

Impact Of Green HRM Practices On Hotel Employees Green Performance: Mediating Role Of Job Satisfaction And Moderating Role Of Perceived Organizational Support

Umer ishfaq^{1*}, Asad Shahjehan²

^{1*}MS Scholer Department of Management Science, Hazara University, Manserha

Email: umerishfaq@cuiatd.edu.pk

²Assistant Professor, Department of Management Science, Hazara University, Manserha

Email: asad@hu.edu.pk

Abstract

To maintain the sustainable position of environment is one of the major global problem. Various organization stakeholders most probably encourage and promote the environment sustainable behavior. Company is utilizing green human resource management strategies for the recruitment of employees. For the protection of environment, establish the organizational strategies which implemented by the employees for the protection of environment. Through the quantitative study collect the data from hospitality companies, analyze the impact of green human resource management strategies on hospitality company. The findings facilitates in the performance of green human resource management implementation. The findings also support the theory that hotel management system can be improved through highlighting the employee attitude and behavior. Because good environment behavior cannot be establish without effective law and order system.

keywords: Employee green performance, Green HRM, Job satisfaction, Hospitality industry, Perceived organizational support.

Introduction

Preserving our planet's natural resources has been an urgent issue for the entire human race during the past decade (Kim, Choi, and Phetvaroon, 2019). Stockholders within the organisations have pushed for more eco-friendly practises starts getting rewarded and encouraged (Paillé, Boiral, & Chen, 2013). Correspondingly, businesses have instituted procedures to improve the quality of the environment and bottom-line results, often including recycling more and disposing of toxic products and chemicals more carefully (Barbosa, Alves and Grelle, 2021; Petrosillo et al., 2009). In addition, businesses are making efforts of implementing feasible approaches across their operations (Wagner, 2011), that maybe providing a tactical advantage (Jackson and Seo, 2010). The majority of the factories had already taken steps that lessen the amount of garbage they had to throw away like byproducts of making and discarding the products (Melnik et al., 2003). Mitigation of pollution, power and water savings, and patron and staff awareness-raising are just a few examples of environment-friendly actions started by hospitality enterprises (Bohdanowicz et al., 2011; Rahman et al., 2012). Such as, Hilton established environmental protection objectives, policies, and green programmes across the company, in addition to supervising instruments for keeping tabs on their success. Due to these efforts, Hilton Worldwide reduced the utilisation of its water to about 14.1% and the power usage to during 14.5% for the most part around 2009 and 2014. Marriott International seems to be one more large hotel operator that has actively promoted green practise. This is because the environment-friendly reformation has made it mandatory for businesses to take practices regarding ecological concerns seriously (Post, Rahman, & McQuillen, 2015). Green Human resource management is defined as human resource management activities which improve the positive environment outcomes. One of survey is conducted by the 1,018 individuals and interview with more than of 75% they would like to partner with administration which have different environment based guidelines.

Green HRM is a factor in the effective adoption of green strategies and environment management practices. The concept of Green HRM is rising along with literature on sustainable company development and growth. Green HRM impact on the human resource management factors of environment sustainability with emphasize on human resource contribution in pollution management through company organizational systems. Other human resource management tasks are including the high performance and high commitment with human resource management. But green human resource changes from various contexts in several aspects. Firstly, Green HRM is a combination of HRM practices that highly stress on the eco-system and the practical implications for business economic activities. Other human resource management concepts are including for example structural human resource management system also have priority strategic goals. High performance based human resource management is a complete series of single tasks, for example continuity in working and evaluation of capability also have a significant impact on corporate performance.

1. Green HRM also had a positive influence on hotel environment.
2. Green HRM can be helpful to improve the environment sustainability through evaluating the environment situation.
3. High level of employee satisfaction associated with the high productivity, low variation, low absenteeism and organization engagement.

Related Work

Green HRM is using to maintain sustainable productivity, waste management system, social responsibility and a competitive advantage through the continuous learning system and support of advanced development system. Employee behavior, awareness and motivation system can be evaluated and affected through human resource management system. On the other side, organization need to apply for the various kind of policies and strategies with complete effectiveness, respect to encourage and finish the environment consciousness strategies (Carpenter. 1994).

Pro-environmental behavior cannot establish without law and order, organization, management support and human resource practices: innovative and strategical practices too are required. Green HRM policies and programs change employees green to the benefit of individuals, community and industry. Green human resource supports business in establishing a green workforce which able to appreciating and evaluating the environment policies (Milliman, J. and Clair, J. 1996).

The study main objective was to analyse the basic techniques to improve the organization sustainable position. Focused on strategic choice theory and the human resource management model, the study consist on 25 basic categories the present literature highlight that human resource management practices play a essential role in sustainable management and organization sustainability.

According to the mediating function of environment performance and employee performance, this study evaluates the impact of Green HRM for example training and development, performance evaluation, reward and incentives pay on organization sustainable position (Boiral, O., Talbot, D. and Paille, P. 2015). Through the research of previous studies, it was analyzing data collected from 165 individuals from Pakistan manufacturing industry through the survey questionnaire approach. The results of study highlighted the green human resource activities consisting on training and development. Performance evaluation system and compensation.

Human resource management also play the important role in the company sustainable performance with top executive level management evaluating human resource like a strategic advantage for company productivity which move towards the advancement and long term positive results as well as more productive use of organizational resource to minus the cost and challenges and make able the company to remain competitive.

Research Methodology

The methodology is a concise strategy which provide the systematic approach to the study. To meet the research goals and objectives, provide the general understanding of quantitative strategies, questionnaire development system, data collection, statistical analysis and data interpretation. If we examine the methodology, research paradigms, research methodology, explanation of sampling data collection method, research measurements and data analysis.

