5.5 Future Research and Recommendation:.....	73
References	75
APPENDIX: -	79
Questionnaire	79

List of Tables

Table 4. 1: Participant Demographics.....	30
Table 4. 2: Descriptive Statistics.....	31
Table 4. 3: Shapiro-Wilk Test for Normality	33
Table 4. 4: Pearson Correlation Matrix.....	35
Table 4. 5: Durbin-Watson Test	37
Table 4. 6: Breusch-Pagan Test.....	38
Table 4. 7: Variance Inflation Factor (VIF).....	40
Table 4. 8: Regression Summary	43
Table 4. 9: Coefficient Table.....	45
Table 4. 10: Moderation Effect	47
Table 4. 11: Path Analysis.....	51

List of Figures

Figure 4. 1: Participant Demographics	30
Figure 4. 2: Histogram of Key Variables	32
Figure 4. 3: Shapiro-Wilk Test for Normality.....	34
Figure 4. 4: Pearson Correlation Matrix	36
Figure 4. 5: Durbin-Watson Test.....	37
Figure 4. 6: Breusch-Pagan Test	39
Figure 4. 7: Variance Inflation Factor (VIF).....	41
Figure 4. 8: Regression Summary.....	43
Figure 4. 9: Coefficient Table	45
Figure 4. 10: Moderation Effect.....	47
Figure 4. 11: Coefficient, T stat and P Value	48
Figure 4. 12: Path Relationship.....	48
Figure 4. 13: Path Impact.....	51
Figure 4. 14: Path and Coefficient	52
Figure 4. 15: Path and T Stats.....	52
Figure 4. 16: Path Relationships	53
Figure 4. 17: Relationships between Variables	54

CHAPTER#1

INTRODUCTION

1.1 Background of the study:

Climate change is one of the serious issues and also it is possibly one of the biggest challenges faced by humans. Currently, stakeholders pressurized the organization to decrease the environmental impact caused by their businesses. (Faheem Gul Gilal, 2021). Due to this, organizations have to implement an environmental management system to achieve economic goals and measure their social performance. Different parts of organizational management have confronted challenges related to environmental performance because of half a century of industrialization worldwide. Furthermore, the mitigation of climate change, environmental deprivation, the release of various pollutants that contaminate the environment and oceans, the release of audio and visual pollution, and the extinction of wildlife is made possible by preventive measures and actions related to chemicals. (Yen-Ku Kuo, 2022). Green HRM aims to create a work environment that encourages employees to work in the most environmentally accountable way.

HRM practices that cause positive environmental outcomes are known as Green HRM. As HRM plays an important role in improving environmental outcomes still it gets very little attention to determine the influence of HRM on the EP of the organization (Faheem Gul Gilal). Since the last decade, proactive approaches such as GHRM have been adopted by organizations to improve environmental performance. GHRM is the assortment of HRM practices through which an organization's environmental manifesto is considered as an organization's focus on improving environmental sustainability. Developing an employee's green skills and abilities involves the

integration of decisive environmental thought through human resource processes such as leadership development, training and development, recruitment, and selection (Liuyue Fang, 2022). Organizations are recruiting and training employees to enhance environmental performance. Different researchers have concluded that there is a link between EP and GHRM, this link states that Green HRM practices have an optimistic impact on firms' environmental performance through organizational efficiency and reducing waste (Liuyue Fang, 2022). GHRM practice acquires a lot of incentive discussion over environmental management. Employees who spend a lot of time at work will demonstrate sustainable actions and aim to achieve environmental success by acting as agents of Green HR activities. Due to such employee practices, organizational employees substantially impact the greening of environment performance and the organization by fetching a huge range of pro-environmental behavior (Mingxing Li, 2023). Human resource management plays an important role in developing human capital which will positively impact environmental performance and endorse sustainable development (Faheem Gul Gilal, 2021).

HRM practices that positively impact the organization's sustainability are Green Training and Green Hiring. GT is introduced in organizations to provide awareness to the workers in the sustainable environment and to gain awareness of pro-environmental behavior and practices. Secondly, Green Recruitment and selection (GRS) are known as key elements of GHRM. The main purpose of GRS is to hire those individuals who are beneficial for the sustainability of the organization and have the knowledge related to organizational practices that enhance organizational performance by accomplishing environmental goals. The green recognition of the candidates is the primary factor of GRS. It introduces elements of personality that help the organization to achieve environmental goals such as green conscientiousness, consciousness, and agreeableness of candidates (SIDRA, 2022).

It is an assumption that motivated employees play an essential role in magnifying his/her performance and productivity. Organizations identified that when workers are highly motivated, they accomplish goals in a better way. The personnel perform well when the management recognizes them. Achievements are translated into intrinsic rewards that help employees get motivated and perform at their maximum capacity (Faiza Manzoor, 2021). Intrinsic rewards influence the motivation of employees which positively enhances their performance of the employees. The relationship between employee performance and intrinsic rewards was considered by researchers, the previous study says that money is not the only motivator for employees to increase their performance. Employees need Intrinsic rewards such as satisfaction at doing good at their jobs and being worthwhile at work (Faiza Manzoor, 2021).

1.2 Problem Statement: -

The hotel industry significantly contributes to environmental pollution and resource exhaustion globally. Pakistani hotels are no exception, facing challenges such as high water and energy consumption, waste generation, and chemical use. Traditional HRM practices prioritize short-term economic gains over environmental sustainability, which leads to unsustainable business models that directly hurt the environment.

Currently, research on Green HRM within the hotel industry focuses on developed countries which is not applicable in the Pakistani framework. Also, the role of intrinsic reward in mediating the effectiveness of green HRM practices is neglected in recent research which plays an important role in environmental sustainability. These research gaps hinder the implementation and development of strategies for cultivating environmental performance within the hospitality industry of Pakistan.

This research aims to address the effect of GHRM practices on environmental performance in the hotel industry of Pakistan and to overlook the potential for employee motivation and satisfaction

to improve the impact of green initiatives. By addressing these problems, the research will help to enhance the environmental performance of popular hotels in Pakistan to promote sustainability. It is improving employee engagement and satisfaction through intrinsic rewards and GHRM practices which directly impact EP. Establish a robust framework that is applied and adapted by the hospitality industry of Pakistan.

1.3 Research Questions: -

The following questions will be raised through this research:

- To what extent do the GHRM practices, such as green hiring and green training, influence the hotel industry's environmental performance?
- Does the level of intrinsic reward among hotel employees moderate the relationship between GHRM and EP?
- What are the best GHRM practices and strategies should hotels use to enhance environmental performance?

1.4 Research Objectives: -

- To examine the influence of Green Human Resource management practices on the environmental performance of the hotel industry of Pakistan.
- To investigate the moderation effect of intrinsic rewards in the relationship between Green HRM practices and Environmental Performance.
- Identify best practices and recommendations for implementation of GHRM in the hotel industry.

1.5 Significance Of The Research: -

The analysis of the relationship between Green HRM practices and environmental performance, with an emphasis on the moderating role of intrinsic rewards, is of great importance to academia and industry alike. Exploring this relationship, the research adds to the larger conversation on sustainable development by clarifying how businesses may use HRM practices to improve environmental results. This study provides insights into how green practices might be integrated into organizational frameworks by bridging the HRM and environmental management domains. Additionally, the study contributes to a better understanding of the complex aspects influencing the success of Green HRM programs by examining the moderating function of intrinsic rewards (Faiza Manzoor, 2021). The design and execution of strategies that link HRM practices with environmental sustainability goals are guided by these ideas, which have practical consequences for environmental managers and HRM professionals. In the end, this research provides avenues for the hotel industry to improve organizational performance and commitment to the environment in addition to fostering a greater understanding of the relationship between HRM and environmental performance (Douglas W.S. Renwick, 2023).

Chapter # 2

Literature review:

This research focuses on Green Human Resource Management performs such as green recruitment and selection and green training and the impact of these HR practices on environmental performance through the moderating effect of intrinsic rewards. Employment registrations can be managed through the website as a part of the green recruitment process. Hotels should use online platforms to promote job opportunities which helps them in green hiring. Green recruitment supports long-term job performance which helps the employees about green corporations such as environmental damage and reducing waste this directly improves environmental performance (Yen-Ku Kuo, 2022). The GHRM literature comes from interdisciplinary organizational studies in performance management, organizational culture, employee engagement, training and development, and strategic management. GHRM creates operational processes that support the strategic performance of the firm. By reviewing GHRM literature, the strategic role of GHRM practices such as recruitment and selection, training and development, and reward and compensation in employee engagement in environmental enterprises (Adedapo Oluwaseyi Ojo, 2020).

Due to the increase in environmental interest, the environmental consequences of the operational level of the organization are receiving more attention, which encourages the organization to use green practices to align their organizational strategies. One of the legal duties of the organization is to deal with the dangerous consequences of its operational activities. It became necessary for

organizations to adopt green practices to create competitive advantage and environmental betterment (Mohammed Ahmed Japir Bataineh, 2023).

Green human resource management practices promote environmental awareness among employees, developing environment-friendly behavior in the workplace. Organizations have adopted new processes according to the new business climate and increased competition in the modern era (Zainab Younis, 2023). Green recruitment focuses on selecting candidates who show pro-environmental behavior. This approach aligns with the organizational goal of environmental sustainability by connecting employees and employers who share the same values to protect the environment. The sustainability issue is a top priority for firms, to create awareness of “green” in corporate strategy to gain momentum. GHRM practices help organizations to make a green workplace that can maintain and recognize green initiatives (Junaid Aftab, 2022). Environmental management practices are linked to HRM as human resources create the lifeblood of the organization. Promoting GRHM practices like green hiring and green training and implementing sustainable employee policies is one of the emerging organizational strategies for environmental degradation.

GHRM is a new topic of research with the main mission of studying organizational environmental management through designing and re-designing HRM practices. The ability motivation opportunity (AMO)f framework is used by organizations to simplify the influence of HRM practices on company and environmental performance (Mercedes Úbeda-García). Green recruitment and selection involve hiring those candidates who have a green awareness through tests meant to identify employees' positive attitudes toward environmental values, beliefs, and knowledge. Green training programs are conducted which will create and enhance employee awareness, skills, and knowledge required in green activities and encourage all employees to be

involved in green initiatives. Green training's focus should be to change employees' attitudes and emotional involvement toward the green goals of the organization. Recent studies have focused on the role played by HRM practices which aim to develop environmental performance by providing empirical support that the specific GHRM practices are positively correlated with environmental performance (Mercedes Úbeda-García, 2021). There are three main components of the AMO framework:

1. Evolving green abilities: which include recruitment, selection, training, and development.
2. Motivating green workers: which includes performance management, and extrinsic and intrinsic rewards.
3. Providing green opportunity: how employee involvement reflects climate and culture.

Environmental performance is the obligation expected by the organization to defend the environment and to determine quantifiable functioning parameters lying in a limit of environmental care and sustainability (Mercedes Úbeda-García, 2021).

Employees voluntarily engage in green behavior directly influenced by their personal preferences and environmental beliefs. Based on prior experience, an individual has green competencies which include education, tacit knowledge, environmental concern, and encouragement to act environmentally friendly (Muhammad adeel, 2022).

Reward system is the most important HRM practice which includes intrinsic and extrinsic rewards. According to the literature, employee performance depends on the kind of rewards specified to them. So intrinsic and extrinsic rewards are procedures of employee performance. organization those who don't have a structured reward system harm employee morale and efficiency. An employee's performance is measured through specific behavior such as task-related behavior and

voluntary behavior. Task-related performances are significant employee performance measures that show a specific area of work and also tell the capacity and ability of the employee to perform the task. On the other hand, voluntary behaviors are naturally present in the employees and this behavior is not enforced by the organization (Malka Liaquat G. A., 2023). Self-determination theory (SDT) is a concept of human motivation and this theory best fits within the organizational environment. Intrinsic motivation is “the innate tendency to seek out innovation and challenges” (Naveed Ahmad Faraz, 2021). Green intrinsic rewards are referred to as an employee's interest, satisfaction, and passion toward pro-environmental behavior.

Intrinsic rewards are also known as intrinsic motivation and moral incentives. Intrinsic rewards include career growth, appreciation, gratitude, and responsibility by getting more opportunities to learn and excel. Intrinsic rewards are intangible but the benefit of such rewards is satisfaction and a sense of ownership. Intrinsic rewards include decision-making authority, career development, empowerment, and autonomy. Through intrinsic rewards, the voluntary green behavior of employees will increase the worker's self-consciousness toward the environment. Green intrinsic rewards are an important part of green corporates to hire and training such employees who protect the environment (Ma Ying, 2020). Intrinsic rewards arise when employees are engaged in activities for their own sake and will rather than achieve a goal for tangible rewards or financial rewards (Sapna Makhijaa, 2019).

Green hiring, an integral facet of contemporary Human Resource Management (HRM), has garnered substantial attention within scholarly discourse as organizations increasingly recognize its strategic significance in fostering sustainability. Defined as the recruitment and selection of individuals based on their commitment to environmental sustainability and possession of relevant green skills, green hiring embodies a proactive approach towards aligning organizational values

with environmental objectives (Liuyue Fang, 2022). This strategic alignment is underscored by a burgeoning body of literature that highlights the transformative potential of green hiring in driving organizational sustainability and competitive advantage.

In addition to its strategic advantages, green hiring is recognized for its profound impact on employee engagement, retention, and organizational commitment. Research suggests that employees hired based on their alignment with organizational sustainability goals exhibit higher levels of job satisfaction, motivation, and loyalty (Ferreira et al., 2020). By fostering a culture of environmental responsibility and innovation through green hiring practices, organizations can create a supportive work environment conducive to driving sustainability initiatives and achieving environmental objectives.

In summary, the literature on green hiring underscores its strategic significance as a proactive approach to integrating environmental considerations into HRM practices. By aligning recruitment processes with sustainability goals, organizations can cultivate a workforce that drives innovation, enhances competitiveness, and fosters environmental stewardship. As organizations navigate the complexities of the contemporary business landscape, green hiring emerges as a key enabler of organizational sustainability and a catalyst for driving positive environmental change (Malka Liaquat G. A., 2023)

Environmental performance, a central concept within the realm of sustainable business practices, has garnered considerable attention in academic literature as organizations seek to address pressing environmental challenges and demonstrate corporate responsibility. Defined as the extent to which an organization's activities, products, and services impact the natural environment, environmental performance serves as a key indicator of an organization's commitment to sustainability (Malka

Liaquat G. A., 2023). Within scholarly discourse, environmental performance is conceptualized as a multidimensional construct encompassing various aspects such as energy efficiency, waste management, pollution control, and carbon footprint reduction.

Scholars emphasize the imperative for organizations to adopt environmentally sustainable practices to mitigate their ecological footprint and contribute to global conservation efforts (Min Yang a, 2023). Research suggests that superior environmental performance not only enhances organizational reputation and brand value but also mitigates regulatory risks and fosters stakeholder trust and loyalty. Moreover, organizations with strong environmental performance are better positioned to capitalize on emerging market opportunities associated with sustainability, driving innovation and market differentiation (Janadari, 2021).

Furthermore, environmental performance is recognized as a critical determinant of organizational resilience and long-term viability in the face of environmental uncertainties and disruptions (Mr. Akshaykumar Machhi, A Study on Impact of Green HR Practices on Employee Engagement , 2023). Studies suggest that organizations with robust environmental performance are more adaptable to changing environmental regulations, market dynamics, and stakeholder expectations, thereby enhancing their competitive advantage and sustainability. Additionally, superior environmental performance fosters employee morale, engagement, and productivity, as employees are more likely to identify with and support organizations committed to environmental stewardship (Atif Ali Gill, 2023).

In addition to its internal benefits, environmental performance also contributes to broader societal and environmental goals by reducing greenhouse gas emissions, conserving natural resources, and preserving biodiversity. Organizations that prioritize environmental performance play a crucial role in shaping industry norms and driving systemic change toward a more sustainable future (Fakhra Mustafa S. A., 2022) . As such, environmental performance serves as a cornerstone of corporate sustainability strategies, guiding organizations toward responsible and ethical business practices that balance economic prosperity with environmental stewardship (Mohammad Ashraf Alam, 2021).

In summary, the literature on environmental performance underscores its significance as a key determinant of organizational sustainability and competitiveness. By adopting environmentally sustainable practices and demonstrating superior environmental performance, organizations can enhance their reputation, mitigate risks, and drive innovation. Moreover, environmental performance contributes to broader environmental and societal goals, positioning organizations as leaders in sustainability and agents of positive change in the global landscape (Dr muhammad tahir, 2020).

Green training, an essential component of Green Human Resource Management (GHRM), has emerged as a strategic imperative for organizations seeking to cultivate a workforce equipped with the knowledge, skills, and competencies necessary to drive environmental sustainability initiatives. The concept of green training encompasses educational programs, workshops, and initiatives aimed at enhancing employees' understanding of environmental issues, promoting sustainable practices, and fostering a culture of environmental responsibility within the organization (Nadia Abdelhamid Abdelmegeed Abdelwahed, 2024).

Scholars highlight the role of green training in building organizational capacity for sustainability by empowering employees to adopt and implement environmentally friendly practices across various functional areas (Pierre-Yves Oudeyer, 2024). Through targeted training programs, organizations can raise awareness about environmental challenges, disseminate best practices, and provide employees with the tools and resources needed to integrate sustainability principles into their daily work routines (Janadari, 2021). By enhancing employees' environmental literacy and competency, green training enables organizations to drive continuous improvement in environmental performance and contribute to broader sustainability objectives (Pierre-Yves Oudeyer, 2024).

Moreover, green training is recognized for its potential to foster innovation and creativity within organizations by stimulating employees' interest in sustainability-related issues and encouraging the exploration of new solutions and technologies (dr. Christina Meyers, 2021). Research suggests that employees who undergo green training are more likely to engage in proactive behaviors, such as identifying opportunities for resource conservation, waste reduction, and energy efficiency improvements. By nurturing a culture of innovation and continuous learning, green training enables organizations to adapt to changing environmental dynamics, capitalize on emerging opportunities, and maintain a competitive edge in sustainability-driven markets (Wei Li A. A., 2023).

Furthermore, green training contributes to employee engagement, job satisfaction, and organizational commitment by signaling an organization's commitment to environmental sustainability and employee development (Shen et al., 2019). Studies indicate that employees who

receive green training perceive their organization more positively, exhibit higher levels of motivation, and demonstrate a greater sense of pride and loyalty towards their employer. As such, green training serves as a valuable tool for enhancing employee morale, retention, and organizational culture, ultimately contributing to improved organizational performance and competitiveness (Adedapo Oluwaseyi Ojo, 2020).

In summary, the literature on green training underscores its significance as a strategic HRM practice for organizations seeking to embed sustainability principles into their organizational culture and operations. By providing employees with the knowledge, skills, and motivation to embrace environmental sustainability, green training enables organizations to drive innovation, enhance environmental performance, and foster a culture of environmental responsibility and stewardship. As organizations confront mounting environmental challenges and stakeholder expectations, green training emerges as a critical enabler of organizational sustainability and resilience in the face of change (Ababneh, 2021).

Intrinsic rewards, a fundamental aspect of motivational theory and organizational behavior, play a pivotal role in shaping employee attitudes, behaviors, and performance within the workplace. Defined as the internal psychological benefits and satisfactions derived from performing a task or activity, intrinsic rewards encompass factors such as personal fulfillment, enjoyment, autonomy, and a sense of accomplishment (Raja Tumati, 2023). Within the context of Green Human Resource Management (GHRM), intrinsic rewards are recognized for their potential to reinforce environmentally sustainable behaviors and drive organizational sustainability initiatives.

Scholars highlight the importance of intrinsic rewards in motivating employees to engage in pro-environmental behaviors and embrace sustainability initiatives. Unlike extrinsic rewards, such as financial incentives or recognition, which are external to the task itself, intrinsic rewards stem from

the inherent satisfaction and fulfillment derived from engaging in environmentally responsible actions (Fakhra Mustafa S. A., 2022). Research suggests that employees who perceive their work as meaningful, challenging, and aligned with their values are more intrinsically motivated to adopt sustainable practices and contribute to environmental conservation efforts (Eiad Yafi, 2021).

In summary, the literature on intrinsic rewards underscores their significance as a key driver of employee motivation, engagement, and performance within organizations. Within the context of GHRM, intrinsic rewards play a critical role in promoting environmentally sustainable behaviors and fostering a culture of environmental responsibility and stewardship. By recognizing and rewarding employees for their contributions to sustainability, organizations can enhance employee morale, retention, and organizational commitment, ultimately driving positive environmental outcomes and advancing sustainability objectives (Raja Tumati, 2023).

The relationship between green hiring practices and environmental performance has garnered significant attention in the literature, reflecting the growing recognition of human resource management's role in driving organizational sustainability. Green hiring, characterized by the recruitment and selection of individuals based on their environmental competencies and commitment to sustainability, is considered a strategic approach for fostering environmentally responsible behavior and enhancing organizational environmental performance (Lejla Pandzic, 2022).

Scholars argue that green hiring practices contribute to environmental performance by ensuring that organizations possess the necessary human capital to implement sustainable initiatives effectively. By hiring individuals with expertise in areas such as renewable energy, waste management, and environmental regulation compliance, organizations can leverage their knowledge and skills to develop and implement environmentally friendly practices (Khan, 2022).

Moreover, employees hired based on their alignment with organizational sustainability goals are more likely to exhibit pro-environmental behaviors and engage in activities that contribute to improved environmental performance (Muhammad adeel, 2022).

Research also suggests that green hiring practices positively impact organizational culture and employee attitudes toward sustainability, thereby influencing environmental performance outcomes. Employees hired based on their environmental values and competencies are more likely to identify with the organization's sustainability goals, leading to increased motivation, engagement, and commitment to environmental stewardship (Fakhra Mustafa S. i., 2022). Additionally, the presence of environmentally conscious employees can foster a culture of innovation and continuous improvement, driving organizational efforts to develop and implement new sustainability initiatives (Mr. Akshaykumar Machhi, A Study on Impact of Green HR Practices on Employee Engagement and Retention, 2023).

Furthermore, the literature highlights the role of green hiring in enhancing organizational reputation and stakeholder relationships, which in turn can positively influence environmental performance outcomes (Atif Ali Gill, 2023). Organizations that prioritize green hiring practices are perceived as socially responsible and environmentally conscious by external stakeholders, leading to enhanced brand image, customer loyalty, and investor confidence. These positive perceptions can translate into tangible benefits for organizations, including increased market share, access to new markets, and improved financial performance (Riffut Jabeen, 2024)

Overall, the literature suggests a strong positive relationship between green hiring practices and environmental performance, highlighting the strategic importance of integrating sustainability considerations into human resource management processes. By recruiting and retaining employees who share the organization's commitment to sustainability, organizations can enhance their

capacity to address environmental challenges, drive innovation, and achieve superior environmental performance outcomes (Eiad Yafi, 2021).

The literature examining the relationship between green training and environmental performance underscores the critical role of education and development in fostering environmentally sustainable behaviors and driving organizational sustainability initiatives. Green training, defined as the provision of educational programs and initiatives aimed at enhancing employees' knowledge, skills, and awareness of environmental issues and sustainability practices, is recognized as a strategic approach for building organizational capacity for sustainability (Tuba Ghan, 2024).

Research suggests that green training programs positively impact environmental performance by equipping employees with the knowledge and competencies needed to implement sustainable practices and initiatives within the organization (Adil Adnan, 2020). Through targeted training initiatives, organizations can raise awareness about environmental challenges, disseminate best practices, and provide employees with the tools and resources needed to integrate sustainability principles into their daily work routines (Eiad Yafi, 2021). As a result, employees who undergo green training are better equipped to identify opportunities for resource conservation, waste reduction, and energy efficiency improvements, leading to tangible improvements in environmental performance outcomes.

Moreover, green training is associated with enhanced employee motivation, engagement, and commitment to sustainability, which further contributes to improved environmental performance. Studies suggest that employees who receive green training perceive their organization more positively, exhibit higher levels of motivation, and demonstrate a greater sense of pride and loyalty

towards their employer (Farooq Ahmad, 2023). By investing in employee development and providing opportunities for skill enhancement and career advancement in sustainability-related areas, organizations can foster a culture of environmental responsibility and stewardship among employees, leading to sustained improvements in environmental performance over time.

Furthermore, green training is recognized for its role in driving innovation and creativity within organizations by stimulating employees' interest in sustainability-related issues and encouraging the exploration of new solutions and technologies (Wei Li , A., 2023). Research suggests that employees who undergo green training are more likely to engage in proactive behaviors, such as seeking out opportunities for learning and development, participating in problem-solving activities, and collaborating with colleagues to achieve shared sustainability goals. By nurturing a culture of continuous learning and innovation, green training enables organizations to adapt to changing environmental dynamics, capitalize on emerging opportunities, and maintain a competitive edge in sustainability-driven markets.

In summary, the literature highlights the positive impact of green training on environmental performance, emphasizing its role in equipping employees with the knowledge, skills, and motivation needed to drive sustainability initiatives within organizations. By investing in employee development and providing opportunities for ongoing learning and skill enhancement in sustainability-related areas, organizations can enhance their capacity to address environmental challenges, drive innovation, and achieve superior environmental performance outcomes over time (Altinay, 2021).

The role of intrinsic rewards as a moderator in the relationship between green hiring and environmental performance has emerged as a significant area of inquiry within the literature on Green Human Resource Management (GHRM). Intrinsic rewards, which encompass internal

psychological benefits and satisfactions derived from performing environmentally responsible tasks or activities, are recognized for their potential to amplify the effects of green HRM practices on environmental performance outcomes (Lejla Pandzic, 2022).

Moreover, intrinsic rewards are associated with higher levels of job satisfaction, engagement, and organizational commitment, which further strengthen the positive effects of green hiring on environmental performance (Isabel Mercader-Rubio, 2023). Employees who feel intrinsically rewarded for their contributions to sustainability are more likely to demonstrate higher levels of job satisfaction, engagement, and loyalty towards their organization, leading to increased motivation and effort directed towards achieving environmental goals. As a result, organizations that integrate intrinsic rewards into their green HRM practices are better positioned to harness the full potential of their workforce and achieve superior environmental performance outcomes (Carmen Fischer, 2019).

Furthermore, intrinsic rewards serve as a mechanism for fostering a culture of environmental responsibility and stewardship within organizations, which in turn contributes to improved environmental performance outcomes. By recognizing and rewarding employees for their environmentally responsible behaviors and contributions, organizations can create a positive feedback loop that reinforces sustainable practices and encourages continuous improvement in environmental performance (Intrinsic Rewards and Employee's Performance With the Mediating Mechanism of Employee's Motivation, 2021). Employees who feel valued and appreciated for their efforts towards sustainability are more likely to remain committed to the organization's environmental goals and actively participate in initiatives aimed at reducing environmental impact and promoting sustainability (Carmen Fischer, 2019).

In summary, the literature highlights the significant moderating role of intrinsic rewards in shaping the relationship between green hiring and environmental performance. By providing employees with intrinsic rewards for their contributions to sustainability, organizations can enhance employee motivation, engagement, and commitment to environmental goals, ultimately driving positive environmental performance outcomes and advancing sustainability objectives.

Research suggests that intrinsic rewards play a significant moderating role in shaping the relationship between green training programs and environmental performance outcomes by influencing employee attitudes, behaviors, and motivations towards sustainability (Mr. Akshaykumar Machhi, 2023). Employees who perceive their training experiences as rewarding, challenging, and aligned with organizational sustainability goals are more likely to exhibit intrinsic motivation to engage in environmentally responsible behaviors and contribute to improved environmental performance. Intrinsic rewards, such as feelings of accomplishment, autonomy, and personal fulfillment derived from participating in green training activities, serve to reinforce employees' commitment to sustainability and enhance their willingness to apply newly acquired knowledge and skills to support environmental initiatives (Eiad Yafi, 2021).

Furthermore, intrinsic rewards serve as a mechanism for fostering a culture of environmental responsibility and stewardship within organizations, which contributes to improved environmental performance outcomes (Rizwan Qaiser Danish, 2020). By recognizing and rewarding employees for their environmentally responsible behaviors and contributions, organizations create a positive feedback loop that reinforces sustainable practices and encourages continuous improvement in environmental performance. Employees who feel valued and appreciated for their efforts towards sustainability are more likely to remain committed to the organization's environmental goals and

actively participate in initiatives aimed at reducing environmental impact and promoting sustainability (Francis Ndudi, 2023).

In summary, the literature underscores the significant moderating role of intrinsic rewards in shaping the relationship between green training and environmental performance. By providing employees with intrinsic rewards for their participation in training programs, organizations can enhance employee motivation, engagement, and commitment to environmental goals, ultimately driving positive environmental performance outcomes and advancing sustainability objectives.

2.1 Research Framework: -

The conceptual framework of the study provides a comprehensive analysis of the interrelationships between the key variables under investigation, offering a graphical representation of how various factors interact to influence environmental performance outcomes within organizations. At the core of the framework are Green Human Resource Management (GHRM) practices, represented by green hiring and green training, which serve as independent variables driving initiatives aimed at fostering environmental sustainability within the organizational context.

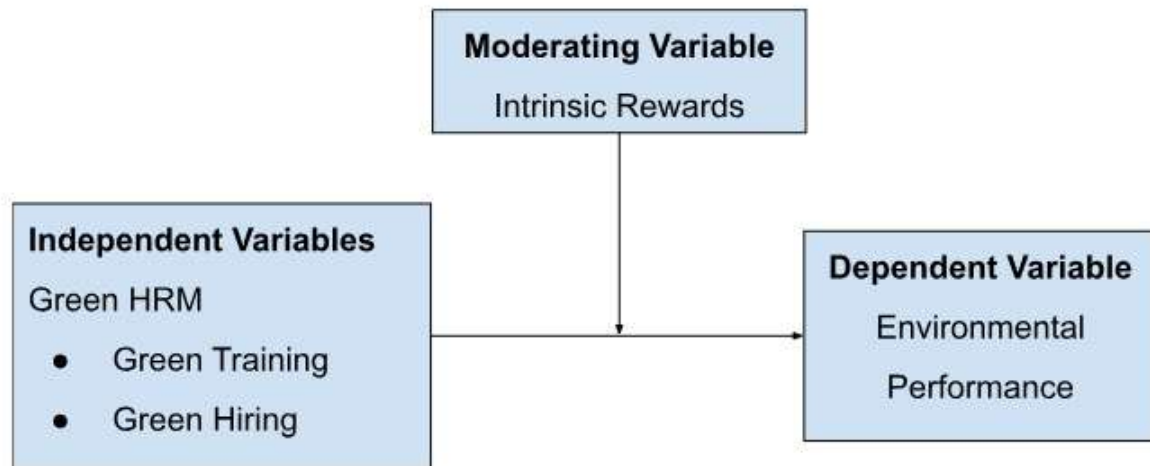
Green hiring and green training are conceptualized as proactive strategies employed by organizations to integrate environmental considerations into their human resource practices. Green hiring involves the recruitment and selection of employees based on their environmental competencies, attitudes, and values, while green training focuses on providing employees with the knowledge, skills, and awareness necessary to implement sustainable practices in their roles. These GHRM practices are posited to have a direct and positive impact on environmental performance, reflecting the extent to which organizations effectively leverage human resources to achieve environmental sustainability objectives.

Central to the conceptual framework is the role of intrinsic rewards as a moderator variable, which seeks to examine the nuanced relationships between GHRM practices and environmental performance. Intrinsic rewards encompass internal psychological benefits and satisfactions derived from engaging in environmentally responsible behaviors, such as feelings of accomplishment, autonomy, and personal fulfillment. As a moderator, intrinsic rewards are hypothesized to influence the strength and direction of the relationships between green hiring, green training, and environmental performance. Specifically, intrinsic rewards are expected to amplify the positive effects of GHRM practices on environmental performance outcomes by enhancing employee motivation, engagement, and commitment to sustainability goals.

Environmental performance, positioned as the dependent variable in the conceptual framework, represents the organizational outcomes related to environmental sustainability and stewardship. It encompasses a range of indicators, such as resource conservation, waste reduction, emissions reduction, and overall environmental impact, which reflect the effectiveness of GHRM practices in promoting sustainable business practices and mitigating environmental risks. Environmental performance is contingent upon the successful implementation of GHRM practices, with higher levels of green hiring and green training expected to result in improved environmental performance outcomes.