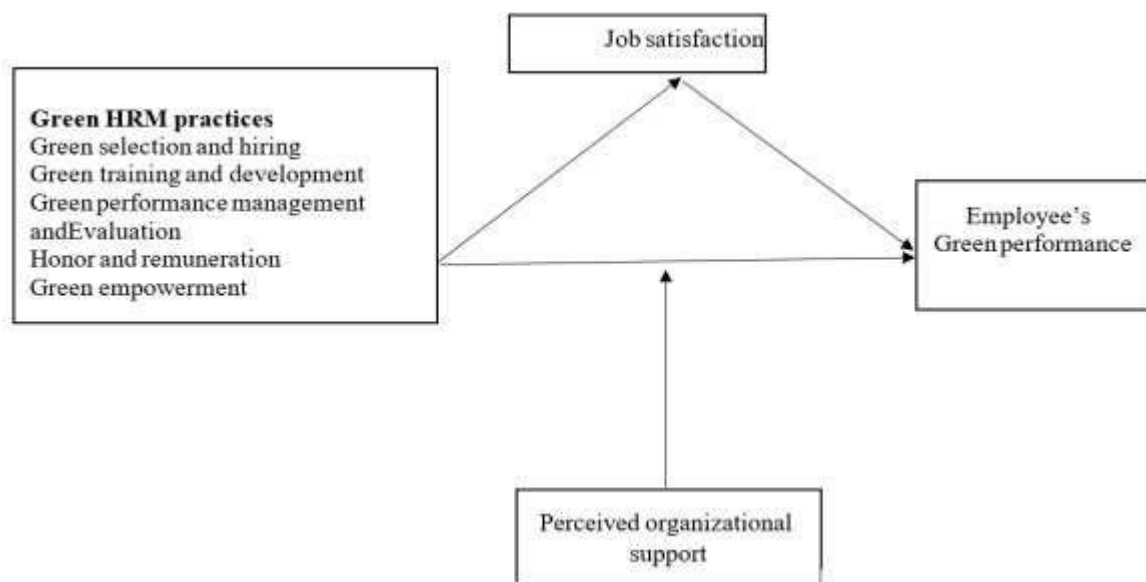


Figure 1: Theoretical Framework

Research Paradigms

Research paradigm is about a collection of estimations communicated through researchers relevant to problems that should need to be evaluated and understood, how the research paradigm is evaluating? A broad context for evaluating and estimating values that ideas and behavior exist within. It support researchers to establishing varieties relevant to tool collection, test of instruments, methodology and rational conclusions. On the other side, three theories highlight the research paradigm: pragmatism and constructivism. According to the previous research work, it is estimating people put effort to establish the understanding about society in which they live their life and work? Constructivism is a philosophy which deals with scientific and observational research. Individuals utilize the opportunities to establish the interpretation about world knowledge.

At the end, various researchers explained pragmatic strategy like a method of dealing with various challenges which also includes explain the problems, and evaluating the suitable solutions. This strategy emphasizes on the techniques which like to be most suitable for the study challenges. Pragmatism is a combination of positivism and constructivism which support researchers to solve the problems. The outcome of this realistic methodology is one of the single strategy used by 46 to research mixed methods.

Data collection

Protecting questionnaire takers against legalised trouble and questionnaire non-fulfilment requires double checking all participants before sending out the finalized questionnaire. As far as security concerns and other violations of trust go, the investigator dealt with them all. High executives and employees members in the hotel business gave their blessing and wrote a document indicating they understood they may end the questionnaire at any time if they felt uneasy about participating.

The survey was piloted on a small group of volunteers prior to being sent out to the whole sample. Following the preliminary trial, instructions were developed for refining the survey in light of the results. The pilot survey is conducted to confirm that the participant's knowledge of GHRM practises and GEP is precise and dependable. In all, fifty public participated throughout the preliminary study. The number of feedbacks were adequate, as measured by the internal consistency accuracy and internal consistency (α), both of which were greater than 0.70 (Nunnally and Bernstein, 1994). Upon rephrasing some queries, the questionnaire was finally administered.

Population of sample was calculated using G*Power ('a priori' power evaluation), as proposed by Hair et al. (2017). This research recommended a minimal population number of 129 to achieve 80% numerical efficiency, taking into account a 0.15 impact factor and 4 determinants (see Figure 1). Nevertheless, 550 surveys were distributed for this study. The slain employees were from four distinct companies located in four distinct provinces across Pakistan. The most efficient use of resources in terms of money, time, and human labour was found in the use of a standardised, self-administered surveys to collect the data (Dillan, 2000; Aslant and Dillan, 1994). Between 10 and 12 weeks were needed to finish the survey. When 550 surveys were sent out to the hotel industry in queries, only 257 were received afterwards from being weeded out for not providing enough information. This means that 46% of the population participated.

Data preprocessing

Five autonomous parameters (employment and alignment, ecofriendly achievement and assessment, processing and development, ecofriendly motivation and benefits, and staff capacity building), one arbitrating parameter (quality of work life), one facilitator (apparent corporation assistance), and one predictor variables (hiring and placement) were considered in the data analysis, along with 34 introspective assessment aspects (GEP). The instruments were designed after reviewing the works of other researchers in the field. The survey's participants used a 5-point Likert scale tend to range from "strongly disagree" (1 rating) to "strongly agree" (5 ratings) to select their answer (5 rating). With this index, we sought to ascertain the prevalence of desirable hotel operations. Respondents were given a single option meant to capture the current level of GHRM initiatives at their workplace. The survey was divided into two parts. Statistics regarding the respondents' financial background can be found in the initial portion, whereas information regarding the article's hypothesis is provided in the latter. You can see the many authors from which the concepts are drawn as well as the total amount of things contained inside every build in Table 01.