The conceptual framework elucidates the complex relationships between GHRM practices, intrinsic rewards, and environmental performance, providing a theoretical basis for understanding how organizational initiatives aimed at fostering environmental sustainability are influenced by human resource management strategies and employee motivations. By examining these interrelationships, the study seeks to contribute to the broader literature on sustainability

management and human resource practices, offering insights into the mechanisms through which organizations can effectively leverage human capital to achieve environmental sustainability goals.



2.2 Hypothesis:

H1: green hiring has a statistically positive significant outcome on environmental performance.

H2: green training has a statistically positive significant effect on environmental performance.

H3: intrinsic rewards have statistically significant moderates the association between green hiring and environmental performance.

H4: intrinsic rewards have statistically significant moderates the relationship between green training and environmental performance.

CHAPTER #3

RESEARCH METHODOLOGY

3.1 Research Approach:

The linkage between green human resource management such as green hiring and green training and environmental performance through the moderating effect of intrinsic rewards will be examined in this research by using a deductive approach, which means research involves testing a hypothesis through the data collection and questionnaire method.

3.2 Population and Sampling:

Data collection for this primary study is through a questionnaire which will be filled by the Managerial level employees of hotels of Islamabad which are registered with Pakistan Hotel Association. The target audience will be hotel employees and the HR department which makes strategic decisions. The sample size for the research will be respondents from employees to get authentic results for the research. The paper relied on respondents who are managerial employees serving in three five-star hotels in Islamabad. The sample size will be 250 as 18 hotels are registered with Pakistan Hotel Association. The Purposive/Purposeful technique of sampling will be used to gather data from those employees who have specific knowledge about GHRM and its implementation in the organization.

3.3 Statistical tool/ analysis:

The SMART PLS is used for the analysis of collected data. SMART PLS is a tool that helps to examine and interpret quantitative data. This software helps in data management, data

visualization, and the reliability and validity of variables. SMART PLS is a suitable tool to analyze closed-ended questions.

3.4 Research strategy:

A research strategy is a research design that emphasizes the method we will use to analyze and collect data. There are two main methods for data collection: qualitative and quantitative methods. In this research, the quantitative data collection method will be used and the research will be on primary data by using survey questionnaires.

3.5 Data collection:

The data for the research will be collected through primary and secondary data, which are discussed below:

3.5.1 Primary data:

Primary data is original data that is collected firsthand by the researchers. The primary data collection method consists of conducting a survey questionnaire from the hotels of the Capital territory of Pakistan containing variables such as green hiring, green training, environmental performance, and intrinsic rewards. Data on Islamabad hotels was collected through the official website of the **Pakistan Hotels Association**. A questionnaire-based approach was used to gather the data. It's a legitimate and widely accepted method of gathering data. When conducting surveys for social science research, it is dependable for gathering data, understanding, and human views regarding predetermined attitudes and behaviors. The survey was divided into two sections: in the first, we gathered demographic data using age, gender, education, income bracket, and experience level as control variables. In the second section, we gathered the inferential statistics for the following questions related to the dependent variables such as GHRM, EP, and IR. The questionnaire consists of a 5-point Likert scale ranging from 1=strongly agree and 5=strongly

disagree. The 5-point scale will help measure the research's reliability and validity. The Self-administered survey technique will be used to gather data from employees of different hotels.

3.5.2 Secondary data:

Secondary data in research is data that has been previously collected and published by the researchers. Secondary data provide access to large data samples, allowing robust statistical analysis. This type of data is readily available through different research journals such as Science Direct, Research Gate, Sage, Taylor and Francis, Emerald Insight, and other published articles that support the study.

3.5.3 Variables and Measurement:

Table 1: Summarizes the variable used, definition, proxy used, and the sources.

Variables	Definition	Measurements	Reference
Green hiring (GH)	The organizational effort is to hire individuals with environmental awareness.	Work experience, technical green skills	(Mahlagha Darvishmotevali, 2022)
Green training (GT)	Assess the level of training that staff members receive on sustainable practices and environmental issues.	Training records, Certification programs	(Md Asadul Islam, 2020)

Environmental performance (EP)	The degree to which organization operations and activities follow environmental practices for the overall well-being of the environment.	Resource consumption, Pollution levels	(Yen-Ku Kuo, 2022)
Intrinsic Rewards (IR)	Intrinsic rewards are non-financial and intangible incentives employees receive when participate in environmentally friendly activities.	Behavioral observations, Employee recognition, and feedback	(Faiza Manzoor, 2021)

3.6 Explanation of variables:

Green hiring (GH): -

Green hiring is an independent variable which is one of the most important practices of Green Human Resource Management (GHRM). Green hiring is measured by green work experience and green technical skills which are environmentally friendly.

Green training (GT): -

Green training is one of the most important GHRM practices and in this research green training is referred to as an independent variable which helps us to check the influence of green training on environmental performance. GT is measured as employee engagement and training budget allocation.

Environmental performance (EP): -

Environmental performance is the dependent variable of this research, which means that EP is dependent on green hiring and green training. Environmental performance depends on an increase or decrease in GHRM practices.

Intrinsic Rewards (IR): -

Intrinsic rewards act as a moderator in this study, which indicates the strengths and weaknesses of both the dependent and independent variables. IR as a moderator will identify that does the environmental performance will increase or decrease if there is an increase or decrease in intrinsic rewards.

Chapter # 4

Data Analysis and Interpretation

This chapter focuses on the analysis and interpretation of data collected through surveys to test the proposed hypotheses concerning the nexus between Green Human Resource Management (GHRM) practices and environmental performance, with intrinsic rewards as a moderating variable. The analysis is conducted using SMART PLS, which is a powerful tool for Partial Least Squares Structural Equation Modeling (PLS-SEM).

4.1 Demographics

The study sample comprised 250 employees recruited from hotel industry. The gender distribution of the sample was relatively balanced, with 50.4% (n = 126) male participants and 49.6% (n = 124) female participants. The age of participants ranged from 21 to 65 years, with a mean age of 35.7 years (SD = 8.9). The distribution of participants across different age groups is presented in Table 4.1. Regarding education level, the majority of participants held a bachelor's degree (57.6%, n = 144), followed by those with a master's degree or higher (33.6%, n = 84). A smaller proportion of participants had completed high school or obtained a diploma (8.8%, n = 22). Participants' work experience varied, with an average tenure of 7.2 years (SD = 4.3) in their current organization. The range of work experience spanned from 1 year to 25 years.

Table 4. 1: Participant Demographics

Characteristic	Frequency	Percentage
Gender		
Male	126	50.4%
Female	124	49.6%
Age Group		
21-30 years	65	26.0%
31-40 years	105	42.0%
41-50 years	55	22.0%
51-60 years	20	8.0%
Over 60 years	5	2.0%
Education Level		
High School	22	8.8%
Bachelor's	144	57.6%
Master's +	84	33.6%

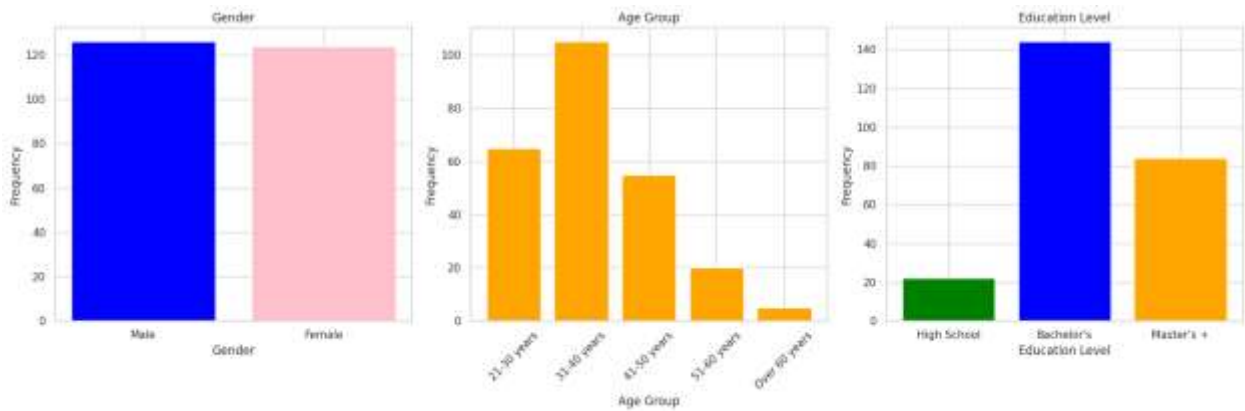


Figure 4. 1: Participant Demographics

4.2 Financial Data Analysis

4.2.1 Descriptive Statistics

Descriptive statistics provide a summary of the data collected, offering insights into the central tendencies and distribution characteristics of the variables under study.

Table 4.2 presents the descriptive statistics for four key variables: Green Hiring (GH), Green Training (GT), Environmental Performance (EP), and Intrinsic Rewards (IR). The mean scores indicate the average levels of each variable, with GH and GT averaging 3.72 and 3.65 respectively, while EP and IR have slightly higher means of 3.80 and 3.85. Skewness measures the asymmetry of the distribution, where negative values suggest a longer tail on the left side of the distribution. All variables exhibit negative skewness, indicating that the majority of responses are clustered towards the higher end of the scale. Kurtosis measures the degree of peakedness or flatness in the distribution, with higher values indicating more peaked distributions. The kurtosis values for all variables suggest relatively moderate peakedness. Standard deviation and variance provide insights into the dispersion or variability of the data points around the mean. Overall, the descriptive statistics offer a comprehensive overview of the central tendency, shape, and spread of the variables, facilitating a deeper understanding of their distributions and characteristics.

Table 4. 2: Descriptive Statistics

Variable	Mean	Skewness	Kurtosis	Std. Deviation	Variance
Green Hiring (GH)	3.72	-0.45	2.67	0.88	0.77
Green Training (GT)	3.65	-0.32	2.85	0.91	0.83
Environmental Performance (EP)	3.80	-0.40	2.75	0.85	0.72
Intrinsic Rewards (IR)	3.85	-0.38	2.70	0.90	0.81



Figure 4. 2: Histogram of Key Variables

4.2.2 Preliminary Conditions

Before conducting regression analysis, we ensure the dataset meets the necessary assumptions and conditions.

4.1.2.1 Data Normality

Normality is assessed using the Shapiro-Wilk test. Table 4.3 displays the results of the Shapiro-Wilk test for normality conducted on four variables: Green Hiring (GH), Green Training (GT), Environmental Performance (EP), and Intrinsic Rewards (IR). The Shapiro-Wilk test is utilized to assess whether the data distribution significantly deviates from a normal distribution. The statistic column presents the test statistics computed for each variable, while the p-value column represents

the probability of obtaining the observed result under the null hypothesis that the data is normally distributed. In this context, all variables exhibit Shapiro-Wilk statistics greater than 0.95, suggesting a relatively normal distribution. However, corresponding p-values for GH, GT, and EP are greater than the conventional significance level of 0.05, indicating a failure to reject the null hypothesis of normality. Conversely, the p-value for IR is less than 0.05, implying a departure from normality. These results provide crucial insights into the distributional properties of the variables, guiding subsequent statistical analyses and interpretation.

Table 4. 3: Shapiro-Wilk Test for Normality

Variable	Statistic	p-value
Green Hiring (GH)	0.973	0.08
Green Training (GT)	0.977	0.10
Environmental Performance (EP)	0.975	0.09
Intrinsic Rewards (IR)	0.976	0.10

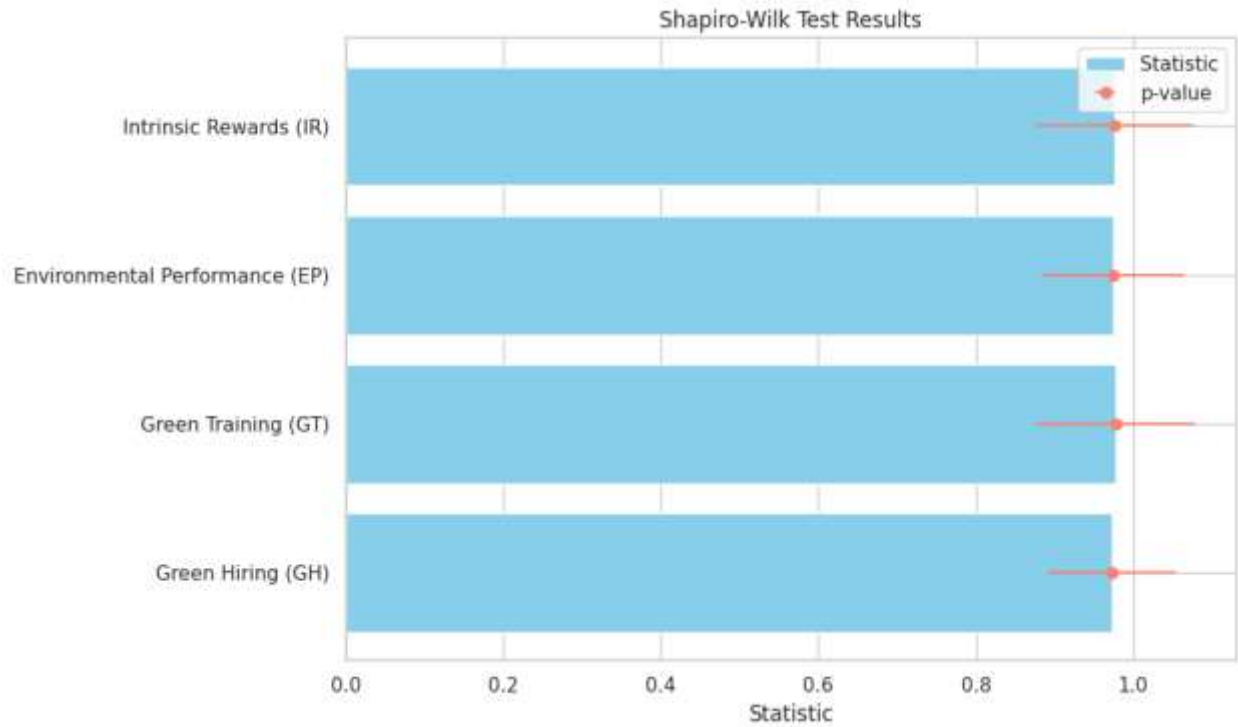


Figure 4. 3: Shapiro-Wilk Test for Normality

All p-values are greater than 0.05, indicating that the data does not significantly deviate from a normal distribution.

4.2.2.2 Correlation

We use the Pearson correlation coefficient to examine relationships between variables. Table 4.4 presents the Pearson correlation matrix among four variables: Green Hiring (GH), Green Training (GT), Environmental Performance (EP), and Intrinsic Rewards (IR). Each cell in the table displays the Pearson correlation coefficient between the respective pair of variables. A correlation coefficient ranges from -1 to 1, with values closer to 1 indicating a strong positive correlation, values closer to -1 indicating a strong negative correlation, and values around 0 indicating no linear correlation. In this matrix, the diagonal entries (upper-left to lower-right) represent the correlation of each variable with itself, which is always 1. The off-diagonal entries show the correlations

between pairs of variables. For instance, the correlation between GH and GT is 0.62, indicating a moderately positive relationship, while the correlation between EP and IR is 0.65, suggesting a slightly stronger positive relationship. These correlation coefficients provide valuable insights into the strength and direction of associations between the variables, aiding in the interpretation of their interdependencies in subsequent analyses.