Table 1: Study constructs, sources, and items

Variables	Sources	Items
Recruitment and selection	Tang et al. (2017)	3
Green performance and appraisal	Jabbour et al. (2010)	4
Green training and development	Tang et al. (2017)	3
Green reward and compensation	Jabbour et al. (2010)	3
Green empowerment	Jabbour and Santos (2008 a); Ahmad (2015)	6
Job satisfaction	Cheng et al. (2015)	4
Perceived organizational support	Eisenberger et al. (1986)	8
Green employee performance	Karatepe (2013)	3

Analysis Strategy

Smart-PLS is the one of the software to use for structural equation modelling (SEM) to analyze the various path coefficients in order to test a research model (Khan et al. 2019). Smart PLS is largely being used in the field geography, psychology, ecology, agriculture, and environmental sciences (Sarstedt, 2019). Smart PLS uses variance-based approach to analyse complex models considering the limited samples (Hair et al., 2010). Smart PLS uses path coefficients to order to analyse hypothesised relationships among the variables of study and visualized the model graphically to describe relationships estimated in the model.

Because of the usage of Smart PLS across a broader spectrum of disciplines this study uses this application for the testing of measurement properties of the proposed model (Figure 1) and to test the stated hypotheses in the literature review section. However, basic data testing such as frequency distribution, percentage, standard deviation, and mean attribute score were performed in SPSS.

Experimental Results

Descriptive statistics are using to define the basic categories of data. It is also using to evaluate the quantitative data in proper form. During the research work, it is also analyzed provide the simple summaries about the sample and measurement. Due to the high variation in data, it is difficult to manage the variation in an appropriate form, en prefer the descriptive analysis. Demographic is relating to about the detail of participants in which discuss the gender of candidate, age, qualification, designation, experience and location of participant.

In this research work 257 questionnaires received for the data analysis perspective. If we analyze the response rate of research work was approximately 62%. During the research, it was identified 217 were male out of 257 candidates. On the other side, 25 were female out of 257. Highest part of the candidates with the frequency of 217 were between the age of 41-50. During the data collection, only 3 candidates out of 257 were 51-60 year of age. The analysis also represent that 27 out of 257 candidates were metric pass. On the other side, 34 out of 257 had completed their intermediate. Various candidates were graduate according to the frequency of 149 out of 257. 98 candidates had master degrees.

If we analyze position wise mostly candidates are relating to upper management position according to the frequency of 125 out of 257. On the other side, secondly various candidates belong to middle level management according to the frequency of 92 out of 257. Only 35 out of 257 were from lower level management. Through the data collection, it was also analyzing various candidates according to the frequency of 145 out of 257 had 7-9 years of job experience, 38 out of 257 had 4-6 year of experience. Third one 17 candidates had job experience of 1-3 years. Only 57 out of 257 were most senior with the experience of 10 years or more. (see Table 02).

Table 2: Demographical Details of Participants

Variables	Category	Count	Percentage
Gender	Male	217	84%
	Female	40	16%
Age	20 or less	31	12%
	21-30	65	25%
	31-40	117	46%
	41-50	41	16%
	51-60	3	1%
Qualification	Matric	27	11%
	Inter	44	17%
	Bachelors	149	58%
	Master/MS/M.Phil.	98	38%
	PhD	38	15%
Designation	Lower Management	35	14%
	Middle Management	92	36%
	Upper Management	125	49%
Experience	1-3 years	17	7%
	4-6 years	38	15%
	7-9 years	145	56%
	10 or above	57	22%
Location	Abbottabad	153	60%
	Islamabad	104	40%

The variance inflation factor (VIF) is used to address multiple correlation issues in internal parameter estimation. The extent to which the beta coefficient varies depends on the level of multiple correlation present in the underlying fundamental model. Unless the level of the VIF is far below 5.0, then multiple correlation is not an issue (Hair et al., 2013). Signals from a wide range of factors each have outside VIF numerics below 5 (Hair et al., 2011). Consequently, there is absolutely no doubt or problem concerning multivariate regression (see Table 03).

Analysis of Measurement Model

Each of the correlation coefficients for each variable utilised in this research can be found in Table 03. Overall correlation coefficients fell between 0.60 and 0.70, which is within the permissible limit (Hair et al., 2017). It consisted of only couple of things taken out of the framework to get better outcomes. Articles JS5 and POS3 were also included. Also included were GHRM10, GHRM11, GHRM15, GHRM16, GHRM19.

Convergent validity measures the dependability about an instrument's intrinsic precision, and greater values show greater sureness. Figures around 0.60 and 0.70 were suggested as adequate by the investigators during assessment process, and CR numerics around 0.70 and 0.95 indicate acceptable to excellent consistency (Hair et al. 2017 b). Consistency levels above 0.95 are problematic in analytical surveys while answers to questions about same things are negative (Diamantopoulos et al., 2012). Table 03 shows that all CR numerics are larger over 0.70 (Hair et al., 2017).

The Cronbach's alpha for every single build was also satisfactory. α (coefficient alpha) can be anywhere between 0.60 to 0.70 for qualitative research, as stated by Hair et al., (2017). Additionally, any hypothetical construct ought to possess a

Cronbach's alpha of 0.70 or higher. Consequently, every hypothetical constructs demonstrated improved intrinsic cohesion. AVE (average variance extracted) was used to describe congruent validity findings in Table 03. Congruent validity was not an issue for any of the constructs because their AVE values were more than 0.5 (Hair et al., 2017).

Table 3: Factor Loadings, Reliability and Convergent Validity

Construct	Items	Loadings	VIF	Alpha	CR	AVE
Green Employee Performance (GEP)	GEP1	0.86	1.7	0.83	0.9	0.75
	GEP2	0.91	1.6			
	GEP3	0.83	2.2			
Green Human Resource Management (GHRM) VIF = 2.0	GHRM1	0.72	2.0	0.84	0.87	0.54
	GHRM2	0.75	2.1			
	GHRM3	0.79	2.4			
	GHRM4	0.69	1.7			
	GHRM5	0.71	1.9			
	GHRM6	0.83	2.5			
	GHRM7	0.73	1.9			
	GHRM8	0.69	1.6			
	GHRM9	0.76	2.5			
	GHRM12	0.73	2.8			
	GHRM13	0.78	3.5			
	GHRM14	0.81	3.0			
	GHRM17	0.71	2.1			
	GHRM18	0.76	2.7			
Job Satisfaction (JS) VIF = 1.5	JS1	0.88	2.1	0.86	0.9	0.7
	JS2	0.83	1.8			
	JS3	0.80	2.1			
	JS4	0.84	2.3			
Perceived Organizational Support (POS) VIF = 2.2	POS1	0.68	1.9	0.85	0.88	0.53
	POS2	0.64	1.8			
	POS4	0.76	2.0			
	POS5	0.80	2.5			
	POS6	0.76	3.1			
	POS7	0.70	2.1			
	POS8	0.77	1.9			

Divergent rationality was evaluated using the Heterotrait-Monotrait (HTMT) proportion approach, and the outcomes are displayed in Table 04 (Kline, 2011; Henseler et al., 2015). To get the arithmetic mean of a set of scores, HTMT compares the underlying features to a geo-matrix standard deviation. This employs an additional precise strategy for testing the ability to discriminate as shown in figure 2.

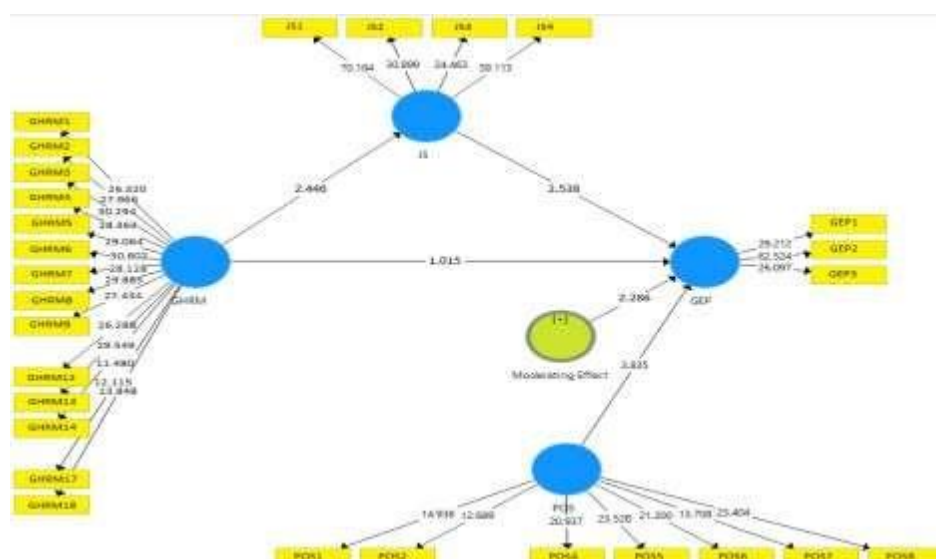


Figure 2: Structural Model Results

Concerns about latent variables arise if the HTMT score is higher above 0.85. (Kline, 2011). Structural equation modeling research has established a criterion of HTMT 0.85 for determining structural dissimilarity (Henseler et al., 2015). Most of the internal metrics and the construction grade were found to be below 5.0. (Hair et al., 2017). As a result, there wasn't any problem with the test's ability to discriminate (Table 04).

Table 4: Discriminant Validity of Constructs via Heterotrait-Monotrait Criterion

Constructs	GEP	GHRM	JS	POS
Green Employee Performance (GEP)				
Green Human Resource Management (GHRM)	0.465			
Job Satisfaction (JS)	0.276	0.589		
Perceived Organizational Support (POS)	0.517	0.831	0.667	

Hypotheses testing

Hypothetical constructs as well as their prediction power can be evaluated using the conceptual framework (Hair et al., 2017). Quantitative methodology is used to determine the appropriate number of each parameters after testing the effectiveness of the theory to determine the statistical significance. The results of direct, indirect and moderating relationships among variables (see Figure 00) are reported in Table 05. The p value of each direction shows how important the paths are or accepting or rejecting the proposed hypotheses. The results showed that GEP does not relate to GHRM ($\beta = 0.057$; $t = 1.015$, $p > 0.05$). As a result, H1 has not been ruled out. H2 acknowledges that GHRM has a positive relationship with JS ($\beta = 0.521$; $t = 2.446$; $p < 0.05$). Thus, H2 was validated, and GHRM has a strong and significant relationship with JS ($\beta = 0.521$). Further, H3 was also acknowledged because JS and GEP were significantly and positively related ($\beta = 0.614$; $t = 2.538$; $p < 0.05$). Regarding the proposed moderation of POS between GHRM and GEP (H4) the output has endorsed the assertion that POS positively and significantly interacts the interplay of GHRM practices and GEP ($\beta = 0.473$; $t = 2.286$; $p < 0.05$). Additionally, for all hypothesis except H1, LL and UL both were positive and while zero does not straddle these boundaries.

The mediating role of JS between GHRM and GEP was tested using Preacher and Hayes (2004) guidelines. The indirect influence suggests that the mediation effect of JS between GHRM and GEP is statistically significant ($\beta = 0.632$; $t = 3.018$; $p < 0.05$). As a result, H5 was supported.

Table 5: Direct, moderating, and indirect hypotheses testing

Relationships	Beta	Standard Deviation	t Statistics	LL	UL
GHRM \rightarrow GEP	0.057	0.057	1.015	-0.092	0.034
GHRM \rightarrow JS	0.521	0.061	2.446	0.273	0.521
JS \rightarrow GEP	0.614	0.051	2.538	0.364	0.557
GHRM \times GEP \rightarrow GEP	0.473	0.027	2.286	0.047	0.248
GHRM \rightarrow JS \rightarrow GEP	0.632	0.041	3.018	0.057	0.168

Coefficient of determination (R²)

The statistical precision of a systemic process is calculated by the R², often referred as the system's interpretive capacity. Values near to 1 indicate a larger relation or cumulative impact of extrinsic variable upon internal latent variable whereas values between -1 and 1 indicate no connection or influence. As per Cohen (1988), values of correlation coefficients (R²) from 0.02 to 0.13 indicate low, medium, and high effects, whereas R square value of 0.26 and above indicate large effects. Data in Table 05 reveals that although all of the external constructions had some effect on green employee performance (GEP), just Green HRM had such a substantial effect on job satisfaction (JS). For the experts and organizations, this report also consists on various practical implications. Green employee performance is also facilitated through Green HRM. Green employee performance is highly facilitated through green human resource activities explained in this study by work satisfaction. Maintain the environment sustainable position and provide the advantage to all stakeholders. On the other side, it also provide the competitive advantage to adopters of future green economies. For example: minimum workforce cost in environment management programs. These outcomes provide the initial point to the HR professionals which evaluating the Green HRM as a whole.