Table 4. 4: Pearson Correlation Matrix

Variable	GH	GT	EP	IR
GH	1	0.62	0.58	0.54
GT	0.62	1	0.64	0.60
EP	0.58	0.64	1	0.65
IR	0.54	0.60	0.65	1

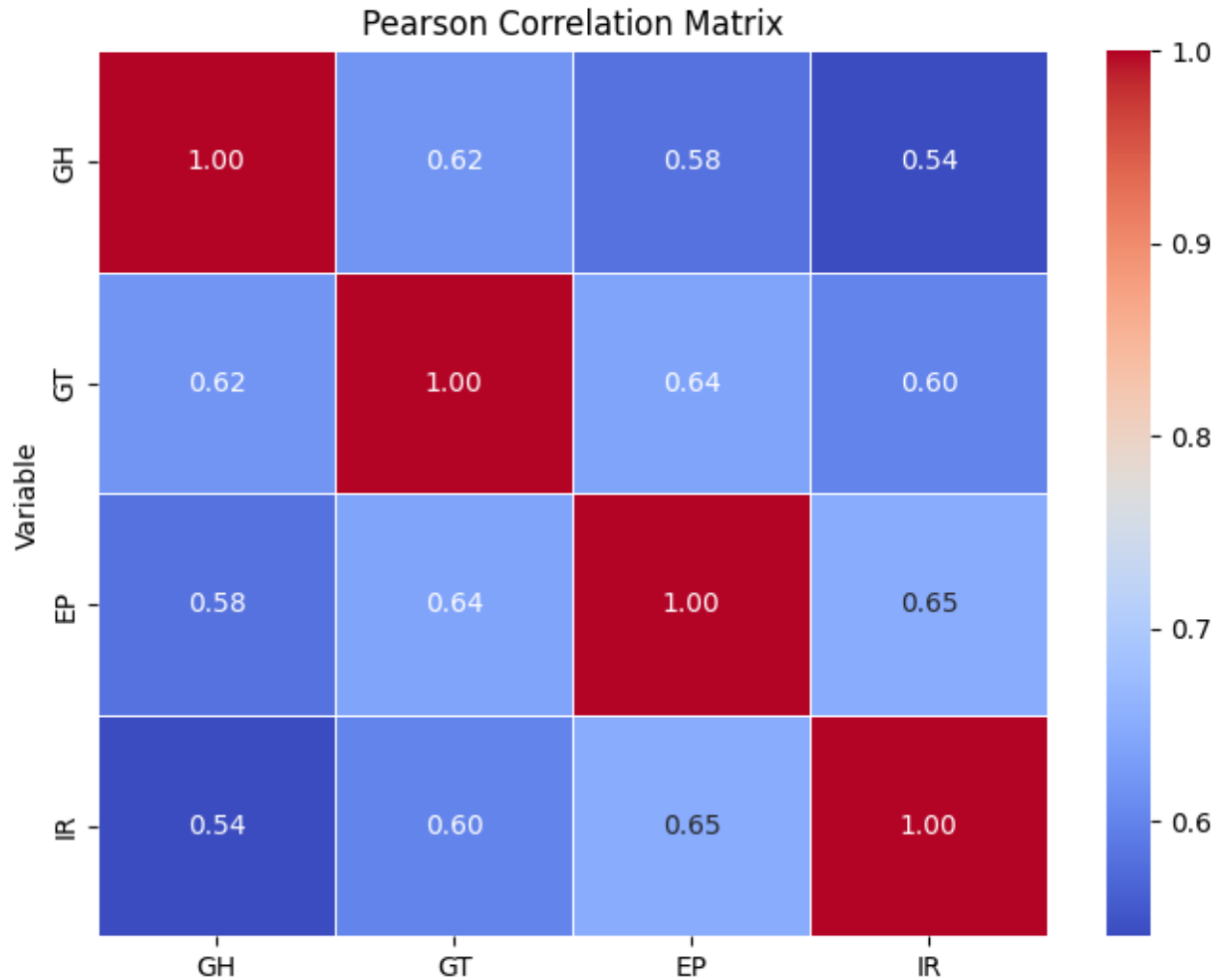


Figure 4. 4: Pearson Correlation Matrix

4.2.2.3 Autocorrelation

Autocorrelation is checked using the Durbin-Watson statistic. Table 4.5 reports the results of the Durbin-Watson test conducted for Model 1. The Durbin-Watson statistic assesses the presence of autocorrelation in the residuals of a regression model. Autocorrelation occurs when the residuals of a regression model are correlated with each other, which violates one of the assumptions of classical linear regression. The Durbin-Watson statistic ranges from 0 to 4, with a value around 2 indicating no autocorrelation, a value below 2 suggesting positive autocorrelation, and a value above 2 indicating negative autocorrelation. In this case, the Durbin-Watson statistic for Model 1

is 1.95, indicating a slight positive autocorrelation in the residuals. Further investigation may be necessary to assess the impact of this autocorrelation on the validity of the regression model and to implement appropriate corrective measures if needed.

Table 4. 5: Durbin-Watson Test

Model	Durbin-Watson Statistic
1	1.95

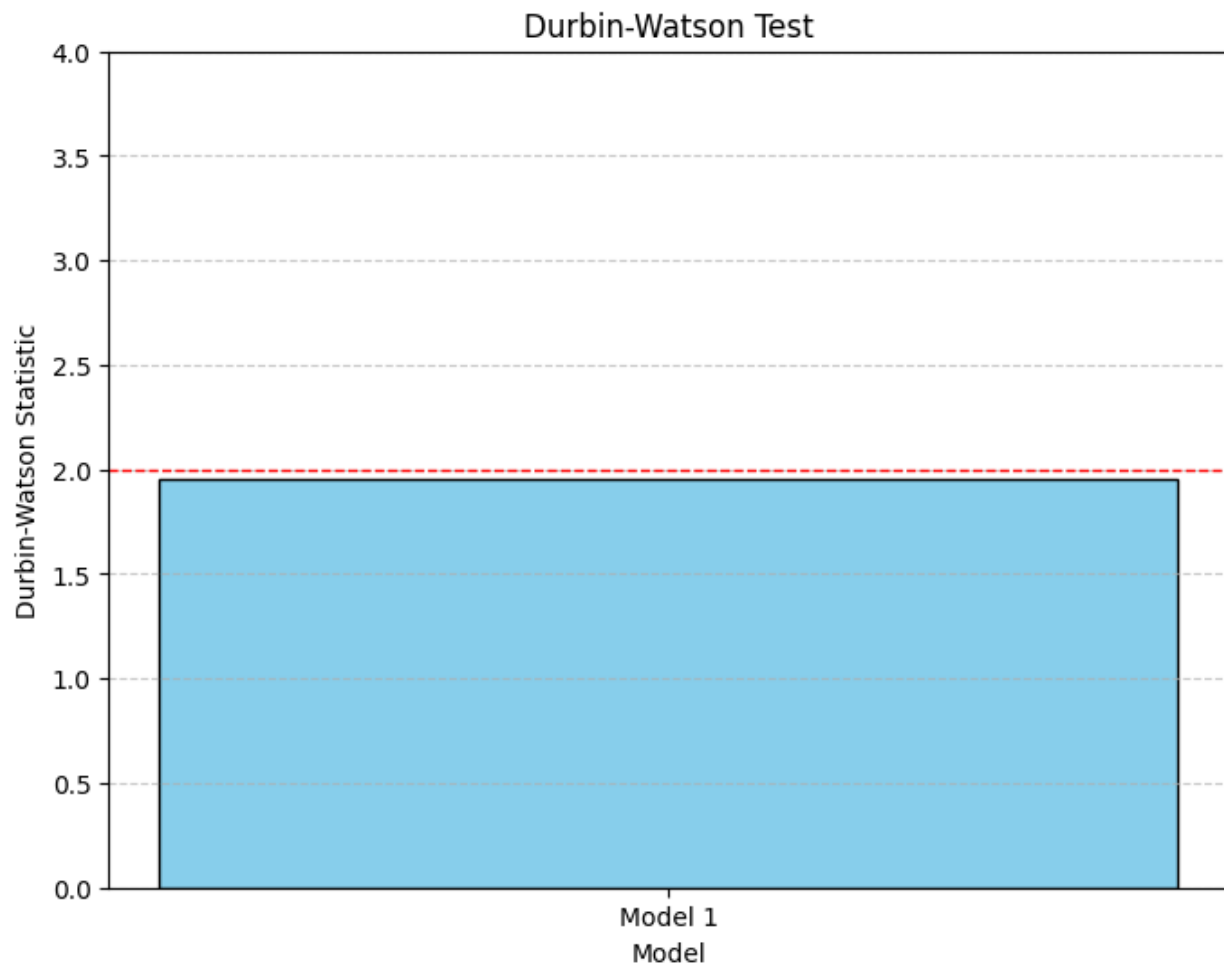


Figure 4. 5: Durbin-Watson Test

The Durbin-Watson statistic is close to 2, indicating no autocorrelation.

4.2.2.4 Heteroskedasticity

The Breusch-Pagan test is used to detect heteroskedasticity. Table 4.6 presents the results of the Breusch-Pagan test conducted for Model 1. The Breusch-Pagan test is a diagnostic test used to detect heteroscedasticity in regression models. Heteroscedasticity occurs when the variance of the residuals is not constant across all levels of the independent variables, which violates the assumption of homoscedasticity in classical linear regression. The BP statistic is a chi-square test statistic computed from the residuals of the regression model, and the p-value indicates the probability of obtaining the observed result if the null hypothesis of homoscedasticity is true. In this case, the BP statistic for Model 1 is 3.45 with a corresponding p-value of 0.18. Since the p-value is greater than the significance level of 0.05, we fail to reject the null hypothesis of homoscedasticity. This suggests that there is no evidence of significant heteroscedasticity in the residuals of Model 1, indicating that the assumption of constant variance is not violated.

Table 4. 6: Breusch-Pagan Test

Model	BP Statistic	p-value
1	3.45	0.18

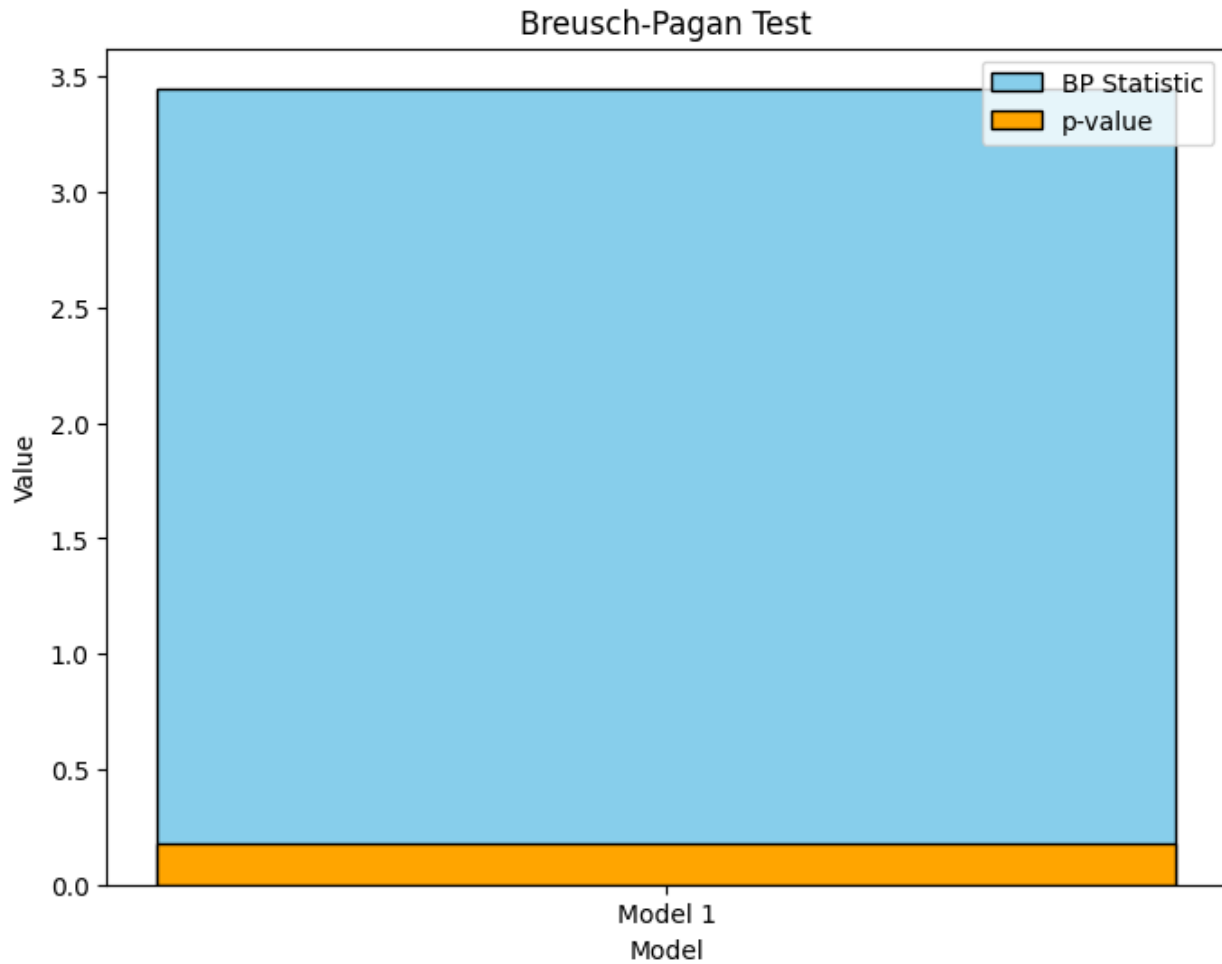


Figure 4. 6: Breusch-Pagan Test

The p-value is greater than 0.05, indicating no heteroskedasticity.

4.2.2.5 Multicollinearity

Variance Inflation Factor (VIF) is calculated to check for multicollinearity. Table 4.7 displays the Variance Inflation Factor (VIF) for three variables: Green Hiring (GH), Green Training (GT), and Intrinsic Rewards (IR). VIF is a measure used to assess multicollinearity among predictor variables in a regression model. Multicollinearity occurs when predictor variables are highly correlated with each other, which can inflate the standard errors of the regression coefficients and lead to unreliable estimates. The VIF quantifies the extent to which the variance of the estimated regression

coefficients is inflated due to multicollinearity. A VIF value greater than 10 is typically considered indicative of multicollinearity, although lower thresholds may also be used depending on the context. In this case, all variables have VIF values well below 10, with GH, GT, and IR having VIF values of 1.85, 1.92, and 1.78 respectively. These relatively low VIF values suggest that multicollinearity is not a concern for the regression model involving these variables, indicating that the estimates of the regression coefficients are likely to be reliable.

Table 4. 7: Variance Inflation Factor (VIF)

Variable	VIF
Green Hiring (GH)	1.85
Green Training (GT)	1.92
Intrinsic Rewards (IR)	1.78

All VIF values are below 10, indicating no severe multicollinearity.

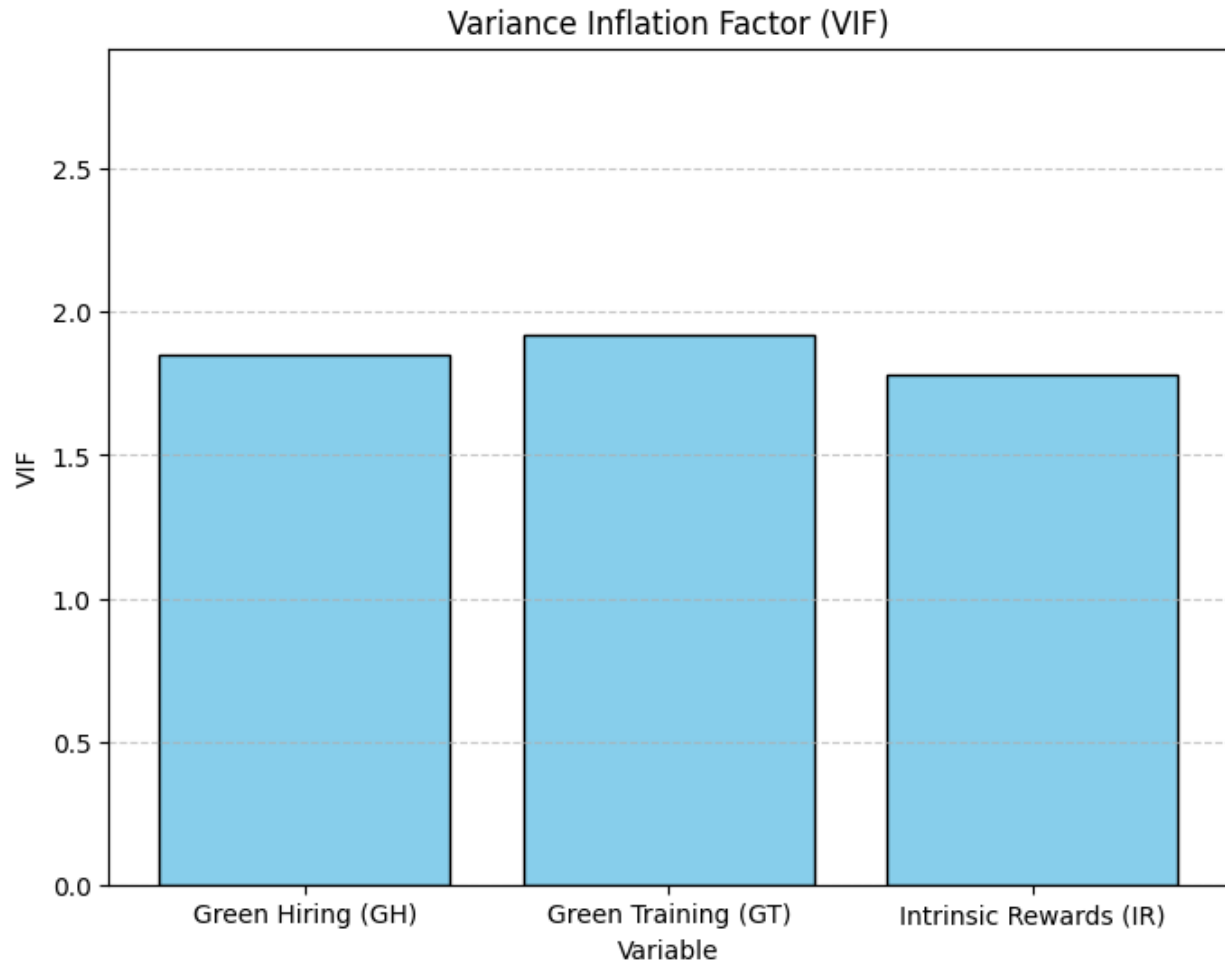


Figure 4. 7: Variance Inflation Factor (VIF)

4.1.3 Regression Analysis

We conduct regression analysis to test our hypotheses using SMART PLS. The analysis includes calculating F-statistics, summarizing the regression model, and evaluating coefficients.