Firstly, HRM companies need to motivate human resource management administration relevant to Green HRM activities and they are as a management take the initiative to putting the organization environment sustainable in the form of action. On the other side, employees should need to be motivated and able to take the responsibilities according to the organization green goals and objectives. Secondly, businesses support through green training and development system for the staff, which supports them admires the strategies of sustainability. These type of trainings establish basic skills in workers, implementing the sustainable principles and so supporting in the achievement of green management objectives and goals. Thirdly, organization can be able to analyze the employees green activities and interlinked with the promotional strategies, compensation, reward system as well as motivate and make them able to engage in various green projects. It also has a positive contribution in the organization goals and objectives.

To address the environmental problems, hotels encourage the green activities in all over the 67 operation chain according to the current study. The outcome of this employee feel self-importance what their society contribute in environment sustainability. Through the analysis of results, hotel business hire new employees which are more determinant about the environment sustainable strategies and encouraging the green ideas. The outcome of this study, the management in the industry design, their hiring policies to follow the pattern the determinant employees are hiring to encourage the environment sustainable position. Through the research work on a latest survey, employees who are working in the hospitality industry only move their behavior and attitude towards green the workplace environment if they have the positive behavior towards the environment and a high degree of environment concern. The result estimate that focusing on environment sustainability supports the management in the industry to achieve their goals. Fourth, we estimate that policymakers in the hospitality industry emphasizes on and supports Green HRM activities, improve the sector sustainability like a co-operative workplace. At the end, we suggest that hotels manage the sustainable policies and promote the employees to take part in the green management system.

Discussion

To further understand how GHRM affects green worker's productivity, present research uses career progression like a moderator variable. Inside the hotel sector, this is a novel chance to handle the fallout from hiring environmentally conscious workers. By comparing my findings to those of other studies that tested the same hypotheses, we are able to create a more rigorous evaluation from which to make more definitive results. This article's findings that GHRM and green worker productivity are associated in harmony with solid empirical evidence. Across this paper, we examine how GHRM affects retention rates and worker's productivity at the workplace. The findings facilitate in the performance of Green HRM implementation. The findings also support the theory that hotel management system can be improved through highlighting the employee attitude and behavior.

Previous research study evaluated that human resource management can facilitate in to motivate the employees to protect the atmosphere and take part in environment sustainable practices. The outcome of the findings evaluates the employee participation in environment sustainable position and it also improve the environmental performance of company. The result also analyzed that Green HRM also had a positive influence on hotel environment. Green HRM can be helpful to improve the environment sustainability through evaluating the environment situation. Previous research studies examined that Green HRM play the important role in organizing the problems according to the estimated results. Employees environment interest supports the relationship between environment performance and Green HRM.

Previous studies examined that Green HRM play the essential role in aligning environmental problems among workforce, environment instability contribute in the employee performance, motivating to accept green behavior and improvement in company environment performance. The second number hypothesis Green HRM also emphasized on the results of previous research work, it also evaluates the work satisfaction is a common strategy in the hospitality industry. Employees view of human resource strategies are similarly improve the work satisfaction and loyalty with the business. If we analyze the service sector emphasize on Green HRM than the other sectors? Human resource management supports the company with the important skills to learn and get the benefit from potential opportunities. Employee satisfaction and green employee performance also had a transparent relationship according to the third hypothesis. The outcomes of research which were same to showed a relationship between satisfaction of work and engagement with organization are connected through a variety of methods. If talented employers want to become competitive? they focus more time on work in respect to meet the desire of the workplace. Through the analysis of findings, the fourth hypothesis moderating influence on green employee performance was appropriate. This study results are align with those of earlier studies for example:

Green action also has a social and environmental strategies for employees, because it is social based environment. Green attitude in the workplace environment consist on both necessary and optional behavior, beneficial to the value development. Employees change according to their position at working platform, which also highly impact on their working activities and how to take actions at the workplace? This develops a tension among the need of employment and the need of family. Job satisfaction is employee emotional mind, which also has a strong association with corporate citizenship activity. As a outcome of the impact of inspiration, it also evaluate the estimated time and commitment of employee with the work. Job satisfaction performed like a mediator between Green HRM and green employee performance according to the findings. The main reason is consistent with various other studies. High level of employee satisfaction associated with the high productivity, low variation, low absenteeism and organization engagement. Green HRM practices are a good indicator of corporate engagement because they provide various possibilities and also responsible for the development and advancement of human capital in the organization. Minimum resources for career development and improvement in working activities are basic factors in employee turnover and other factors need to be considered. The results of this research work which found that Green HRM activities also impact on employee attitude in New Zealand for example organization loyalty, work satisfaction and organization justice. Job satisfaction can be maintained through equal reward scheme which include wages, working environment, preparation, advancement of system and human resource policies.

Conclusion And Future Work

The main contribution in the body of literature, this study also have some limitations. How administration system different in all over the sectors, organizations and nations. This research work was established under the limited time period, cost and other evidences. It is necessary to estimate the strategies of Green HRM will be different in all over the areas, nation.

According to the analysis of current study, the conclusions are comparatively low generalizable. It also emphasized on a single market in a single region for example Pakistan. The future study evaluate the present study outcomes in a various variety of parts and culture surroundings. Integrating studies from emerging and developed nations is also one of the prominent option for researchers interested in the topic. The modern research work The explanatory study of the previous study strengthen through evaluating the academic mediators like (integrity, corporate actions and employee level of satisfaction towards job). The latest research replaced with sequential facilitation model evaluate through establishing a connection between Green HRM and green employee performance through job satisfaction.

References:

1. Abdull Razab, M.F., Mohamed Udin, Z., Osman, W.N., 2015. Understanding the role of GHRM towards environmental performance. *Journal of Global Business and Social Entrepreneurship*, 1, 118-125.
2. Abubakar, A.M., Elrehail, H., Alatailat, M.A. and Elçi, A. (2017a), "Knowledge management, decision-making style and organizational performance", *Journal of Innovation and Knowledge*, 4 (2), pp. 104-114, doi: 10.1016/J.JIK.2017.07.003.
3. Adriana, L. T. D., Fahira, K. T., Nailissa'adah, M., & El Maula, H. (2020, May). A Review the Important of Green Human Resource Management Practices toward Employee Green Behaviour in Organization. In *Journal of International Conference Proceedings*. 3(1), pp. 124-135.
4. Aigbedo, H. (2021). An empirical analysis of the effect of financial performance on environmental performance of companies in global supply chains. *Journal of Cleaner Production*, 278, 121741.
5. Akkoç, İ., Çalışkan, A., & Turunç, Ö. (2012). The effect of development culture and perceived organizational support to the job satisfaction and job performance: the mediating role of trust. Celal Bayar University, The Faculty of Economic and Administrative Sciences. *Journal of Management and Economics*, 19(1), 105-135.
6. Al Jenaibi, B. (2010), "Job Satisfaction: Comparisons among diverse Public Organizations in the UAE", *Management Science and Engineering*, 4(3), pp. 60-79.
7. Albrecht, S.L., Bakker, A.B., Gruman, J.A., Macey, W.H. and Saks, A.M. (2015), "Employee engagement, human resource management practices and competitive advantage", *Journal of Organizational Effectiveness: People and Performance*, 2(1), pp. 7-35, doi: 10.1108/ JOEPP-08- 2014-0042.
8. Al-Ghazali, B. M., & Afsar, B. (2021). Retracted: Green human resource management and employees' green creativity: The roles of green behavioral intention and individual green values. *Corporate Social Responsibility and Environmental Management*, 28(1), 536-536.
9. Altarawneh, M., Dlugogorski, B. Z., Kennedy, E. M., & Mackie, J. C. (2009). Mechanisms for formation, chlorination, dechlorination and destruction of polychlorinated dibenzo-p-dioxins and dibenzofurans (PCDD/Fs). *Progress in energy and combustion science*, 35(3), 245-274.
10. Ambreen, M. (2011), "Impact of implied organizational support on organizational commitment", *European Journal of Business and Management*, 3(11), pp. 41-45.
11. Amrutha, V. N., & Geetha, S. N. (2020). A systematic review on green human resource management: Implications for social sustainability. *Journal of Cleaner Production*, 247, 119131.
12. Ana, C., Gisela, D. and Tatiane, P. (2019), "Do human resources policies and practices produce resilient public servants? Evidence of the validity of a structural model and measurement models", *Revista Brasileira de Gestao de Negocios*, 21(1), pp. 70-85, doi: 10.7819/rbgn.v21i1.3965.
13. Anwar, N., Mahmood, N. H. N., Yusliza, M. Y., Ramayah, T., Faezah, J. N., & Khalid, W. (2020). Green Human Resource Management for organisational citizenship behaviour towards the environment and environmental performance on a university campus. *Journal of Cleaner Production*, 256, 120401.
14. Appelbaum, E.; Berg, P. (2000) *High-performance work systems and labor market structures*, Kluwer Academic/Plenum Publishers, New York.
15. Ardá, A., & Jiménez-Barbero, J. (2018). The recognition of glycans by protein receptors. Insights from NMR spectroscopy. *Chemical Communications*, 54(38), 4761-4769.
16. Boiral, O., Talbot, D. and Paille, P. (2015). "Leading by example: a model of organizational citizenship behavior for the environment". *Business Strategy and the Environment*, 24(1), 532- 550.
17. Borman, W. C., & Motowidlo, S. J. (1997). Task performance and contextual performance: The meaning for personnel selection research. *Human performance*, 10(2), 99-109.
18. Carpenter. (1994). In Milliman, J. and Clair, J. (1996). *Best Environmental HRM Practices in the USA*, In Wehrmeyer, W. (eds) (1996), *Greening People - Human Resources and Environmental Management*, Sheffield, England: Greenleaf Publishing.
19. Cheema, S., & Javed, F. (2017). The effects of corporate social responsibility toward Green HRM: The mediating role of sustainable environment. *Cogent Business & Management*, 4(1), 1310012.
20. Chen, C. F. (2006). Job satisfaction, organizational commitment, and flight attendants' turnover intentions: A note. *Journal of Air Transport Management*, 12(5), 274-276.
21. Cheng, C. Y., Liou, S. R., Tsai, H. M., & Chang, C. H. (2015). Job stress and job satisfaction among new graduate nurses during the first year of employment in Taiwan. *International Journal of Nursing Practice*, 21(4), 410-418.
22. Ellahi, A., Ishfaq, U., Imran, A., Iqbal, M. A. B., Hayat, M. T., & Abid, M. (2021). Effect of Workaholism, Job Demands and Social Support on Workplace Incivility. *Indian Journal of Economics and Business*, 20(4).