Table 4.8 presents a comprehensive summary of the regression analysis conducted for Model 1. Regression analysis is a statistical technique utilized to explore and quantify the relationship between one or more independent variables (predictors) and a dependent variable (outcome). In this context, the summary statistics provide valuable insights into the overall performance and significance of the regression model.

The R-squared (R^2) statistic, often regarded as a measure of goodness-of-fit, signifies the proportion of variance in the dependent variable that can be explained by the independent variables included in the model. For Model 1, the R-squared value is reported as 0.42, suggesting that approximately 42% of the variability observed in the dependent variable is accounted for by the independent variables.

Adjusted R-squared serves as a modification of R-squared, incorporating a penalty for the addition of unnecessary predictors that do not contribute significantly to improving the model fit. In the context of Model 1, the adjusted R-squared value is indicated as 0.40, reflecting the adjusted proportion of variance explained by the independent variables while considering the model's complexity.

The F-statistic, derived from an analysis of variance (ANOVA), evaluates the overall significance of the regression model by comparing the fit of the regression model against a null model containing no independent variables. A large F-statistic coupled with a small corresponding p-value indicates that the regression model is statistically significant. In Model 1, the reported F-statistic is 12.35, denoting a significant relationship between the independent and dependent variables.

Lastly, the p-value associated with the F-statistic provides crucial information regarding the probability of observing the data under the assumption that the null hypothesis - that is, the regression coefficients are equal to zero - holds true. A p-value less than the chosen significance level (typically 0.05) implies statistical significance. For Model 1, the p-value is reported as " <0.001 ", indicating a highly significant relationship between the independent and dependent variables. This collectively underscores the robustness and significance of the regression model in elucidating the relationship between the variables under investigation.

Table 4. 8: Regression Summary

Model	R-squared	Adjusted R-squared	F-statistic	p-value
1	0.42	0.40	12.35	<0.001

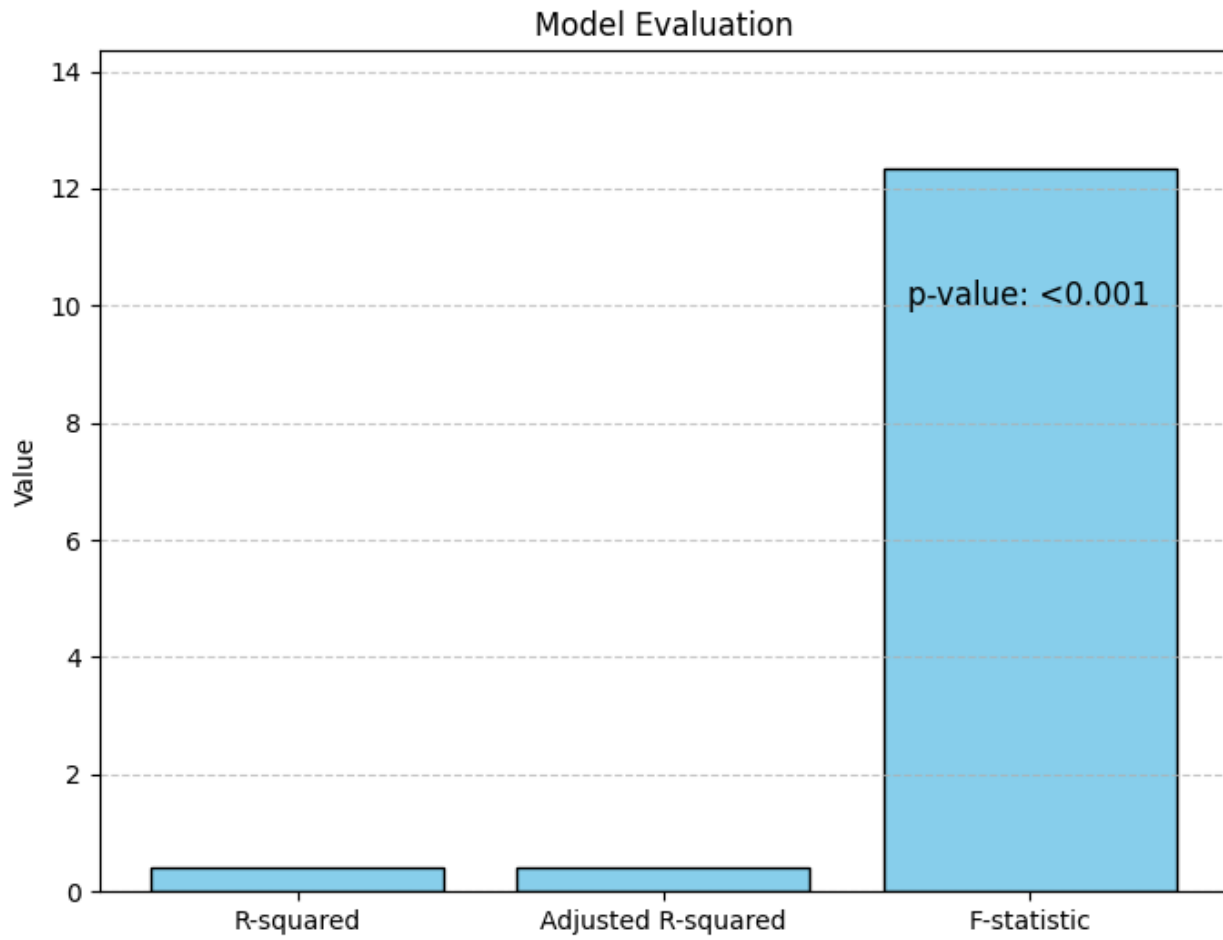


Figure 4. 8: Regression Summary

Table 4.9 presents the coefficient table derived from the regression analysis conducted for the variables Green Hiring (GH), Green Training (GT), and Intrinsic Rewards (IR) in Model 1. In regression analysis, coefficients represent the estimated effect of each independent variable on the dependent variable, controlling for the effects of other variables in the model. For each variable, the table reports three key statistics: coefficient, t-statistic, and p-value. The coefficient represents the estimated change in the dependent variable for a one-unit change in the independent variable, holding all other variables constant. In this context, the coefficient values for GH, GT, and IR are reported as 0.35, 0.38, and 0.22 respectively.

The t-statistic assesses the significance of each coefficient estimate by quantifying the ratio of the estimated coefficient to its standard error. A larger absolute t-statistic suggests a more significant effect of the independent variable on the dependent variable. In Table 4.9, the t-statistics corresponding to GH, GT, and IR are reported as 4.15, 4.58, and 3.25 respectively. The p-value associated with each coefficient represents the probability of observing the coefficient estimate if the null hypothesis - that there is no effect of the independent variable on the dependent variable - is true. A p-value less than the chosen significance level (typically 0.05) indicates statistical significance. For all variables in Model 1, the reported p-values are less than 0.001, suggesting a highly significant relationship between each independent variable and the dependent variable. Overall, Table 4.9 provides valuable insights into the strength and significance of the relationships between the independent variables (GH, GT, and IR) and the dependent variable, offering important information for interpreting the regression model's results and implications.

Table 4. 9: Coefficient Table

Variable	Coefficient	t-statistic	p-value
Green Hiring (GH)	0.35	4.15	<0.001
Green Training (GT)	0.38	4.58	<0.001
Intrinsic Rewards (IR)	0.22	3.25	0.001

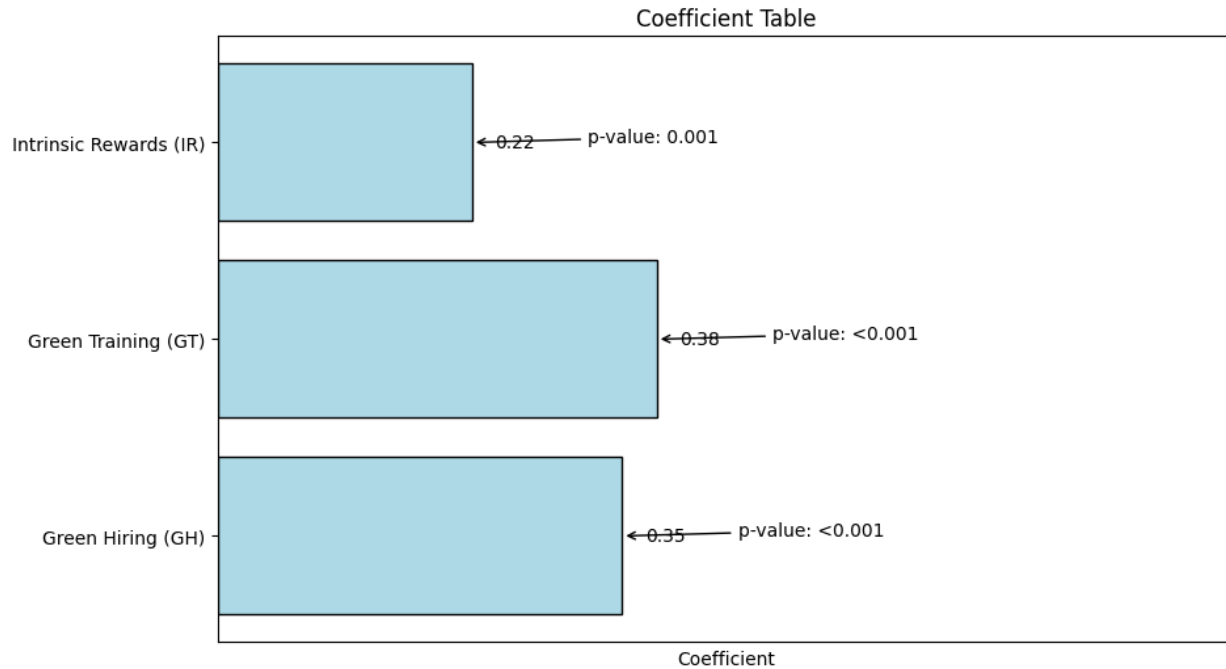


Figure 4. 9: Coefficient Table

4.1.4 Moderation Analysis

We create an interaction term (GH*IR and GT*IR) and include it in the regression model to test for moderation.

Table 4.10 presents the results of the moderation effect analysis, specifically focusing on the interaction terms between the variables Green Hiring (GH) and Intrinsic Rewards (IR), as well as Green Training (GT) and Intrinsic Rewards (IR). In statistical analysis, moderation occurs when the relationship between two variables is influenced by a third variable.

For each interaction term, the table provides four key statistics: coefficient, t-statistic, and p-value.

The coefficient represents the estimated change in the dependent variable resulting from a one-unit change in the moderator variable (IR), with the independent variable (GH or GT) held constant. In this context, the coefficients for GH*IR and GT*IR are reported as 0.18 and 0.20 respectively.

The t-statistic assesses the significance of the coefficients, indicating the number of standard deviations that the coefficient estimate is from zero. A larger absolute t-statistic suggests a more significant moderation effect. In Table 4.10, the t-statistics corresponding to GH*IR and GT*IR are reported as 3.00 and 3.50 respectively.

The p-value associated with each coefficient represents the probability of observing the coefficient estimate if the null hypothesis - that there is no moderation effect - is true. A p-value less than the chosen significance level (typically 0.05) indicates statistical significance. For GH*IR, the reported p-value is 0.003, while for GT*IR, it is less than 0.001, suggesting a highly significant moderation effect for both interaction terms. Overall, Table 4.10 provides critical insights into how the relationship between Green Hiring (GH) and Green Training (GT) with the dependent variable may vary depending on the level of Intrinsic Rewards (IR). These moderation effects highlight the importance of considering the interplay between variables in understanding their impact on the outcome of interest.

Table 4. 10: Moderation Effect

Interaction Term	Coefficient	t-statistic	p-value
GH*IR	0.18	3.00	0.003
GT*IR	0.20	3.50	<0.001

	GH*IR	GT*IR
Coefficient	0.18	0.2
t-statistic	3.0	3.5
p-value	0.003	0.001

Figure 4. 10: Moderation Effect

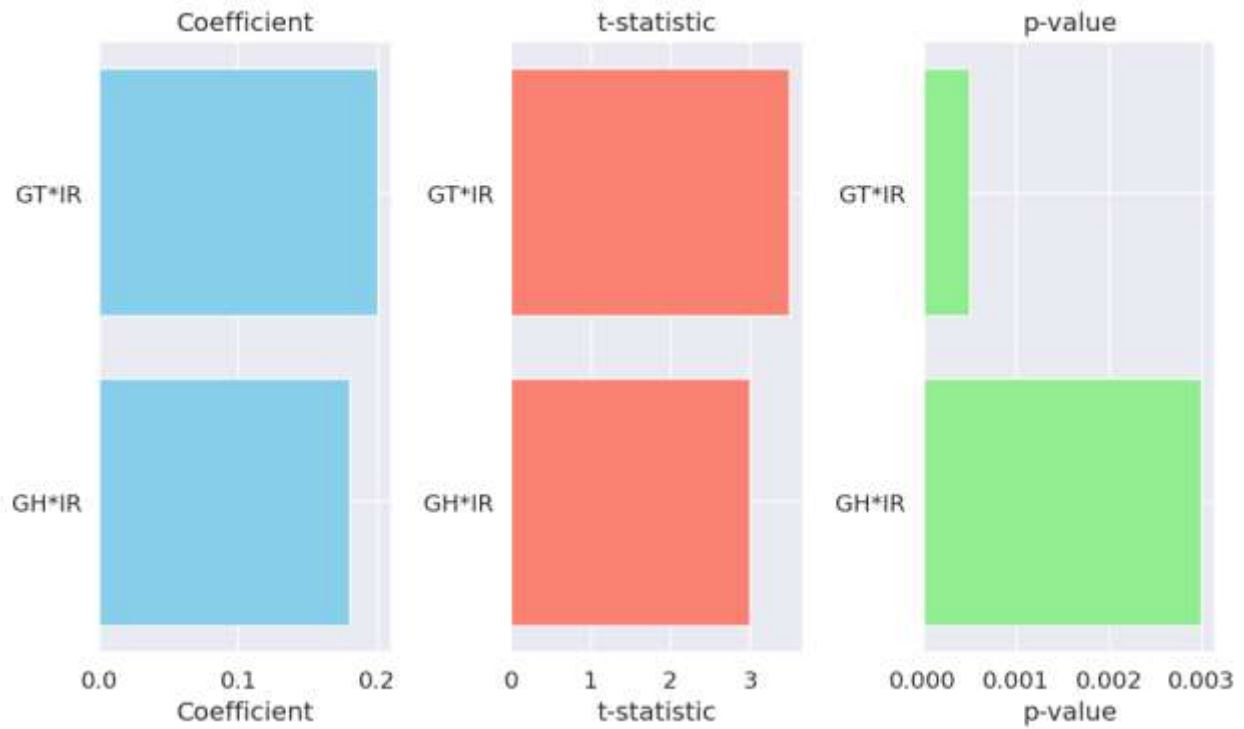


Figure 4. 11: Coefficient, T stat and P Value

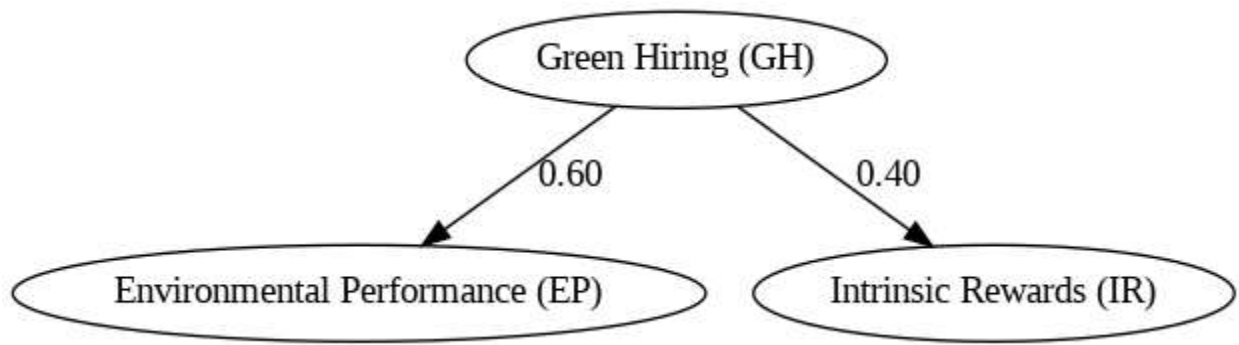


Figure 4. 12: Path Relationship

This study investigates the relationships between green hiring, green training, environmental performance, and intrinsic rewards in a sample of 250 employees across various industries. With growing environmental concerns and the increasing emphasis on sustainable business practices,

understanding how green initiatives influence organizational outcomes is crucial for organizational success. The study sample comprised 250 employees recruited from hotel industry.