23. Ishfaq, Umer, et al. "An Empirical Study on Motivation and Job Satisfaction: Hotel Employees' Perspective of Pakistan." *Indian Journal of Economics and Business* 20.4 (2021).
24. Cherian, J., & Jacob, J. (2013). Impact of self-efficacy on motivation and performance of employees. *International journal of business and management*, 8(14), 80.
25. Cherif, A., Grobe, N., Wang, X., & Kotanko, P. (2020). Simulation of pool testing to identify patients with coronavirus disease 2019 under conditions of limited test availability. *JAMA network open*, 3(6), e2013075-e2013075.
26. Chin, W.W., Peterson, R.A. and Brown, P.S. (2008), "Structural equation modelling in marketing: some practical reminders", *Journal of Marketing Theory and Practice*, Vol. 16 No. 4, pp. 287-298.
27. Chou, C-J. (2014). Hotels' environmental policies and employee personal environmental beliefs: Interactions and outcomes. *Tourism Management*, 40, 436–446.
28. Cincera, J., & Krajhanzl, J. (2013). Eco-Schools: what factors influence pupils' action competence for pro- environmental behaviour?. *Journal of Cleaner Production*, 61, 117-121.
29. Cohen, A., & Liani, E. (2009). Work-family conflict among female employees in Israeli hospitals. *Personnel Review*.
30. Cohen, J. (1988). Set correlation and contingency tables. *Applied psychological measurement*, 12(4), 425-434.
31. Creswell, J. W. (2012). *Educational research: planning, Conducting, and Evaluating*.
32. Creswell, J.W. & Clark, V.L.P., 2011. *Designing and Conducting Mixed Methods Research*, SAGE Publications. Available at: <https://books.google.com/books?id=YcdlPWJRbC&pgis=> [Accessed May 20, 2015].
33. Creswell, J.W., 2013. *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*, SAGE Publications.
34. Daily, B. F., Bishop, J., Steiner, R., 2007. The mediating role of EMS teamwork as it pertains to HR factors and perceived environmental performance. *Journal of Applied Business Research*, 23, 95–109.
35. Daily, B.F. and Huang, S.-C. (2001), "Achieving sustainability through attention to human resource factors in environmental management", *International Journal of Operations & Production Management*, 21 (22), 1539-1552.
36. Daily, B.F., Bishop, J.W., Massoud, J.A., 2012. The role of training and empowerment in environmental performance: a study of the Mexican maquiladora industry. *International Journal of Operations & Production Management*, 32, 631-647.
37. De Burgos-Jiménez, J., Vázquez-Brust, D., Plaza-Úbeda, J. A., & Dijkshoorn, J. (2013). Environmental protection and financial performance: An empirical analysis in Wales. *International Journal of Operations & Production Management*.
38. Deddy Pandaleke, (2016). The Influence of Competence, Job Satisfaction and Organizational Commitment to Employee Performance (Study on Inspectorate of Southeast Minahasa Regency). *Jurnal Emba: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 4(2), 199- 210.
39. Del Brío, J. Á., Fernandez, E., & Junquera, B. (2007). Management and employee involvement in achieving an environmental action-based competitive advantage: an empirical study. *The International Journal of Human Resource Management*, 18(4), 491-522.
40. Delery JE and DH Doty (1996) Modes of theorizing in strategic human resource management: tests of universalistic, contingency, and configurational performance predictions.
41. *Academy of Management Journal* 39(4), 802–835.
42. Diamantopoulos, A., Riefler, P., & Roth, K. P. (2008). Advancing formative measurement models. *Journal of Business Research*, 61(12), 1203–1218.
43. Diana Sulianti Tobing, (2009). Influence of Organizational Commitment and Job Satisfaction on Employee Performance PT. Perkebunan Nusantara III in North Sumatra. *Journal of Management and Entrepreneurship*, 11(1).
44. Dias-Sardinha, I., & Reijnders, L. (2001). Environmental performance evaluation and sustainability performance evaluation of organizations: an evolutionary framework. *Eco- Management and Auditing: The Journal of Corporate Environmental Management*, 8(2), 71- 79.
45. Dijkstra, T. K., & Henseler, J. (2015). Consistent and asymptotically normal PLS estimators for linear structural equations. *Computational Statistics & Data Analysis*, 81(1), 10–23.
46. Dillman, D.A. (2000), *Mail and Internet Surveys: The Tailored Design Method*, Wiley & Sons, New York, NY.
47. DuBois, C. L., & Dubois, D. A. (2012). Strategic HRM as social design for environmental sustainability in organization. *Human Resource Management*, 51(6), 799-826.
48. Dumont, J., Shen, J., & Deng, X. (2016). Effects of green HRM practices on employee workplace green behaviour: The role of psychological green climate and employee green values. *Human Resource Management*, 56(4), 613-627.
49. Eberhardt, L. L. (1977). Optimal policies for conservation of large mammals, with special reference to marine ecosystems. *Environmental Conservation*, 4(3), 205-212.
50. Edgar, F., & Geare, A. (2005). HRM practice and employee attitudes: different measures–different results. *Personnel review*. *Personnel Review*, 35(5), pp. 534-549.
51. <https://doi.org/10.1108/00483480510612503>
52. Ehnert, I., Parsa, S., Roper, I., Wagner, M., Muller-Camen, M., 2016. Reporting on sustainability and HRM: a comparative study of sustainability reporting practices by the world's largest companies. *The International Journal of Human Resource Management*. 27 (1), 88- 108.
53. Eisenberger, R., Huntington, R., Hutchison, S. and Sowa, D. (1986). Perceived organizational support. *Journal of*