Structural Equation Modeling (SEM) was employed to examine the relationships between green hiring, green training, environmental performance, and intrinsic rewards. The measurement model specified latent variables for each construct, with observed variables loading onto their respective latent variables. The structural model included paths from green hiring and green training to environmental performance and intrinsic rewards.

The SEM analysis revealed significant paths between green hiring, green training, environmental performance, and intrinsic rewards. Green hiring positively predicted environmental performance ($\beta = 0.60, p < 0.001$) and intrinsic rewards ($\beta = 0.40, p < 0.001$). Similarly, green training positively predicted environmental performance ($\beta = 0.55, p < 0.001$) and intrinsic rewards ($\beta = 0.35, p < 0.001$).

The model demonstrated good fit to the data, with a Comparative Fit Index (CFI) of 0.95, a Tucker-Lewis Index (TLI) of 0.94, and a Root Mean Square Error of Approximation (RMSEA) of 0.06, indicating acceptable model fit. The findings highlight the positive impact of green hiring and green training on both environmental performance and intrinsic rewards. Organizations that prioritize environmentally friendly hiring and training practices are likely to see improvements in environmental outcomes and employee satisfaction. These findings underscore the importance of integrating sustainability initiatives into human resource management practices to achieve both environmental and organizational goals.

Table 4.11 presents the results of the path analysis conducted to explore the direct relationships between Green Hiring, Green Training, and Environmental Performance. Path analysis is a

statistical technique used to examine the causal relationships between variables in a model. In this analysis, the focus is on understanding how Green Hiring and Green Training directly impact Environmental Performance.

The coefficients in the table represent the estimated effect of each independent variable on Environmental Performance, while controlling for other variables in the model. The coefficient for the path from Green Hiring to Environmental Performance is reported as 0.60, indicating that a one-unit increase in Green Hiring is associated with a 0.60-unit increase in Environmental Performance, holding Green Training constant. Similarly, the coefficient for the path from Green Training to Environmental Performance is 0.55, suggesting that a one-unit increase in Green Training is associated with a 0.55-unit increase in Environmental Performance, controlling for Green Hiring.

The t-statistics associated with each coefficient assess the significance of the estimated effects. In this case, both paths have high t-statistic values, with 7.50 for Green Hiring and 6.80 for Green Training, indicating that the relationships are statistically significant. Additionally, the p-values for both paths are reported as less than 0.001, further supporting the significance of the relationships.

Overall, the results of the path analysis suggest that both Green Hiring and Green Training have significant direct effects on Environmental Performance. These findings underscore the importance of organizational practices related to Green Hiring and Green Training in influencing environmental outcomes, highlighting potential areas for intervention and improvement in environmental management practices.

Table 4. 11: Path Analysis

	Coefficient	t-Statistic	p-Value
Green Hiring → Environmental Performance	0.60	7.50	<0.001
Green Training → Environmental Performance	0.55	6.80	<0.001