- Applied Psychology 71(3), 500–507.
54. El-Kassar, A. N., Singh, S. K., 2019. Green innovation and organisational performance: the influence of big data and the moderating role of management commitment and HR practices. *Technological Forecasting and Social Change*, 144 (8), 483–498. EPA, 2018. Environmental Protection Agency.
 55. Elrehail, H., Harazneh, I., Abuhjeeleh, M., Alzghoul, A., Alnajdawi, S., & Ibrahim, H. M. H. (2019). Employee satisfaction, human resource management practices and competitive advantage: the case of northern cyprus. *European Journal of Management and Business Economics*.
 56. Etikan, I., & Bala, K. (2017). Sampling and sampling methods *Biometrics & Biostatistics International Journal*, 5(6), 00149.
 57. Evangelinos, K., Nikolaou, I., & Leal Filho, W. (2015). The effects of climate change policy on the business community: A corporate environmental accounting perspective. *Corporate Social Responsibility and Environmental Management*, 22(5), 257–270. <https://doi.org/10.1002/csr.1342>.
 58. Faiza, M., Wei, L., Banyai, T., Nurunnabi, M. and Subhan, Q.A. (2019), “An examination of sustainable HRM practices on Job Performance: an application of training as a moderator”, *Sustainability*, Vol. 11, p. 2263, doi: 10.3390/su11082263.
 59. Fawehinmi, O., Yusliza, M. Y., Mohamad, Z., Faezah, J. N., & Muhammad, Z. (2020). Assessing the green behaviour of academics: The role of green human resource management and environmental knowledge. *International Journal of Manpower*.
 60. Felgate, G.J.C.T.N. (2006), UK Employees Set to Drive Greening of Business, *Carbon Trus News*, 1-2.
 61. Fernández, E., Junquera, B., & Ordiz, M. (2003). Organizational culture and human resources in the environmental issue: a review of the literature. *International Journal of Human Resource Management*, 14(4), 634-656.
 62. Fornell, C. and Larcker, D.F. (1981), “Evaluating structural equation models with unobservable variables and measurement error”, *Journal of Marketing Research*, Vol. 18 No. 1, pp. 39-50
 63. Frenkel, S., Sanders, K. and Bednall, T. (2013), “Employee perceptions of management relations as influences on job satisfaction and quit intentions”, *Asia Pacific Journal of Management*, 30(1), pp. 7-29.
 64. Ishfaq, Umer, and Muhammad Mudassar Abbasi. "The mediating role of job satisfaction and transformational leadership on emotional intelligence and project success." *Journal of Positive School Psychology* 6.8 (2022): 3668-3682.
 65. Eracleous, A. and Chamorro-Premuzic, T. (2009), "Personality, motivation and job satisfaction: Hertzberg meets the Big Five", *Journal of Managerial Psychology*, 24(8), 765- 779.
 66. Gede, N. K. S. W. I., & Sudibya, A. (2016). Effect of Job Satisfaction and Organizational Commitment On Employee Performance At Natya Hotel, Kuta Bali. *E-Journal of Management Udayana University*, 5(2), 870-897.
 67. George, D., & Mallery, P. (2016). Descriptive statistics. In *IBM SPSS Statistics 23 Step by Step* (pp. 126- 134). Routledge. Hair, J. F., Hult, G.
 68. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A primer on partial least squares structural equation modeling (PLS-SEM)* (2nd ed.). Thousand Oaks: Sage.
 69. Gholami, H., Rezaei, G., Saman, M.Z.M., Sharif, S. and Zakuan, N. (2016), “State-of-the-art Green HRMSystem: sustainability in the sportscenter in Malaysia using a multi- methods approach and opportunities for future research”, *Journal of Cleaner Production*, 124 (8), 142- 163.
 70. Ghouri, A. M., Mani, V., Khan, M. R., Khan, N. R., & Srivastava, A. P. (2020). Enhancing business performance through green human resource management practices: an empirical evidence from Malaysian manufacturing industry. *International Journal of productivity and Performance management*.
 71. Gilal, F. G., Ashraf, Z., Gilal, N. G., Gilal, R. G., & Channa, N. A. (2019). Promoting environmental performance through green human resource management practices in higher education institutions: A moderated mediation model. *Corporate Social Responsibility and Environmental Management*, 26(6), 1579-1590.
 72. Gohar, E. A., Rady, A., & Zaki, M. (2019). Green Human Resource Management: Achieving High Performance of Human Resource Units at Travel Agencies and Hotels. *International Journal of Tourism and Hospitality Management*, 2(1), 187-215.
 73. Govindarajulu, N., & Daily, B. F. (2004). Motivating employees for environmental improvement. *Industrial management & data systems*. 104(4), pp. 364 372. <https://doi.org/10.1108/02635570410530775>.
 74. Grolleau, G., & McCann, L. M. (2012). Designing watershed programs to pay farmers for water quality services: Case studies of Munich and New York City. *Ecological Economics*, 76, 87-94.
 75. Guerci, M., Longoni, A., & Luzzini, D. (2016). Translating stakeholder pressures into environmental performance—the mediating role of green HRM practices. *The International Journal of Human Resource Management*, 27(2), 262-289.
 76. Gürbüz, S. ve Y. Yüksel, M. 2008. Emotional Intelligence in the Working Environment: Work Performance, Job Satisfaction, Organizational Citizenship Behavior and Its Relationship with Some Demographic Features, *Doğuş University Journal*, 9 (2), 174-190.
 77. Guziana, B., & Dobers, P. (2013). How sustainability leaders communicate corporate activities of sustainable development. *Corporate Social Responsibility and Environmental Management*, 20(4), 193-204.
 78. Yusoff, Y. M., & Nejati, M. (2017). A Conceptual Model of Green HRM Adoption Towards Sustainability in Hospitality Industry. In *Driving Green Consumerism Through Strategic Sustainability Marketing*. IGI Global.
 79. Zanna, M. P., & Rempel, J. K. (1988). Attitudes: A new look at an old concept. In D. Bar-Tal, & W. Kruglanski (Eds.), *The social psychology of knowledge* (pp. 315– 334). New York: Cambridge University Press

80. Zhu, Q., Sarkis, J. and Lai, K.H. (2013), "Institutional-based antecedents and performance outcomes of internal and external green supply chain management practices", *Journal of Purchasing & Supply Management*, 19(2), pp. 106-117.
81. Zibarras, L. D., & Coan, P. (2015). HRM practices used to promote pro- environmental behavior: a UK survey. *The International Journal of Human Resource Management*, 26(16), 2121-2142.