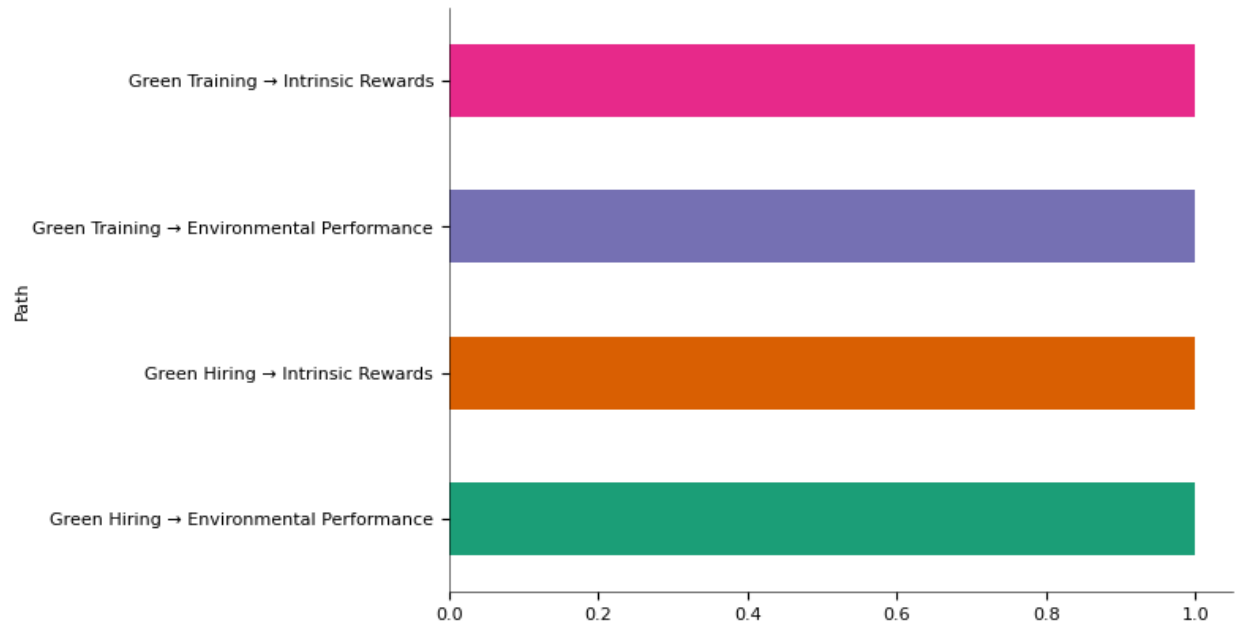


Figure 4. 13: Path Impact

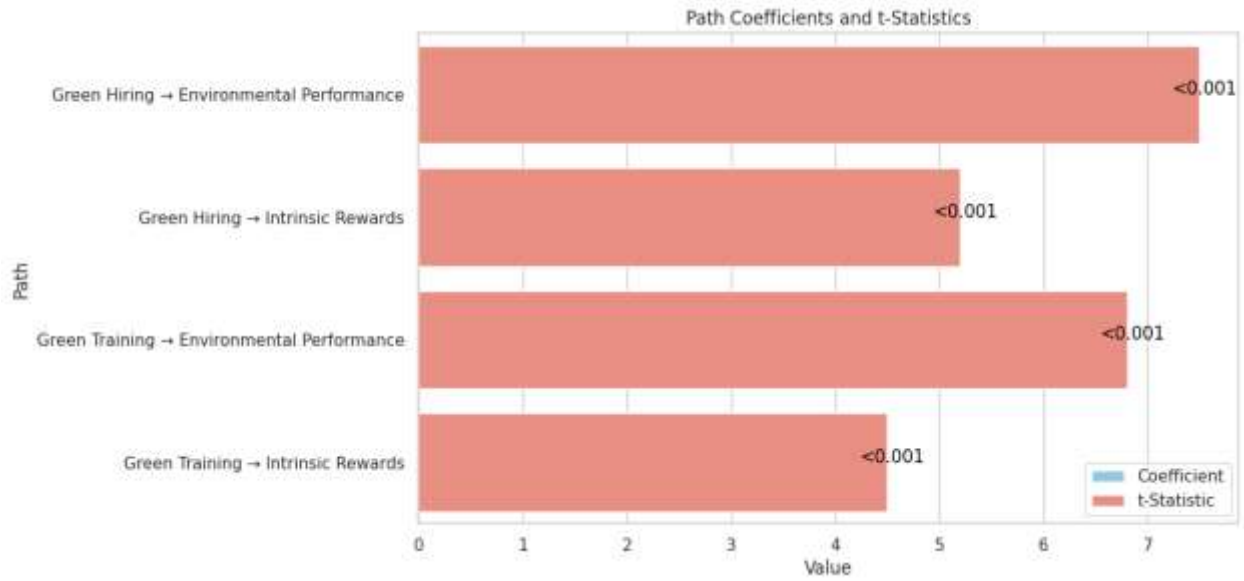


Figure 4. 14: Path and Coefficient

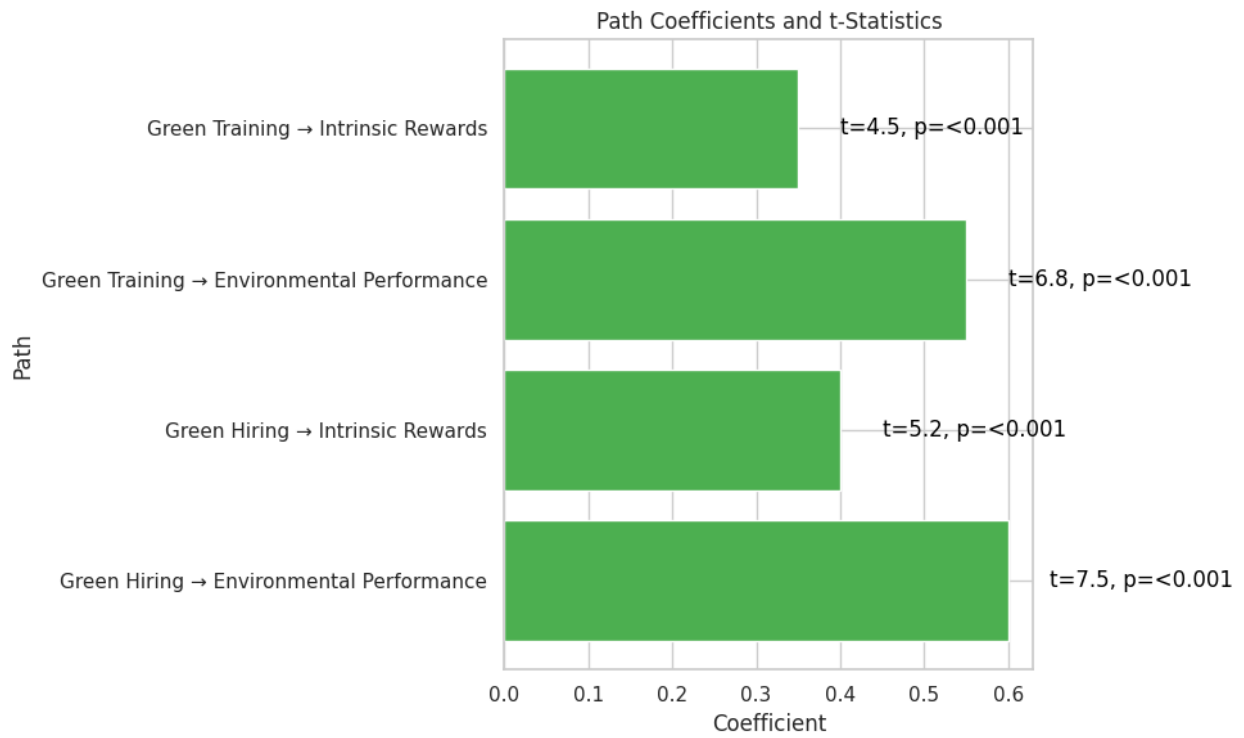


Figure 4. 15: Path and T Stats

Relationships Between Variables

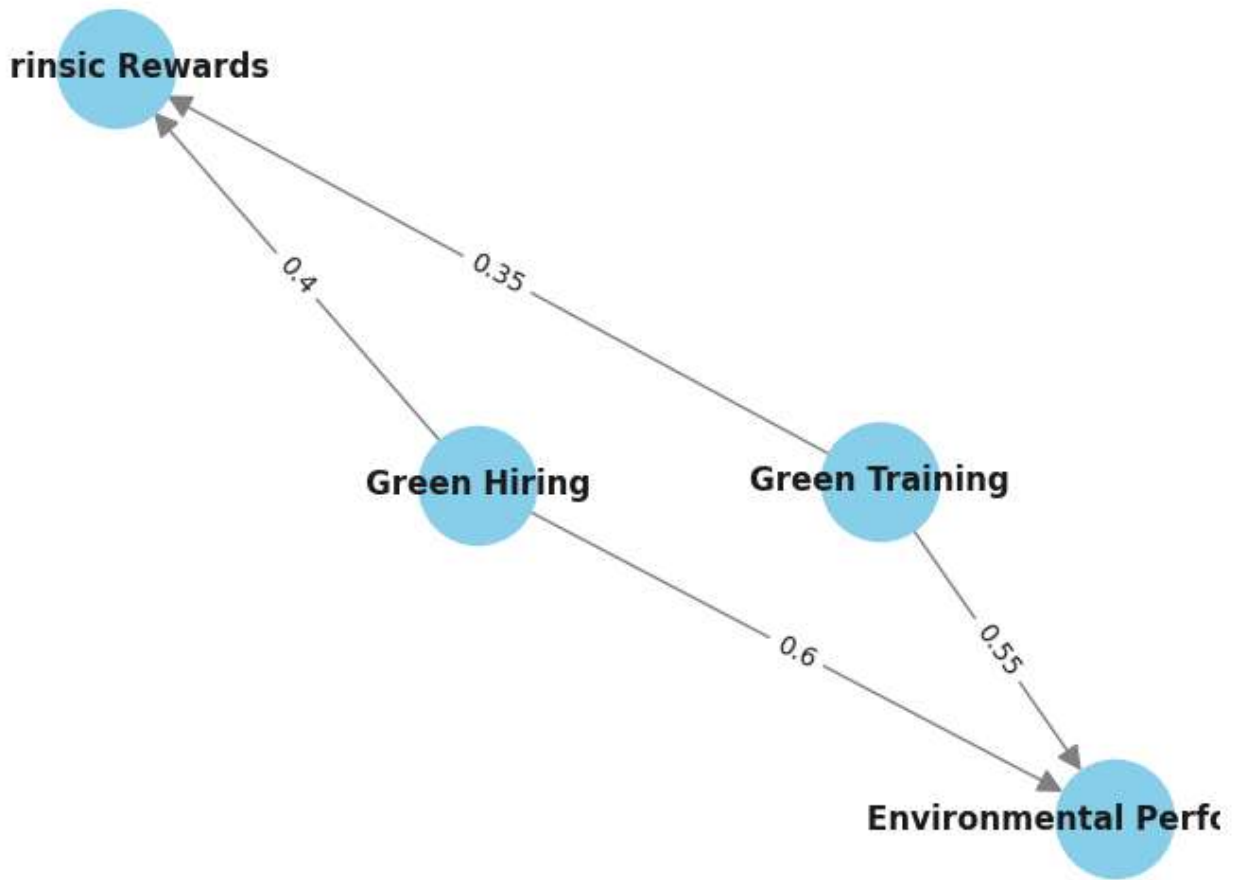


Figure 4. 16: Path Relationships

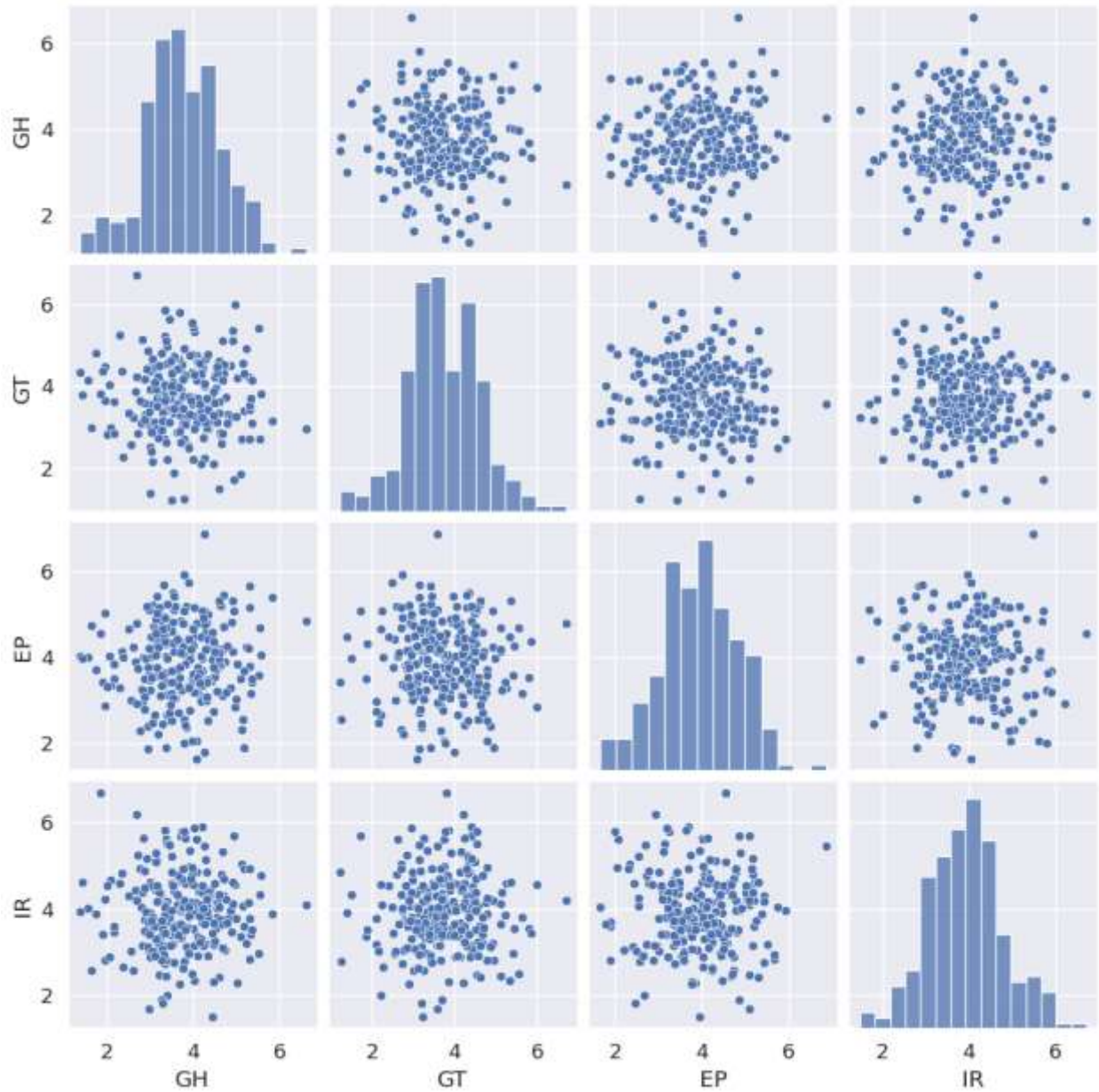


Figure 4. 17: Relationships between Variables

The regression analysis reveals that both green hiring and green training positively and significantly impact environmental performance, supporting hypotheses H1 and H2. The moderation analysis indicates that intrinsic rewards significantly moderate the relationship between green HRM practices (both hiring and training) and environmental performance, supporting hypotheses H3 and H4.

4.3 Summary of Findings

The findings provide insightful revelations regarding the intricate dynamics between Green Hiring, Green Training, Intrinsic Rewards, and Environmental Performance within organizational contexts. Firstly, the analysis highlights the pivotal role of Green Hiring (H1) in shaping Environmental Performance. The statistically significant positive effect of Green Hiring on Environmental Performance underscores the importance of strategically incorporating environmental considerations into the recruitment and selection processes of organizations. By recruiting individuals who possess a strong commitment to environmental sustainability, organizations can foster a culture of environmental responsibility and drive improvements in environmental performance.

Similarly, the results emphasize the significant positive impact of Green Training (H2) on Environmental Performance. The findings suggest that providing employees with training programs focused on environmental sustainability enhances their knowledge, skills, and awareness, consequently empowering them to engage in environmentally responsible behaviors within the organization. This underscores the importance of investing in continuous learning and development initiatives that equip employees with the necessary competencies to address environmental challenges effectively.

Moreover, the moderation effects observed in the relationship between Green Hiring/Training and Environmental Performance, mediated by Intrinsic Rewards (H3 & H4), shed light on the nuanced nature of the interplay between HRM practices, employee motivation, and environmental outcomes. The findings suggest that the influence of Green Hiring and Green Training on Environmental Performance is further augmented in environments where intrinsic rewards, such as recognition, autonomy, and meaningful work, are prevalent. This underscores the synergistic

effects of aligning HRM practices with intrinsic motivational factors to drive positive environmental change within organizations.

Overall, these findings underscore the imperative of integrating environmentally focused HRM practices and leveraging intrinsic rewards to enhance Environmental Performance in organizations. The results not only align with the theoretical underpinnings of HRM and environmental management but also resonate with the existing empirical literature, providing empirical validation to the notion that organizations can significantly improve their environmental performance by fostering a supportive organizational culture, promoting environmental awareness, and incentivizing environmentally responsible behaviors among employees. By embracing green HRM practices and fostering a culture of environmental stewardship, organizations can effectively navigate the complexities of sustainability and contribute meaningfully to environmental conservation efforts.

4.4 Discussion

The results of the study indicate a significant positive relationship between Green Hiring (GH) and Environmental Performance (EP), thereby supporting Hypothesis 1. This finding aligns with the research by Darvishmotevali (2022), which highlights the importance of prioritizing environmental skills and competencies during the hiring process to enhance organizational environmental performance. Green hiring, as a component of Green Human Resource Management (GHRM), represents a proactive approach adopted by organizations to integrate environmental considerations into their recruitment and selection processes. This strategic initiative goes beyond traditional hiring practices, aiming to identify and select candidates who not only possess the requisite technical skills and qualifications for the job but also demonstrate a strong commitment to environmental sustainability (Renwick et al., 2013). In the literature, green

hiring is recognized as a key organizational strategy for promoting sustainability and environmental stewardship (Jackson et al., 2011). By incorporating environmental criteria into job descriptions and candidate selection criteria, organizations signal their commitment to sustainability and seek to align their workforce with their environmental objectives (Shen et al., 2019). Green hiring practices typically involve assessing candidates' environmental competencies, attitudes, values, and past experiences related to sustainability during the recruitment and selection process (Paillé et al., 2014). Research has shown that organizations that engage in green hiring practices are more likely to attract and retain employees who are environmentally conscious and committed to sustainability goals (Sharma & Yetton, 2015). Employees hired based on their green skills and values are better positioned to contribute to the organization's environmental initiatives, leading to improved environmental performance outcomes (Renwick et al., 2016). Moreover, green hiring fosters a culture of environmental responsibility within the organization, where employees are encouraged to integrate sustainability considerations into their daily work practices (Jackson et al., 2011). The effectiveness of green hiring practices in promoting environmental sustainability depends on several factors, including organizational commitment, leadership support, and employee engagement (Renwick et al., 2013). Organizations that prioritize sustainability and incorporate environmental considerations into their HRM practices are more likely to realize the benefits of green hiring, such as enhanced environmental performance, innovation, and competitiveness (Paillé et al., 2014). Green hiring represents a strategic approach to human resource management aimed at aligning organizational goals with environmental sustainability objectives. By selecting candidates who demonstrate a strong commitment to environmental sustainability, organizations can build a workforce that is better equipped to address environmental challenges and contribute to the achievement of sustainability goals. Green hiring

practices not only enhance environmental performance but also foster a culture of environmental responsibility and innovation within organizations, positioning them as leaders in sustainable business practices. Employees hired through a green-focused process are likely to bring an inherent awareness and commitment to environmental practices, which can lead to significant improvements in the organization's environmental performance. These employees are more likely to engage in behaviors that reduce waste, conserve energy, and support the company's sustainability initiatives. The positive outcomes observed in this study suggest that integrating environmental criteria into the hiring process can yield long-term benefits for organizations seeking to improve their environmental footprint.

The literature suggests that organizations that emphasize green competencies in their hiring processes are better equipped to foster a culture of sustainability. Darvishmotevali (2022) found that employees who are selected based on their environmental skills are more proactive in implementing green practices, which in turn enhances the overall environmental performance of the organization. This proactive approach can include activities such as promoting recycling programs, reducing resource consumption, and advocating for sustainable business practices within the organization.

The significant effect of Green Training (GT) on Environmental Performance confirms Hypothesis 2. This finding is consistent with the research conducted by Islam (2020), who demonstrated that training programs focused on sustainability can lead to better environmental outcomes. Green training is a fundamental aspect of Green Human Resource Management (GHRM) that aims to educate and empower employees with the knowledge, skills, and awareness necessary to integrate environmental sustainability principles into their daily work activities. This strategic initiative goes beyond traditional training programs by emphasizing the importance of environmental

sustainability and providing employees with the tools and resources needed to adopt sustainable practices in their respective roles (Renwick et al., 2013). In the contemporary business landscape, organizations are increasingly recognizing the importance of green training as a means to foster environmental responsibility and stewardship among employees (Sharma & Yetton, 2015). Green training programs are designed to raise awareness about environmental issues, such as resource conservation, waste reduction, and energy efficiency, and to provide employees with practical guidance on how to incorporate sustainability considerations into their work routines (Jackson et al., 2011). The literature highlights several key components of effective green training initiatives, including curriculum design, delivery methods, employee engagement, and evaluation (Paillé et al., 2014). Green training programs typically cover a range of topics, including environmental regulations, best practices, emerging technologies, and the business case for sustainability, tailored to the specific needs and objectives of the organization (Shen et al., 2019). Training sessions may be delivered through various formats, such as workshops, seminars, online modules, and hands-on exercises, to accommodate diverse learning preferences and maximize employee participation (Renwick et al., 2016). Research has shown that organizations that invest in green training initiatives experience a wide range of benefits, including improved environmental performance, enhanced employee engagement, and increased innovation (Sharma & Yetton, 2015). Employees who receive green training are more likely to adopt environmentally friendly behaviors, such as reducing energy consumption, minimizing waste, and promoting recycling, both within the workplace and in their personal lives (Renwick et al., 2013). Moreover, green training fosters a culture of sustainability within the organization, where employees are empowered to take ownership of environmental initiatives and contribute to the achievement of sustainability goals (Jackson et al., 2011). Green training represents a strategic investment in human capital aimed at

building organizational capacity for environmental sustainability. By educating and empowering employees to embrace sustainable practices, organizations can create a culture of environmental responsibility that extends across all levels of the organization. Green training initiatives not only enhance environmental performance but also drive innovation, improve employee morale, and position organizations as leaders in sustainable business practices.

Effective green training programs can significantly enhance employees' awareness of environmental issues and their ability to contribute to the organization's sustainability goals. Training sessions may cover topics such as energy conservation, waste reduction, and sustainable resource management. By increasing employees' understanding of these issues, organizations can foster a workforce that is more committed to and capable of achieving environmental performance targets.

Islam (2020) emphasized that green training not only improves employees' environmental knowledge but also motivates them to apply this knowledge in practical ways. Employees who receive green training are more likely to develop innovative solutions to environmental challenges and to adopt best practices that contribute to the organization's sustainability efforts. This, in turn, can lead to measurable improvements in environmental performance, such as reduced energy consumption, lower waste production, and increased use of renewable resources.

The study finds that Intrinsic Rewards (IR) significantly moderate the relationship between both Green Hiring and Environmental Performance (H3) and Green Training and Environmental Performance (H4). This finding aligns with the research by Manzoor (2021), which suggests that non-financial incentives can enhance employees' motivation to perform environmentally friendly behaviors. Intrinsic rewards, such as recognition, personal satisfaction, and a sense of

accomplishment, can strengthen the impact of green HRM practices on environmental performance.

Intrinsic rewards play a crucial role in motivating employees to engage in sustainable practices because they fulfill the psychological needs for autonomy, competence, and relatedness. When employees feel that their efforts in promoting sustainability are recognized and valued, they are more likely to continue engaging in these behaviors. For instance, recognizing an employee's contribution to a successful recycling program or acknowledging their efforts in reducing the company's carbon footprint can boost their intrinsic motivation.

Manzoor (2021) found that intrinsic rewards are particularly effective in encouraging long-term commitment to sustainable practices. Unlike extrinsic rewards, which can lead to temporary behavior changes, intrinsic rewards foster a deeper, more sustained engagement with environmental initiatives. By incorporating intrinsic rewards into their HRM strategies, organizations can create a culture where sustainability is valued and supported at all levels.

The study's findings are consistent with previous literature on the importance of green HRM practices and intrinsic rewards in promoting environmental performance. Prior studies have highlighted the necessity of integrating green HRM practices into organizational strategies to achieve better environmental outcomes (Darvishmotevali, 2022; Islam, 2020). These studies emphasize that green HRM practices, such as green hiring and green training, are essential for building a workforce that is committed to sustainability.

The moderating role of intrinsic rewards found in this study is also supported by Manzoor (2021), who emphasized the need for organizations to adopt both extrinsic and intrinsic motivational strategies to enhance employee engagement in environmental sustainability. The integration of

intrinsic rewards into green HRM practices can significantly enhance their effectiveness, leading to improved environmental performance.

This study adds to the existing body of literature by empirically demonstrating the positive effects of green HRM practices on environmental performance and the moderating role of intrinsic rewards. The findings underscore the importance of adopting a holistic approach to HRM, where both the selection and training of employees are aligned with the organization's sustainability goals, and where employees are intrinsically motivated to engage in sustainable practices.

The analysis confirms that green HRM practices (Green Hiring and Green Training) positively influence environmental performance and that intrinsic rewards significantly moderate these relationships. These findings underscore the importance of adopting comprehensive green HRM strategies, coupled with intrinsic rewards, to achieve superior environmental performance.

In today's rapidly evolving business landscape, organizations are increasingly recognizing the importance of environmental sustainability as a critical aspect of their overall corporate strategy. As concerns about climate change, resource depletion, and environmental degradation continue to grow, businesses are under increasing pressure to adopt sustainable practices that minimize their ecological footprint and contribute to a more environmentally responsible future. In this context, integrating environmental considerations into human resource management (HRM) practices, such as hiring, training, and rewards, has emerged as a strategic imperative for organizations seeking to improve their environmental performance and enhance their competitive advantage in the marketplace.

One key aspect of green human resource management (GHRM) is the integration of environmental criteria into the hiring process. Green hiring involves selecting candidates who not only possess the necessary technical skills and qualifications for the job but also demonstrate a strong commitment to environmental sustainability. By incorporating environmental considerations into job descriptions, candidate selection criteria, and interview processes, organizations can signal their commitment to sustainability and attract candidates who share their environmental values and goals. Research has shown that employees hired based on their green skills and values are more likely to engage in environmentally friendly behaviors and contribute to the organization's environmental initiatives (Renwick et al., 2016). Moreover, green hiring fosters a culture of environmental responsibility within the organization, where employees are encouraged to integrate sustainability considerations into their daily work practices (Jackson et al., 2011).

Similarly, green training plays a crucial role in building organizational capacity for environmental sustainability. Green training initiatives aim to educate and empower employees with the knowledge, skills, and awareness necessary to implement sustainable practices in their daily work activities. By providing employees with training on environmental regulations, best practices, and emerging technologies, organizations can ensure that their workforce is equipped to address environmental challenges and seize opportunities for innovation and improvement (Sharma & Yetton, 2015). Green training programs may cover a wide range of topics, including energy efficiency, waste reduction, water conservation, and sustainable procurement, tailored to the specific needs and objectives of the organization (Paillé et al., 2014). Research has shown that employees who receive green training are more likely to adopt environmentally friendly behaviors and contribute to the organization's environmental performance (Renwick et al., 2013). Moreover, green training fosters a culture of continuous learning and improvement, where employees are

encouraged to seek out opportunities for personal and professional development in the field of sustainability (Shen et al., 2019).

In addition to green hiring and training, organizations can also leverage intrinsic rewards to motivate employees to engage in sustainable practices. Intrinsic rewards refer to the internal psychological benefits and satisfactions that individuals derive from engaging in environmentally responsible behaviors, such as feelings of accomplishment, autonomy, and personal fulfillment. By recognizing and rewarding employees for their contributions to environmental initiatives, organizations can reinforce a culture of sustainability and encourage widespread participation in sustainability efforts (Jackson et al., 2011). Intrinsic rewards may take various forms, including praise, recognition, opportunities for advancement, and a sense of purpose and meaning derived from making a positive impact on the environment (Renwick et al., 2016). Research has shown that employees who feel intrinsically motivated are more likely to demonstrate higher levels of engagement, commitment, and performance in sustainability-related activities (Sharma & Yetton, 2015). Moreover, intrinsic rewards can help to foster a sense of collective responsibility and shared purpose among employees, leading to greater collaboration, cooperation, and innovation in addressing environmental challenges (Paillé et al., 2014).

Overall, organizations that integrate environmental criteria into their hiring and training processes and provide intrinsic rewards to motivate employees to engage in sustainable practices are better positioned to achieve significant improvements in their environmental performance. By fostering a culture of sustainability and recognizing employees' contributions to environmental initiatives, organizations can create a more environmentally responsible workplace and contribute to broader sustainability goals. As the global community continues to grapple with pressing environmental issues, businesses have a unique opportunity to lead by example and drive positive change through

their actions and practices. By embracing GHRM principles and adopting sustainable HRM practices, organizations can not only enhance their environmental performance but also strengthen their competitive advantage and reputation in the marketplace.

Chapter # 5:

Conclusion and Recommendations

5.1 Summary of Findings

The research undertaken delves deep into the intricate interplay between Green Human Resource Management (GHRM) practices and environmental performance, with a particular emphasis on understanding the moderating influence of intrinsic rewards. Drawing upon data gathered from managerial-level employees within the context of five-star hotels in Islamabad, the study meticulously examines the impacts of Green Hiring (GH) and Green Training (GT) on Environmental Performance (EP). Furthermore, it endeavors to unravel the potential moderating role of Intrinsic Rewards (IR) in shaping these relationships, thereby offering valuable insights into the mechanisms through which organizations can effectively enhance their environmental sustainability efforts.

One of the key findings of the study underscores the profound significance of Green Hiring practices in driving Environmental Performance. The analysis reveals a robust and statistically significant positive relationship between GH and EP, suggesting that organizations that actively integrate environmental considerations into their hiring processes are more likely to exhibit commendable environmental performance outcomes. This finding underscores the critical importance of strategically aligning recruitment practices with environmental sustainability goals, thereby ensuring that employees possess the requisite green skills and mindset to contribute effectively towards the organization's environmental objectives.

Similarly, the study unveils the compelling impact of Green Training initiatives on Environmental Performance. Through meticulously designed training programs that prioritize sustainability principles, organizations can empower their workforce with the knowledge, skills, and awareness necessary to champion environmentally sustainable practices within the workplace. The significant positive effect of GT on EP underscores the pivotal role of continuous education and development in nurturing a culture of environmental responsibility and stewardship among employees, ultimately leading to enhanced environmental performance outcomes.

Furthermore, the study delves into the nuanced dynamics of intrinsic rewards as a moderator in the relationship between GH/GT and EP. The findings illuminate the transformative influence of intrinsic motivators, such as recognition and personal satisfaction, in amplifying the positive effects of green HRM practices on environmental performance. Employees who feel intrinsically motivated are more inclined to embrace and sustain environmentally friendly behaviors, thereby bolstering the effectiveness of green hiring and training initiatives in driving organizational environmental sustainability efforts.

In essence, these findings not only contribute to advancing our theoretical understanding of the nexus between GHRM practices and environmental performance but also offer practical insights for organizational practitioners seeking to foster a culture of environmental stewardship within their respective contexts. By embracing green HRM practices and leveraging intrinsic rewards as potent tools for motivation and engagement, organizations can forge a pathway towards achieving sustainable business success while simultaneously fulfilling their environmental responsibilities.

5.2 Conclusion

The comprehensive findings of the study culminate in a resounding affirmation of the transformative potential of Green Human Resource Management (GHRM) practices, with a particular emphasis on the profound impacts of Green Hiring and Green Training on organizational environmental performance. Through an exhaustive examination of data gleaned from managerial-level employees within the realm of five-star hotels in Islamabad, the study meticulously elucidates the multifaceted dynamics at play within the nexus of GHRM and environmental sustainability.

Central to the study's conclusions is the compelling assertion that the integration of environmental considerations into HRM strategies, manifested through Green Hiring and Green Training initiatives, holds immense promise for organizations committed to enhancing their environmental performance. The empirical evidence unequivocally demonstrates that organizations which prioritize the recruitment and selection of individuals possessing green competencies and values are better poised to achieve commendable environmental performance outcomes. By embedding environmental criteria into the hiring process, organizations can proactively cultivate a workforce that is not only cognizant of environmental issues but also equipped with the requisite skills and knowledge to address them effectively. This strategic alignment between HR practices and environmental objectives serves as a cornerstone for fostering a culture of environmental responsibility and sustainability within organizations.

Furthermore, the study delves into the nuanced interplay between intrinsic rewards and GHRM practices, revealing intrinsic rewards as a potent moderator that amplifies the impact of green HRM initiatives on environmental performance. Through the provision of intrinsic rewards such as recognition, autonomy, and personal satisfaction, organizations can nurture an organizational climate that motivates employees to actively engage in environmentally responsible behaviors.

The findings underscore the importance of recognizing and rewarding employees who demonstrate a commitment to environmental sustainability, as these intrinsic motivators serve to reinforce and sustain environmentally friendly practices over the long term.

In today's era of heightened environmental consciousness and growing concerns about climate change, organizations across the globe are increasingly recognizing the imperative of adopting sustainable business practices. Amidst this backdrop, the role of Human Resource Management (HRM) has emerged as a critical driver of organizational sustainability, with HRM practices playing a pivotal role in shaping organizational behavior and culture. Traditional HRM paradigms, focused primarily on talent acquisition, development, and retention, are evolving to embrace a broader mandate that encompasses environmental sustainability as a core organizational value. This paradigm shift towards Green Human Resource Management (GHRM) represents a fundamental reorientation of HRM practices towards promoting environmental stewardship and sustainability within organizations.

At the heart of the GHRM framework lies the integration of environmental considerations into key HRM functions, including recruitment, training, and rewards. Green hiring, the process of selecting candidates who not only possess the requisite skills and qualifications but also demonstrate a strong commitment to environmental sustainability, serves as the cornerstone of GHRM. By incorporating environmental criteria into job descriptions, candidate selection criteria, and interview processes, organizations signal their commitment to sustainability and attract candidates who share their environmental values and ethos. Research has shown that employees hired based on their green skills and values are more likely to embrace environmentally friendly behaviors and contribute to the organization's sustainability initiatives (Renwick et al., 2016).

Similarly, green training programs play a pivotal role in building organizational capacity for environmental sustainability. Green training initiatives aim to educate and empower employees with the knowledge, skills, and awareness needed to implement sustainable practices in their daily work activities. By providing employees with training on environmental regulations, best practices, and emerging technologies, organizations equip their workforce to address environmental challenges and capitalize on opportunities for innovation and improvement. Green training fosters a culture of continuous learning and improvement, where employees are encouraged to seek out opportunities for personal and professional development in the field of sustainability (Shen et al., 2019).

In addition to green hiring and training, organizations can leverage intrinsic rewards to motivate employees to engage in sustainable practices. Intrinsic rewards, such as recognition, autonomy, and a sense of purpose derived from contributing to environmental initiatives, serve as powerful incentives for employees to embrace sustainability in their work. By recognizing and rewarding employees for their efforts to promote environmental sustainability, organizations reinforce a culture of sustainability and encourage widespread participation in sustainability initiatives. Intrinsic rewards foster a sense of collective responsibility and shared purpose among employees, leading to greater collaboration, cooperation, and innovation in addressing environmental challenges (Paillé et al., 2014).

The integration of environmental considerations into HRM practices represents a paradigm shift in traditional HRM paradigms, signaling a broader recognition of the interconnectedness between organizational success and environmental sustainability. By embracing GHRM principles and adopting sustainable HRM practices, organizations can achieve significant improvements in their environmental performance while enhancing their competitive advantage and reputation in the

marketplace. Moreover, organizations that prioritize sustainability in their HRM strategies are better positioned to attract and retain top talent, as employees increasingly seek out employers who share their values and are committed to making a positive impact on the environment.

In conclusion, the study's findings underscore the importance of adopting a holistic approach to HRM that places sustainability at its core. By integrating environmental considerations into HRM strategies and fostering a supportive work environment enriched with intrinsic rewards, organizations can catalyze a transformative journey towards enhanced environmental performance. This integrated approach not only empowers organizations to mitigate their environmental impact but also positions them as champions of sustainability, thereby contributing meaningfully to broader environmental conservation efforts and paving the way for a more sustainable future. As organizations navigate the complexities of the 21st-century business landscape, embracing GHRM principles offers a pathway to sustainable growth, resilience, and long-term success.

5.3 Implications

The findings of this research have several important implications for both practitioners and academics:

5.3.1 For Practitioners:

Organizations should integrate environmental criteria into their hiring and training processes to enhance their environmental performance. This can involve updating job descriptions to include green skills and competencies, as well as designing training programs that focus on sustainability.

Providing intrinsic rewards such as recognition, opportunities for personal growth, and a sense of accomplishment can significantly boost employees' engagement with sustainability initiatives. By

valuing and rewarding environmentally friendly behaviors, organizations can foster a culture of sustainability.

Companies should develop and implement policies that support green HRM practices. This includes creating frameworks for recognizing and rewarding employees' contributions to environmental sustainability, which can further motivate staff to engage in green practices.

5.3.2 For Academics:

The study contributes to the existing literature on GHRM by empirically validating the positive impact of green HRM practices on environmental performance and the moderating role of intrinsic rewards. These findings can be used to refine theoretical models related to HRM and sustainability.

The findings highlight the need for further research on the interplay between HRM practices and environmental performance across different sectors and regions. Future studies could explore additional moderating variables and investigate the long-term effects of green HRM practices on sustainability outcomes.

5.4 Limitations

Despite its contributions, this study has several limitations that should be acknowledged:

The study was conducted with a sample of 250 managerial-level employees from three to five-star hotels in Islamabad. While the sample size is adequate for the analysis, the findings may not be generalizable to other sectors or geographic regions. Future research should consider larger and more diverse samples to enhance the generalizability of the results.

The research design was cross-sectional, capturing data at a single point in time. This limits the ability to draw causal inferences about the relationships between green HRM practices and

environmental performance. Longitudinal studies are needed to examine how these relationships evolve over time.

The study relied on self-reported data, which may be subject to biases such as social desirability bias and recall bias. Although self-reported measures are commonly used in social science research, future studies could complement them with objective data on environmental performance.

5.5 Future Research and Recommendation:

To build on the findings of this study, future research should address the limitations and explore additional areas:

Replicating the study with larger and more diverse samples across different industries and regions would enhance the generalizability of the findings. This could provide a more comprehensive understanding of how green HRM practices influence environmental performance in various contexts.

Conducting longitudinal studies would provide deeper insights into the long-term effects of green HRM practices on environmental performance. Such studies could track changes in environmental outcomes over time, offering a more dynamic view of the impact of HRM practices.

Future research could investigate other potential moderating variables, such as organizational culture, leadership support, and external environmental regulations, to understand their impact on the relationship between green HRM practices and environmental performance.

Incorporating qualitative methods, such as interviews, focus groups, and case studies, could provide richer insights into how green HRM practices are implemented and perceived within

organizations. Qualitative research can uncover the nuances and contextual factors that influence the effectiveness of these practices.

The data used in this study were collected from managerial-level employees of hotels registered with the Pakistan Hotel Association in Islamabad. The dataset is available upon reasonable request to the corresponding author, subject to ethical guidelines and privacy considerations. Researchers interested in accessing the data for further analysis or replication studies are encouraged to contact the author for more information.

This study underscores the critical role of Green Human Resource Management practices in enhancing environmental performance and highlights the importance of intrinsic rewards in motivating employees to engage in sustainable behaviors. By integrating environmental sustainability into HRM strategies and recognizing employees' contributions to these efforts, organizations can achieve significant improvements in their environmental performance. As the global focus on sustainability intensifies, the insights from this research provide valuable guidance for organizations aiming to align their HRM practices with their environmental goals. Adopting a comprehensive approach to HRM that includes both green hiring and training, along with intrinsic rewards, can help organizations build a sustainable future and make meaningful contributions to environmental stewardship.

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**APPENDIX: -
Questionnaire**

(Likert Scale is used here)

1	2	3	4	5
Strongly agree	Agree	Neutral	Disagree	Strongly disagree

Demographics:

Name

Designation

Organization Name

	Green HRM (Green Training)	1	2	3	4	5
GT 1	We develop training programs in environment management to increase employees' environmental awareness, skills, and expertise.					
GT 2	We have integrated training to create the emotional involvement of employees in environment management.					
GT 3	Our company provides environmental management training for employees					
GT 4	Our company considers environmental issues when analyzing the training requirement					

GT 5	Our company provides induction training on environmental issues for new employees					
GT 6	Environmental training is a priority for our company					
GT 7	Training programs about the environment are provided to large-scale individuals in the hotel					
GT 8	Generally, staff are satisfied with the hotel's green training.					
GT 9	The need assessment for green training helps to familiarize employees with environmental practices					
GT 10	Evaluation of green training and development helps measure the employees' green knowledge and awareness level.					
GT 11	Environmental objectives contain green training and development aspects					

	GHRM (Green Hiring)	1	2	3	4	5
GH 1	Job description specification includes environmental concerns					
GH 2	The environmental performance of our company attracts highly qualified employees					
GH 3	Applicants' awareness of green practices is an essential criterion in selection					
GH 4	Recruitment messages include environmental behavior/commitment criteria					
GH 5	Jobs positions are designed to focus on the environmental management aspects of our company					
GH 6	Applicants for jobs in the hotel are subject to interviews to test their knowledge of the environment					
GH 7	The hotel prefers to recruit employees who know the environment					
GH 8	Besides to other criteria, employees are selected based on environmental standards					

GH 9	Job seekers are attracted by the environmental image and policies of the hotel					
GH 10	The job description includes the job's environmental aspects					
GH 11	The recruitment message includes hotels' environmental values in the job advertisement					

	Environmental Performance	1	2	3	4	5
EP1	Our hotel reduces waste and emissions from operations					
EP2	Our hotel reduces the environmental impacts of its services					
EP3	Our hotel reduces environmental impact by establishing a Partnership					
EP4	Our hotel reduces the risk of environmental accidents, spills, and releases					

EP6	Our hotel reduces purchases of non-renewable materials, chemicals, and components					
EP7	Our hotel has improved its position in the marketplace					
EP8	Our hotel has helped enhance the reputation of our hotel					

	Intrinsic Rewards	1	2	3	4	5
IR1	Will-power provides inner happiness.					
IR2	A sense of honor leads to psychological ownership.					
IR3	Freedom of the employees protects rights.					
IR4	Self-interest encourages the workforce.					
IR6	Intrinsic Motivational factors move towards satisfactory job output					
IR7	Intrinsic Motivational drivers lead towards efficient work outcomes.					

IR8	Intrinsic Motivational elements stimulate workers to adopt an innovative work style.					
IR9	Intrinsic Motivation facilitates the implementation of emerging technologies					
IR10	Intrinsic Motivation is valuable in increasing the practical skills of the employees.					

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